

Government of Nunavut
Public Service Annual Report 2025-26



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About the 2025-26 Public Service Annual Report

The 2025-26 Public Service Annual Report provides a summary of the overall administration, management, and development of the public service. It takes stock of progress on advancing strategic human resource priorities and highlights accomplishments aimed at supporting employees and strengthening the Government of Nunavut's (GN) capacity to deliver effective, timely and culturally relevant programs and services to Nunavummiut.



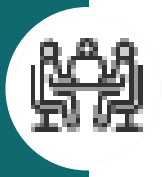
Tunnganarniq

Fostering good spirits by being open, welcoming and inclusive.



Pijitsirniq

Serving and providing for family and/or community.



Aajiiqatigiinniq

Decision-making through discussion and consensus.



Pilimmaksarniq/Pijariuqsarniq

Development of skills through observation, mentoring, practice and effort.



Piliriqatigiinniq/Ikajuqtigiinniq

Working together for a common cause.



Qanuqtuurniq

Being innovative and resourceful.



Inuuqatigiitsiarniq

Respecting others, relationships and caring for people.



Avatittinnik Kamatsiarniq

Respect and care for the land, animals, and the environment.

Minister's Message
Hon. Annie Tattuinee

As Minister responsible for the Public Service Act, I am pleased to present the 2025–26 Public Service Annual Report, highlighting our continued progress in building a strong and engaged public service that reflects and serves the people of Nunavut.

Over the past year, we have taken important steps to strengthen our workforce, enhance accountability, and advance our commitments under Article 23 of the Nunavut Agreement. At the heart of this work is a renewed, whole-of-government commitment to increasing Inuit employment by removing barriers, expanding opportunities, and creating meaningful career pathways across the public service.

We continue to build the capacity of our workforce through strategic investments in recruitment, training, and leadership development. The establishment of the Inuit Pre-Employment Training Division will better prepare individuals for careers in the public service, while initiatives such as the Public Administration and Indigenous Governance Program are supporting Inuit employees in pursuing post-secondary education grounded in Indigenous knowledge and governance. This year also marked the tenth anniversary of the Hivuliqtikhanut Leadership Development Program, which continues to foster strong leaders guided by Inuit Societal Values.

The dedication and engagement of our employees remain one of our greatest strengths. More than 2,600 employees participated in the 2025 Employee Engagement Survey, with 86 percent reporting satisfaction in their work. Building on this momentum, we continue to invest in the next generation of public servants through targeted youth employment initiatives, including the Tuglirijavut Student Employment Program, which provides year-round employment opportunities for students and recent graduates while helping develop the skilled workforce Nunavut will need in the years ahead.

Looking ahead, we are working closely with our devolution partners in the Government of Canada and Nunavut Tunngavik Inc. to ensure a smooth and effective transfer of new responsibilities and integration of federal employees into the territorial public service on April 1, 2027.

I extend a warm and sincere "Qujannamiik" to public servants across Nunavut. Your dedication, professionalism, and commitment to serving Nunavummiut are the foundation of our progress. Together, we are building a resilient, skilled, and representative public service that is well positioned to meet the opportunities of tomorrow and help shape a strong future for Nunavut.

Hon. Annie Tattuinee,
Minister Responsible for the *Public Service Act*
Government of Nunavut

2025-26 Public Service:
Government of Nunavut Recognized as one of Canada's 100 Top Employers

In 2025-26, the Government of Nunavut (GN) has been named one of Canada's Top 100 Employers, showing that it provides a strong, supportive, and positive workplace for its employees. The award recognizes the GN's efforts to make work healthy, inclusive, and rewarding for those who serve Nunavummiut.

This national recognition is viewed as a reflection of our commitment to employee wellbeing, competitive benefits, and an inclusive workplace. It is also an acknowledgment of the programs that support work-life balance and career advancement, as well as the GN's ongoing dedication to ensuring that talented people are attracted to and retained in the workforce.

For the ninth consecutive year, the GN was recognized as one of Canada's Top 100 Employers, including being named a Best Employer for Recent Graduates. For the fifth year in a row, the GN was also recognized as one of Canada's leading Diversity Employers, as well as a top employer for Young People. These distinctions were awarded in recognition of initiatives designed to create meaningful opportunities for young people in the territory.

Entry-level positions are offered to provide valuable work experience. Mentorship and training are prioritized to help youth build essential skills for future careers. Numerous educational supports, tuition supports and scholarships, hands-on training and learning opportunities are also provided to engage employees and encourage youth participation in the public service and provide career development supports.

