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Uqauhinut Kamisinaup Havakvia Nunavunmi  
Office of the Languages Commissioner of Nunavut  
Bureau du commissaire aux langues du Nunavut

# BUSINESS PLAN

2025 - 2028

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## 1. INTRODUCTION

The Languages Commissioner is an independent officer of the Legislative Assembly of Nunavut appointed on a five-year term by the Commissioner of Nunavut on the recommendation of the Legislative Assembly. The duty of the Languages Commissioner is established under section 22 of the *Official Languages Act* (OLA) and under section 28 of the *Inuit Language Protection Act* (ILPA).

Under subsection 24(1) of the *Official Languages Act*, the Languages Commissioner is required to prepare annual reports, which are tabled in the Legislative Assembly. The Languages Commissioner is also required to appear before the Standing Committee on Oversight of Government Operations and Public Accounts and before the Management and Services Board to account for annual reports and business plans.

## 2. MANDATE AND VISION

### MANDATE

The Languages Commissioner's mandate is to promote and safeguard the language rights of Nunavummiut, which are enshrined in Nunavut's language legislation.

### VISION

According to the *Official Languages Act* (OLA), Members of the public can communicate with and receive services from the Government of Nunavut and its public agencies, the Legislative Assembly and its institutions, Nunavut courts and municipalities<sup>1</sup> in the official language of their choice.

According to the *Inuit Language Protection Act* (ILPA), Members of the public can communicate with and receive services from the Government of Nunavut and its public agencies, the Legislative Assembly and its institutions, Nunavut courts, municipalities<sup>2</sup>, private sector organizations and federal departments, agencies, and institutions in the Inuit language.

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<sup>1</sup> Municipalities need to provide communications and services in French or English if there is "significant demand." The Government of Nunavut has yet to provide a mechanism to identify what this "significant demand" is and to pass regulations under which municipalities are to provide services and communications in French or English.

<sup>2</sup> The ILPA applies to municipalities regardless of demand.

### 3. PRINCIPLES AND CONCEPTS OF INUIT QAUJIMAJATUQANGIT

The following general principles and concepts of *Inuit Qaujimajatuqangit* apply in respect of the exercise of the powers and performance of the duties of the Languages Commissioner:

1. *Inuuqatigiittiarniq*: respecting others, relationships and caring for people
2. *Tunnganarniq*: fostering good spirits by being open, welcoming and inclusive
3. *Pijittirniq*: serving and providing for family and/or community
4. *Aajiiqatigiingniq*: decision making through discussion and consensus
5. *Pilimmakharniq/Pijariuqharniq*: development of skills through observation, mentoring, practice, and effort
6. *Havaqatigiingniq/ Ikajuqtigiingniq*: working together for a common cause
7. *Qanuqtuurniq*: being innovative and resourceful
8. *Avatiptingnik Munarittiarniq*: respect and care for the land, animals and the environment

### 4. RESPONSIBILITIES OF THE LANGUAGES COMMISSIONER

The Languages Commissioner has four primary responsibilities:

#### **Ombudsman**

The Languages Commissioner reviews any possible breach of the language legislation by territorial institutions, municipalities, private sector organizations, and federal departments, agencies, and institutions in Nunavut. The Office can investigate, make findings and reports, mediate settlements and suggest ways to redress language rights violations.

#### **Advocate**

The Languages Commissioner communicates with obligated bodies to influence decision-making, practices, or policies about respecting language rights.

#### **Advisor**

The Languages Commissioner advise, assist, and works with territorial institutions, municipalities, private sector organizations, and federal departments, agencies, and institutions on their service and communication obligations. The Office also informs Nunavummiut of their language rights.

#### **Monitor**

The Languages Commissioner monitors and examines the progress of territorial institutions, municipalities, private sector organizations, and federal departments, agencies, and institutions in meeting their obligations under Nunavut's language acts.

The Languages Commissioner's duties are the following:

- To inform Nunavummiut of their language rights.
- To inform and advise territorial institutions, municipalities, private sector organizations, federal departments, agencies, and institutions of their language obligations.

- To monitor territorial institutions, municipalities, private sector organizations, federal departments, agencies, and institutions' language services and communications with the public.
- To inform municipalities, private sector, and federal organizations of their language communication and service requirements according to section 3 of the ILPA.
- To investigate or facilitate resolution and to recommend corrective actions.
- To support and monitor the implementation of Nunavut's language legislation.