This national recognition is viewed as underscoring the GN's commitment to empowering the employees, supporting the next generation of leaders and helping develop a skilled workforce for the territory.

Notable programs contributing to this achievement include the Amaaqtaarniq Education Program, Career Broadening Program, Sivuliqtiksat Internship, and Hivliqtikhanut Leadership Development. These and similar initiatives help reduce barriers to post-secondary education and training for eligible Inuit employees and support the development of emerging Inuit leaders.

To learn more about key initiatives for students and young people, the GN's Canada's Top Employers Competition online profile can be visited: https://reviews.canadastop100.com/top-employer-nunavut-government

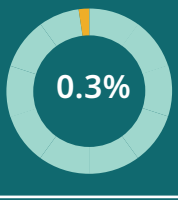
A Year in Highlights: 2025-26 Public Service

5,744 Total Public Service Positions*

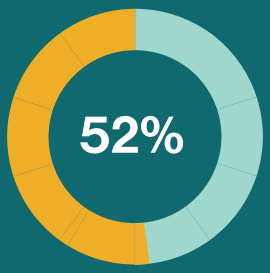
*All departments and public bodies (Source: TRPS March 31, 2026)

Total Vacancies
1,947

Growth of Nunavut Inuit Employment%

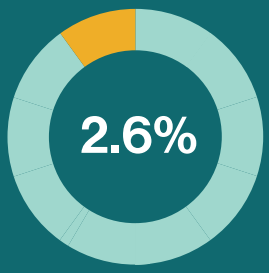


Nunavut Inuit Employed*



*public officials and political staff not included

Public Service Capacity Growth



Casuals Moved Into Term/Indeterminate
242

Nunavut Inuit Direct Appointments
167

Average Salary
$118,643

Average Length of Service
9.1 Years

Average Age
46

< 1 year of service
432

> 20+ years of service
447

Female Employees	Male Employees	Employed less than 1 year
66%	34%	11%

Avg. Hourly Salary	Avg. Hourly Admin Support Salary
$46.74	$44.89

Public Service Filled Capacity %



Employee Retention %

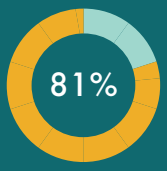


67 Employees on Education Leave

651 Competitions for **801** positions

294 Actual Hires

% of Nunavut Inuit Tuglirijavut Students



161 Tuglirijavut Students

805 Recipients of Inuktut Language Incentive

144 Recipients of Bilingual Bonus

11,982 Applications Processed

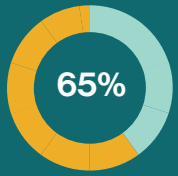
13 Nunavut-Wide Hiring Requests Filled

$821,899 Total Compensation [in $000]
Salaries, Overtime, Northern Allowance, Employer Costs & Benefits, WSCC, Housing Allowance, and Language Incentives

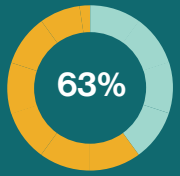
$2,787 Total Inuktut Language Incentives and Bilingual Bonuses [in $000]

394 Short-term Telework Requests Approved

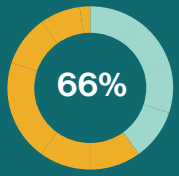
CAPACITY: Professional Category %



CAPACITY: Paraprofessional Category %



CAPACITY: Administrative Support Category %



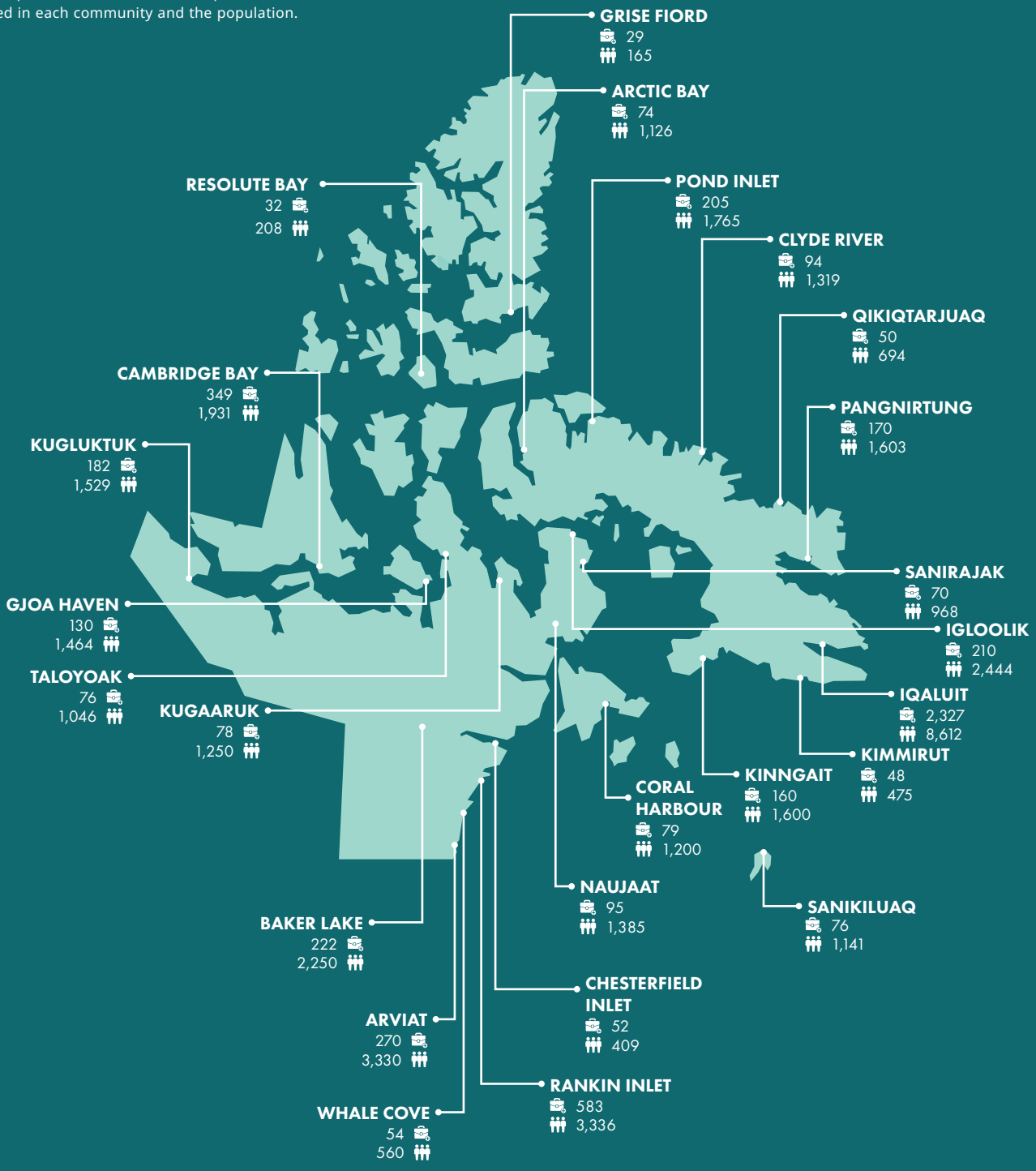
Transfer Assignments

275

5,744 Total GN Positions in Nunavut

This map shows the number of GN positions located in each community and the population.

41,810* People live in Nunavut



POSITIONS

POPULATION

*Statistics from Nunavut Bureau of Statistics, Nunavut Population Estimates by Sex Age Group Region and Community July 1, 2025

**All positions within the GN, including NAC, and QEC as of March 31, 2026

Public Service Overview

Employee Groups

In 2025–26, the Government of Nunavut (GN) successfully concluded collective agreement negotiations, including with the Nunavut Teachers' Association (NTA) and the Nunavut Employees' Union (NEU).

Most GN employees belong to one of three bargaining units, each covered by its own collective agreement.

- Nunavut Teachers' Association (NTA) – collective agreement: in effect until June 2028.
- Nunavut Employees Union (NEU) – collective agreement in effect until September 30, 2028.
- Nunavut Employees Union Qulliq Energy Corporation (QEC) – collective agreement was in effect until December 31, 2024.

The Government of Nunavut's participation in the negotiations of these collective agreements is led by the Employee Relations division of the Department of Human Resources.

There are two other groups of non-unionized employees whose terms and conditions of employment fall outside of the three bargaining units:

- Excluded Employees, and
- Senior Management.