The Commissioner also has more comprehensive functions, including:

- Promoting language rights by providing opportunities to use the official languages.
- Keeping the adequacy and effectiveness of the laws relating to official language rights under review.
- Producing and publishing reports.
- Carrying out research or studies.
- Making recommendations to obligated bodies and giving advice to any person.

## **5. CAPACITY**

The OLC has a total of six positions.<sup>3</sup> In addition to the full-time contingent of employees, the OLC has a contract with a legal firm to provide legal advice and assistance with mediation when required.

The positions are the following:

- Director of Strategic Planning and Policy
- Manager, Communications
- Investigation and Research Officer
- Investigation and Research Officer
- ILPA Liaison Officer
- Executive Assistant

As of August 2024, these positions were staffed:

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<sup>3</sup> Commissioner of Nunavut on the recommendation of the Legislative Assembly appoints the Languages Commissioner; we do not consider this position as part of the six positions.

- Director of Strategic Planning and Policy
- Intake Specialist (Casual) - The Executive Assistant position was reprofiled in May 2024
- Investigation and Research Officer

As of August 2024, three indeterminate positions were vacant:

- Manager, Communications
- Investigation and Research Officer
- ILPA Liaison Officer

### Inuit Employment Plan (IEP)

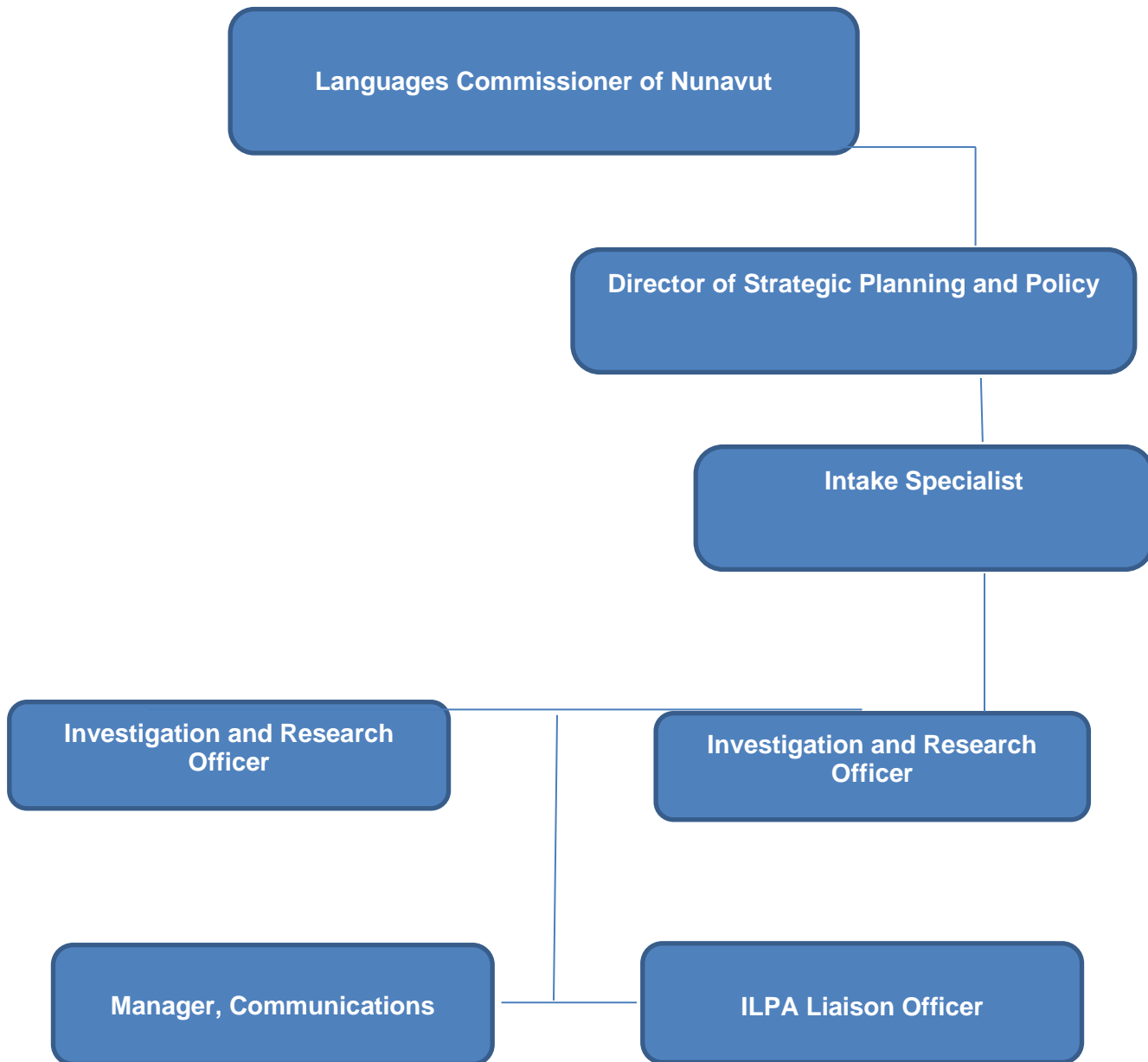
The Government of Canada has provided a comprehensive Nunavut Inuit Labour Force Analysis as part of its renewed commitment to funding the implementation of Nunavut. The Government of Nunavut (GN) has matched this analysis of the territory's labour force with a detailed analysis of its workforce.