Human Resource Costs

The following table provides an overview of human resource costs, including compensation and benefits for all public servants, for the 2025-26 fiscal year:

2025-26 Public Service Human Resources Costs [in $000]

	2025-26
Regular salaries	$527,474
Overtime	$42,674
Northern allowance	$95,631
Employer costs (Public Service Pension Plan, Canada Pension Plan, Employment Insurance, Health & Dental Coverage, Long-Term Disability, etc.)	$101,003
Other compensation	$34,667
Workers' Safety and Compensation Commission	$9,735
Housing Allowance	$7,928
Inuktut Language Incentive/Bilingual Bonus	$2,787
Total	**$821,899**



Advancing Inuit Employment

In 2025–26, the Government of Nunavut (GN) launched a coordinated approach to strengthen the public service and increase Inuit representation. Central to this effort was the introduction of the Master Inuit Employment Plan 2024–34, a 10-year strategy aligned with the renewed Nunavut Implementation Contract to fulfill Article 23 obligations and build a representative workforce.

Master Inuit Employment Plan 2024-34, Department Inuit Employment Plans & Pre-Employment Training Division

The Government of Nunavut (GN) continues to advance a long-term, coordinated approach to strengthening Inuit employment across the public service. In Spring 2025, the GN introduced the Master Inuit Employment Plan 2024–34, a 10-year strategy aligned with the renewed Nunavut Implementation Contract.

The new Master Inuit Employment Plan provides the direction for how the public service will meet its Article 23 obligations, ensure programs and services reflect the needs of Nunavummiut, and build a workforce that is both effective and representative of the public it serves.

These government-wide Inuit Employment efforts will focus on seven key areas of action, including:

- Providing Leadership and Oversight for Inuit Employment;
- Enhancing Programs and Supports;
- Establishing Employment Pathways;
- Implementing Pre-Employment Training;
- Connecting with Communities;
- Increasing Outreach and Recruitment; and
- Building on Partnerships and Collaboration.

These priorities guide how departments and public bodies will strengthen capacity, remove barriers, and support Inuit in entering, advancing, and thriving within the Government of Nunavut's public service.

Apart from the Master Inuit Employment Plan, each GN department has developed its own Inuit Employment Plan. These departmental plans outline specific targets and actions to increase and enhance the following areas:

- Operational Plans;
- In-Service Professional Development and Career Planning;
- Pre-Employment Training;
- Intensive Outreach and Recruitment; and
- Human Resource Management Practices.

When combined, these actions form the foundation for a sustained progress toward a representative public service.

Inuit Pre-Employment Training

The new Inuit Pre-Employment Training (PET) division is designed to strengthen employment readiness for Nunavut Inuit and support the development of a representative public service using outreach and engagement. PET work aligns with Article 23 of the Nunavut Agreement and the Inuit Employment Plan(s) with focus on bridging pre-employment gaps, coordinating training and education opportunities while addressing systemic barriers to Inuit employment in public service.

PET will mobilize government-wide initiatives for the design and delivery of accessible, appropriate training that reflects both GN workforce needs and the aspirations of Nunavut Inuit interested in public service employment opportunities.



Strengthening Public Service Excellence

In 2025-26, the Government of Nunavut worked to advance training and career development opportunities but also modernize internal processes, directives, and ways of working to improve efficiency and support long-term capacity. Together, these efforts reflect a shift toward building a more capable and community-based workforce that better represents and serves Nunavummiut.

Public Administration and Indigenous Governance Program (PAIG)

In January 2026, the Department of Human Resources launched the Public Administration and Indigenous Governance (PAIG) Program in partnership with the First Nations Technical Institute and Toronto Metropolitan University. PAIG is one of the few undergraduate programs in Canada that teaches public administration through an Indigenous and Inuit lens, recognizing both academic learning and the practical knowledge gained through work experience.

The first cohort is made up entirely of Inuit employees from across the Government of Nunavut and Inuit organizations. These participants are completing a demanding program while continuing to work full time. Over two years, they will earn certificate and advanced certificate credentials that prepare them for future roles in policy, governance, and leadership. Graduates will also have the option to continue toward a Bachelor of Arts in Public Administration and Indigenous Governance through the same job-embedded model or through education leave programs.

More than a training initiative, PAIG is an investment in Inuit self-determination. It strengthens the GN's ability to develop policy grounded in Inuit knowledge, lived experience, and community priorities. The dedication of Inuit participants, representing departments, public bodies and communities across Nunavut, is helping build a stronger, more skilled, and more representative public service. Their commitment to learning will shape the future of governance in Nunavut.

10th Anniversary of the Hivuliqtikhanut Leadership Development Program

2025-26 marked a significant milestone with the 10th anniversary of the Hivuliqtikhanut Leadership Development Program, a cornerstone initiative that continues to strengthen leadership capacity across the public service. Established in 2015, Hivuliqtikhanut was created specifically to support GN employees in developing the skills, confidence, and cultural grounding needed to lead effectively at all levels. Rooted in Inuit societal values and guided by the GN's leadership competency model, the program ensures that leadership in Nunavut reflects the culture, priorities, and aspirations of the territory.

Hivuliqtikhanut offers three interconnected learning streams that support employees throughout their leadership journey: the Emerging Leaders Series for new and aspiring managers, the Supervisors' Series for those with established leadership experience, and the Senior Managers' Series for individuals preparing for or serving in executive roles. Each stream is designed to empower participants to lead in ways that honour Inuit Qaujimajatuqangit and strengthen a representative public service.

Preparing for Devolution

Devolution—the transfer of federal control over Nunavut's Crown lands and resources to the Government of Nunavut—will take effect on April 1, 2027, shifting approximately 100 federal positions into the territorial public service and people are at the centre of this historic transition. The experience and expertise of affected federal employees (AFEs) are essential to ensuring continuity in land and resource management, and the GN is committed to welcoming as many of these employees as possible.

Devolution also presents significant new opportunities for Inuit employment, as the GN continues to advance initiatives that support strong Inuit participation in the post devolution workforce.

The Department of Human Resources (HR) plays a pivotal role in ensuring this people-focused transition is smooth, timely, and well coordinated. Working closely with the Devolution Secretariat, HR leads key responsibilities including organizational design review, job evaluation, union engagement, and the issuance of GN job offers in accordance with the Devolution Agreement. The department also supports staffing, onboarding, and Inuit employment programs to ensure both AFEs and Nunavut Inuit are prepared to succeed in their new roles. Through this work, HR is helping build a stable, skilled, and representative public service ready to take on Nunavut's expanded responsibilities.

Launch of the Workplace Health and Safety Manual

This year, the Department of Human Resources took a major step forward in protecting employees well-being by launching a new Workplace Health and Safety Manual. This guide provides updates to existing safety rules, keeps the Government of Nunavut workplaces compliant with modern standards, and focuses on preventing accidents before they happen.

The guide provides clear responsibilities, access to simply procedures, and accessible safety information.



The signing of the ratified collective agreement between the Government of Nunavut and Nunavut Teachers' Association took place in Sanikliuaq on June 13, 2025.

Government of Nunavut and Nunavut Teachers' Association Sign New Collective Agreement

The Government of Nunavut and the Nunavut Teachers' Association signed a new collective agreement in Sanikiluaq in June 2025, marking the successful conclusion of negotiations and reaffirming the shared commitment to supporting educators across the territory. The agreement provides stability for Nunavut's education system and reflects the importance of attracting and retaining qualified teachers.

The GN emphasized that the agreement supports the delivery of quality education while strengthening collaboration with educators. The NTA highlighted the value of the improvements for teachers and the importance of continued partnership in addressing the needs of students and schools.

Key elements of the agreement include salary adjustments and enhanced benefits, as well as measures that support teacher recruitment, retention, and working conditions. These updates reinforce the GN's commitment to building a strong, stable, and supported teaching workforce.

This agreement represents a positive step in advancing shared priorities for Nunavut's education system and ensuring that teachers are equipped to deliver high-quality learning experiences for students across the territory.

Government of Nunavut and Nunavut Employees' Union Sign New Collective Agreement

In March 2026, the Government of Nunavut and the Nunavut Employees' Union signed a new collective agreement, marking the successful conclusion of negotiations that began in fall 2024.

The agreement reflects a shared commitment to supporting a strong, stable, and representative public service. Both parties emphasized the importance of maintaining constructive labour relations and ensuring that GN employees are equipped to deliver essential programs and services across the territory.

Throughout the negotiation process, both the GN and the NEU underscored the value of collaboration and the need to support employees in meeting the diverse needs of Nunavummiut. The new agreement strengthens this partnership and provides a clear framework for continued progress in workforce development, employee well-being, and service delivery.

The signing of the collective agreement represents a meaningful step forward in advancing shared priorities for Nunavut's public service and ensuring that GN employees are supported, recognized, and prepared to contribute to the territory's long-term success.