In 2021-2022, the Office of the Languages Commissioner developed its first Inuit Employment Plan (see Appendix) and has ensured its implementation is up to date. The plan included goals and an action plan to achieve short and medium-term goals.

## 6. ORGANIZATION CHART



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## **7. LEGISLATION**

In Nunavut, there are two language acts, the *Official Languages Act* and the *Inuit Language Protection Act*, and three official languages: Inuktitut, English, and French.

### **The *Official Languages Act* (OLA)**

Nunavut's *Official Languages Act (OLA)* was approved by the Legislative Assembly in 2008 and came into force on April 1, 2013. The OLA creates obligations for the Legislative Assembly, the courts, and the Government of Nunavut to actively offer their communications and services to the public in all the official languages.

Municipalities must also provide communications and services in French or English if there is a significant demand for services and communications in these official languages. The Government of Nunavut has yet to provide a mechanism to identify this significant demand and pass regulations under which municipalities are to deliver services and communications in French or English.

Obligated bodies must actively offer and ensure that public members can communicate with and receive services in the official language of their choice from the head or central service offices. This also includes other offices with significant demand for an official language or due to the nature of the service (public safety, security, and health).

Implementing the *OLA* as it applies to Inuinnaqtun must address the need for language revitalization and improve access to government programs and services, specifically in Kugluktuk and Cambridge Bay.

The OLA requires a minister responsible for languages to coordinate and guide the language service requirements that territorial institutions and municipalities must meet.

### **The *Inuit Language Protection Act* (ILPA)**

The *Inuit Language Protection Act (ILPA)* was approved in September 2008 and enacted in 2011. On July 31, 2017, sections 3 to 5 were added to the Act to address the Act as it stipulates the obligations of the private organizations on the Act. The ILPA responds more specifically to the challenges confronting the Inuit language and its speakers by protecting and promoting its use, quality, and prevalence throughout Nunavut. The ILPA guarantees the right to education in the Inuit language, protects territorial public servants who prefer to work in the Inuit language and defines specific obligations for government, municipalities, and private sector and federal organizations for providing their communications and services generally available to the public in the Inuit language.



The ILPA requires a minister responsible for coordinating the implementation of policies and the Inuit Uqausinginnik Taiguusiliuqtiit (IUT), the Inuit Language Authority.

## **8. CORE ACTIVITIES AND BUDGET**

The OLC works in three main areas: legislation, communications and policy, planning, and investigations.

### **8.1. LEGISLATION**

Protecting citizens' language rights and ensuring that they are treated fairly is pertinent to the Office of the Languages Commissioner (OLC) 's success. The Office supports official language users and works with obligated bodies to better understand their experiences, needs, and aspirations. Evidence gathered helps ensure compliance with the laws. By doing this, the Office aims to give people the assurance and confidence to use the official language of their choice in their everyday lives.

The OLC expects obligated bodies to comply with the legal duties imposed on them. When they fail, the Office takes appropriate steps to ensure compliance, protecting the rights of official language users.

The Office of the Languages Commissioner worked tirelessly with its legal counsel to review the existing OLA and ILPA as required by the legislation. This review was long overdue. This submission consumed a large part of the office's work this year. The public hearing took place in September 2023. Recommendations from the Standing Committee have been received on the submission and are being incorporated into new and upcoming language infringements.

### **8.2. COMMUNICATIONS**

The Languages Commissioner recognizes the importance of language rights promotion; her duty is to inform the public of its language rights and inform obligated bodies of their language obligations under Nunavut's language legislation. The OLC's public awareness work can take many forms, including public education campaigns, presentations, information sessions, informative material, and maintaining the Office's website and Facebook page.

### **8.3. POLICY, PLANNING, AND INVESTIGATIONS**

The OLC examines, analyses, and makes recommendations concerning the proposed and existing language policies in territorial institutions, municipalities, private sector organizations, and federal departments, agencies, and institutions.

#### *Official Languages Act (OLA)*

According to the OLA, an individual or on behalf of another person, group, or community can file a language rights concern with the Office of the Languages Commissioner regarding a territorial institution or municipality. When public members are not receiving services and communications in the official language of their choice, under sections 11 and 12 of the OLA, such language rights concerns are applicable.

A concern can be brought to the OLC in any of these circumstances:

- The status of an official language has not been recognized.
- A provision of the OLA or any other act or regulation relating to the status, use, or protection of an official language has not been complied with
- The spirit and intent of the OLA or ILPA have not been fulfilled.

The Languages Commissioner commences an investigation on her initiative or at the request of a territorial institution, a municipality, a member, or a committee of the Legislative Assembly without having received concerns directly from a member of the public.

#### Inuit Language Protection Act (ILPA)

The Act mandates the government to take specific measures to safeguard the Inuit language. It includes:

- Educational rights, including early childhood education, Inuit language instruction, and adult language acquisition and upgrading.
- The right to work in the Inuit language in territorial institutions.
- Obligations for municipalities and the private and public sectors, including federal and territorial institutions, to offer services and communications in the Inuit language.

#### Monitoring

To ensure that they comply with language laws, the OLC monitors the availability of language services and communications and active offers within obligated bodies. Surveys such as e-mail and telephone verification, written communication, and website reviews are useful measurement tools to collect data.

#### Systemic Investigation

An investigation may be systemic when non-compliance with language rights is observed as an endemic problem. The decision to conduct a systemic investigation is based on a list of criteria that follow ombudsman practices in Canada, such as:

1. The situation concerns major strategic issues.
2. It is a recurring problem.
3. Many people are potentially at risk.
4. The number of concerns received is essential.
5. The recommendations made by the Languages Commissioner's Office were ignored.

#### Ombudsman and Investigative Training

The OLC employees must be informed and have up-to-date knowledge about the investigation, ombudsman role, and best practices. The Office plans to participate in training offered by York University and the Forum of Canadian Ombudsman.

**8.4. BUDGET**

The Languages Commissioner has a budget of \$1,290,000 for 2024-2025:

Budget (\$000)	2024-2025	2025-2026	2026-2027	2027-2028
Directorate and operations	508	508	508	508
Communications	159	159	159	159
Policy, planning, and investigations	623	623	623	623
<b>Total</b>	1,290	1,290	1,290	1,290

**9. PRIORITIES FOR 2024-2025**

**Communications**

- ✓ Communicate language rights to Nunavummiut.  
**Status:** Ongoing. The Office of the Languages Commissioner communicates language rights to Nunavummiut through Television and radio interviews.
- ✓ Commence discussions on the development of a communications strategy.  
**Status:** This is ongoing. Discussion commenced with the Language Department of the Government of Nunavut.

**Policy, Planning, and Investigations**

- ✓ Continue to monitor territorial institutions’ language services through written communication review.
- ✓ **Status:** This is ongoing. The Office continues to monitor territorial institutions’ language services through written communication review.
  
- ✓ Begin work on the office's Internal Standard Operating manual.  
**Status:** This is ongoing. Significant progress has been made, and the Office will continue to work on it.
- ✓ Continue to provide staff training and professional development initiatives, including software training, legislation, and investigative training.  
**Status:** The Office continues to provide staff training and professional development initiatives, including software training, legislation, and investigative training.
- ✓ Develop an onboarding system for new employees.  
**Status:** Completed.