The signing of the ratified collective agreement between the Government of Nunavut and Nunavut Employees' Union took place in Iqaluit in March 2026.



2025 Employee Engagement Survey

The Government of Nunavut successfully completed its 2025 Employee Engagement Survey in December, marking an important step in understanding and strengthening the experience of public service employees across the territory.

Employee engagement remains a cornerstone of a healthy and effective public service. When employees feel heard, supported and empowered, the benefits extend across the entire government and to the communities it serves. High engagement contributes to stronger collaboration, improved communication, and better outcomes for Nunavummiut.

With a participation rate of 60% and representing feedback from more than 2,600 employees, the survey reflects a strong collective commitment to shaping the future of the GN. The relatively high level of engagement demonstrates that employees care deeply about their workplace, their colleagues, and the quality of services they deliver to Nunavummiut.

The results provide a clear picture of a dedicated and motivated public service:

- 58.1% of employees reported being highly engaged in their work, energized by their responsibilities and committed to excellence in their roles;
- 86% of employees are proud of the work they do;
- 84% regularly collaborate and support their colleagues; and
- 79% feel a strong sense of commitment to the organization.

All of these indicators highlight a workforce that values teamwork, service, and shared purpose.

Engagement surveys are one of the most valuable tools for understanding the lived experience of employees. They help identify strengths, highlight areas for improvement, and guide the development of evidence-based action plans shaped directly by employee voices. This approach ensures that improvements are meaningful, targeted, and aligned with the needs of the workforce.

Launch of the Tuglirijavut Student Employment Program Offering Year-Round Opportunities

Tuglirijavut, meaning “our next ones,” expands student employment beyond traditional summer placements by offering year-round opportunities for Nunavut students and recent graduates.

Through meaningful on-the-job experience, targeted training, and skill development, the program helps students complement their academic studies while gaining practical insight into careers within the Government of Nunavut.

The program places a strong emphasis on Inuit student employment, advancing Pilimmaksarniq/Pijariuqsarniq and creating clear pathways for students to pursue and complete post-secondary education aligned with public service careers.

The GN has previously been recognized as an employer of choice for young people and recent graduates, and Tuglirijavut demonstrates why. By opening its doors to learners and new graduates, providing meaningful work experiences, and offering mentorship and career supports, the public service is building a workforce that is engaged, capable, and representative of Nunavut.

This renewed program strengthens the GN’s commitment to supporting youth in terms of skills and career development, ensuring that the next generation is empowered to contribute to a strong and vibrant public service.



Recruitment & Staffing

The Department of Human Resources (HR) plays a key role in attracting, recruiting, and retaining qualified candidates to support the delivery of public services across Nunavut. It ensures a fair and transparent staffing process that reflects Inuit employment priorities, supports workforce diversity, and aligns with the government's strategic goals. HR manages job postings, applicant screenings, interviews, and onboarding processes while working to build a representative public service that prioritizes Inuit employment, reflects Nunavut's communities and Inuit Societal Values.



Active Competitions

651 for 801 positions

11,982

Applications Processed



131

Nunavut Inuit Hired*
(exc. NAC, NHC, Nursing, Schools)



158

Restricted Competitions for Nunavut Inuit by Location Only

40

Restricted Competitions for Nunavut Inuit Only

Employee Retention

Employee retention is an important part of the Government of Nunavut's commitment to creating a positive and supportive workplace. Employees continue to be motivated in an environment that values professional growth, community involvement, work-life balance, and succesfully incorporates Inuit Societal Values, including Tunnganarniq (creating a welcoming and respectful environment) and Inuuqatigiitsiarniq (respecting and caring for others).

This supportive culture helps the employees feel valued and in turn the resulting employee retention supports the delivery of consistent and effective services to communities.

The GN continues to offer competitive compensation and benefits, including salaries, pension, bonuses for long-term continuous service, staff housing, household and northern allowances, various types of leave, and many training and career development opportunities.

Staff turnover is measured by the number of indeterminate or term employees who leave the GN for reasons such as retirement, resignation, end of term, layoffs, or, rarely, dismissal. Retaining skilled and committed employees is key to addressing staffing challenges and maintaining strong government services.

- In 2025-26, GN retention rate was 84%

Direct Appointments

Direct appointments allow the Government of Nunavut to fill specific positions without using the standard competitive process.