## 10. PRIORITIES FOR 2025-2026

### **Communications**

- ✓ Begin consultation on communication strategy.
- ✓ Continue increasing awareness of Nunavummiut's language rights on radio and social media.
- ✓ Creating promotional awareness of the OLC to Nunavummiut.

### **Policy, Planning, and Investigations**

- ✓ Continue working on the Internal Standard Operating manual.
- ✓ Begin monitoring staff comprehension of the package through questions the staff asks.

## 11. PRIORITIES FOR 2026-2027

### **Communications**

- ✓ Begin to develop a communication strategy.
- ✓ Continue increasing awareness of Nunavummiut's language rights on radio and social media.
- ✓ Continue to create promotional awareness of the OLC to Nunavummiut.

### **Policy, Planning, and Investigations**

- ✓ Continue monitoring the onboarding system to ensure staff are fully aware and comply with the necessary Human Resources and office requirements.
- ✓ Monitor and continuously update the onboarding system to ascertain its effectiveness.
- ✓ Continue working on the Internal Standard Operating manual.

## 12. PRIORITIES FOR 2027-2028

### **Communications**

- ✓ Continue to work on the communication strategy.
- ✓ Continue increasing awareness of Nunavummiut's language rights on radio and social media.
- ✓ Continue to create promotional awareness of the OLC to Nunavummiut.

### **Policy, Planning, and Investigations**

- ✓ Finalize work on the Internal Standard Operating manual
- ✓ Monitor and continuously update the Internal Standard Operating manual to ascertain its effectiveness and make it a working document.

13. MAIN ESTIMATES FOR 2024-2027

BUSINESS SUMMARY	2024-2025		2025-2026		2026 – 2027		2027 – 2028	
	Main Estimates		Planned		Planned		Planned	
	\$0	PYs	\$0	PYs	\$0	PYs	\$0	PYs
<b>DIRECTORATE AND OPERATIONS</b>								
Salary	280	1	280	1	280	1	280	1
Grants and Contributions	—		—		—		—	
Other O&M	228		228		228		228	
<b>Subtotal</b>	508		508		508		508	
<b>COMMUNICATIONS</b>								
Salary	129	1	129	1	129	1	129	1
Grants and Contributions	—		—		—		—	
Other O&M	30		30		30		30	
<b>Subtotal</b>	159		159		159		159	
<b>POLICY, PLANNING, AND INVESTIGATIONS</b>								
Salary	575	5	575	5	575	5	575	5
Grants and Contributions	—		—		—		—	
Other O&M	48		48		48		48	
<b>Subtotal</b>	623		623		623		623	
<b>TOTAL</b>	1 290	7	1 290	7	1 290	7	1 290	7

**APPENDIX**

**OFFICE OF THE LANGUAGES COMMISSIONER**

**INUIT EMPLOYMENT PLAN**

**2022-2027**



**EMPLOYMENT CATEGORIES IN THE OFFICE AS OF August 2023**

In its Public Service Annual Report and in its *Towards a Representative Public Service* (TRPS) report, the GN reports positions across six employment categories: Executive, Senior Management, Middle Management, Professional, Paraprofessional, and Administrative Support. The following applies to the Office of the Languages Commissioner:

<b>Category</b>	<b>OLC</b>
Executive	Not applicable
Senior Management	Director of Strategic Planning and Policy
Middle Management	None
Professional	Manager, Communications
Paraprofessional	Investigation and Research Officer Investigation and Research Officer ILPA Liaison Officer
Administrative Support	Intake Specialist

Within the Office of the Languages Commissioner, most of the 6 positions (67%) as of August 2024 are categorized as either professional (1) or paraprofessional (3), corresponding with the need for post-secondary (college or university) education as well as on-the-job training and experience. One position (17%) is involved at the senior management level, which generally also requires post-secondary education.

**CAPACITY IN THE OFFICE**

The Office of the Languages Commissioner represents three linguistic communities: Inuktitut-speaking, English-speaking, and French-speaking. Because of the Office’s role, most of its positions are paraprofessional employment.

As of August 2024, OLC has an Inuit representative of three indeterminate employees.



**INUIT EMPLOYMENT IN EMPLOYMENT CATEGORIES**

The following charts illustrate the Office of the Languages Commissioner’s total current capacity. The position of the Languages Commissioner is not included in these six positions.

As of August 2023

EMPLOYMENT CATEGORIES	TOTAL POSITIONS				INUIT EMPLOYMENT	
	Number of positions	Vacancies	Filled	% Capacity	Inuit employed	% Inuit
Executive	-	-	-	-	-	-
Senior Management	1	0	1	100%	0	0%
Middle Management	-	-	-	-	-	-
Professional	1	1	0	0%	0	0%
Paraprofessional	3	0	3	100%	2	67%
Administrative Support	1	0	1	100%	1	100%
<b>TOTAL</b>	<b>6</b>	<b>1</b>	<b>5</b>	<b>83%</b>	<b>3</b>	<b>50%</b>

The Office of the Languages Commissioner hires casual employees to assist with filling positions temporarily that may become vacant due to unsuccessful competition, education leave, maternity leave, annual leave, and/or extended medical leave.

**INUIT LANGUAGE REQUIREMENTS BY EMPLOYMENT CATEGORY**

The Office of the Languages Commissioner has three positions with Inuit language requirements as of August 2023 and three positions that identify the Inuit language as an asset.

**INUIT REPRESENTATION**

The Office of the Languages Commissioner, as of August 2023, has 50% Inuit representation.

**TRAINING AND DEVELOPMENT PLANS**

The Office will continue to use the performance review process to monitor employees’ performance and training plans, respectively. Through the performance review process, the Office will use the training and development plans to identify the employees’ training needs and formulate a plan to assist employees in their development. In addition, the Office will work with the employees to identify aspirations for career advancement within the Office to provide appropriate support to assist in accomplishing these goals.

## **CURRENT ISSUES AND OPPORTUNITIES**

The Office of the Languages Commissioner requires some specialized positions with formal education. While formal education may be required for some positions, the Office identified a need to continue analyzing job descriptions as they become vacant to ensure that the education and work experience requirements are not overinflated and that equivalencies are considered. The OLC maintains this process by having the Department of Human Resources work closely with the Office in reviewing the job descriptions.

The Office will continue to ensure that the combination of education, work experience, and language(s) identified in job descriptions pertain to roles where it is an absolute requirement. A mentorship program, a value-added investment to help Inuit succeed, is being considered for future opportunities.

## **ABOUT INUIT EMPLOYMENT GOALS AND TARGETS**

Departments and territorial corporations set their Inuit employment goals and targets by considering labour supply and demand factors in Nunavut and their offices' communities. The Office of the Languages Commissioner is considering the same factors. Factors may include:

- The availability, interest, and level of preparedness of Inuit for government employment, as documented in Nunavut Inuit Labour Force Analysis products and related summaries prepared by the GN.
- Trends in the number of Inuit likely to be qualified now for available positions or high-demand occupations.
- Trends in the number of Inuit likely to become qualified for available positions or high-demand occupations over time.
- Competition for skilled Inuit throughout the GN and with other territories' employers.
- Recent trends in staffing and recruitment in the OLC.
- Operational requirements and approved positions (PYs) and budgets; and
- Vacancies and projected turnover rates in the department or corporation.

In setting short-term and medium-term goals, the Office did not exceed the approved number of positions (PYs) in each employment category as of the date of the IEP.

## **Short-Term and Medium-Term Goals**

Short-term goals are within three years from 2021, by March 2024.

By March 2024, the Office will continue to ensure and strengthen its Inuit representation by:

- Reviewing job descriptions to ensure that education, work experience, and language requirements are not inflated in job descriptions.
- Assessing all vacancies to determine whether it is feasible to re-profile the position to create an internship or other career development opportunity.
- Promoting and making use of GN training and career development programs.
- Providing specialized training to current professional and paraprofessional staff to develop their skills.
- Using restricted competitions.
- Fostering a positive work and learning environment in the Office.

Between now and 2026, The Office will continue to focus on initiatives that create long-term, sustainable Inuit employment in all categories. The Office will continue to utilize various human resource initiatives to support the development of employees internally to provide career advancement opportunities for paraprofessional and professional positions. Such initiatives include education leave and professional development (both external and internal).

The Office will work with Inuit employees who seek career advancement to ensure opportunities for identifying positions for Internships and mentoring programs. This will enable more Inuit candidates into Senior Management roles. These initiatives are long-range in nature and require the commitment of the targeted staff and financial investment on the part of the Office.