In alignment with Article 23 and the GN's commitment to Inuit employment, direct appointments are an important tool for increasing Inuit representation in the public service. The process prioritizes qualified Nunavut Inuit, helping to build a workforce that reflects the population it serves.

Direct appointments support timely hiring and contribute to a skilled and representative Inuit workforce.

- In 2025-26, there were 168 direct appointments compared to 107 in 2024-25. Of these, 167 (99%) were Nunavut Inuit.

Job Competition Advertised and Hiring

The following table represents the breakdown of the hires and competitions for the 2025-26 fiscal year.

2025-26 Hiring by Region

Region	Positions Advertised	Positions Filled	Nunavut Inuit Hired	Non-Inuit Hired
Headquarters	449	139	25	114
Qikiqtaaluk	148	68	49	19
Kivalliq	137	51	35	16
Kitikmeot	56	36	22	14
Total	**800**	**294**	**131**	**163**

Casual and Relief Employment

The Government of Nunavut (GN) uses casual and relief employment to address short-term and urgent operational needs. Casual employees support temporary, project-based, or emergency work, while relief employees provide services normally delivered by regular staff on an as-needed basis.

Casual employment also serves as an entry point into the public service, offering experience that can lead to longer-term roles. While departments prioritize permanent staffing, casual hiring remains an essential tool for meeting immediate capacity demands.

- 1,074 casual assignments in 2025-26
- 66% of casuals had less than 1 year of service
- 10% of casual employees have over 3 years of service
- 242 casual employees transitioned into term or indeterminate roles, demonstrating the effectiveness of casual employment as a pathway to more permanent public service careers.

2025-26 Casual Employment

Length of Service	%
Less than 1 year	66%
More than 1 and less than 2 years	17%
More than 2 and less than 3 years	7.0%
More than 3 and less than 4 years	4.5%
More than 4 and less than 5 years	2%
5 or more years	3.5%

118
Transfer Assignments for Nunavut Inuit



99%
Nunavut Inuit Direct Appointments



66%
of Casuals have less than one (1) year of service



10%
of Casuals have over 3 years of continuous service



242
Casuals became Indeterminate / Term

Tuglirijavut Year-Round Student Employment Program

The Tuglirijavut Student Employment Program helps Nunavut high-school, post-secondary students and recent graduates gain paid work experience in the Government of Nunavut.It offers practical job experience that helps students grow new skills, gain confidence, and explore future career possibilities.

Tuglirijavut runs year-round, giving students and recent graduates the flexibility to work during the summer, school breaks, or after completing their studies. Students are placed in a department where they learn from experienced staff.

Participants receive paid employment, including the Nunavut Northern Allowance, making the program both a learning opportunity and a source of financial support.

Tuglirijavut continues to play an important role in developing Nunavut's future workforce. By helping students gain early experience in government, the program supports Inuit employment, strengthens departmental capacity, and encourages young people to potential employment in public service.

2025-26 Tuglirijavut Student Employment

Department	Total	Nunavut Inuit
CH	6	7
CS	15	10
EDU	7	5
ENV	26	24
EIA	1	0
FIN	8	8
FS	5	3
HEA	29	25
HR	6	6
JUS	7	5
NAC	7	7
NHC	6	5
TIN	19	12
OLA	4	3
QEC	15	13
Totals	**161**	**131**

Tuglirijavut participant, Hannah Durdle-Awa, working at the Department of Human Resources.





Career Development & Education

The Government of Nunavut's Department of Human Resources has several divisions and a number of programs that offer career development and education opportunities for public service employees, including the Public Service Training and Sivumuaqatigiit divisions. These divisions play a crucial role in the development of the employee skills and competencies, ensuring that public service employees are equipped with the necessary knowledge and abilities to deliver effective and responsive services to Nunavut's communities with a focus on Inuit leadership and career development.

Human Resources Professional Programs

In order to grow human resources (HR) capacity within the Government of Nunavut and increase Inuit leadership in the field, three programs were launched in 2022: the Human Resources Learning Series, the Human Resources Captus Academic Program and the Accredited Human Resources Certificate Program (AHRC).

These programs were launched with the aim of increasing Inuit representation in the HR discipline by prioritizing Inuit applicants and incorporating Inuit Societal Values. The Accredited Human Resources Certificate Program (AHRC) for example, had two cohorts, one of which was Inuit-only, and the other which prioritized Inuit applicants.

Recognizing the importance of Inuit representation in HR roles, these professional development initiatives were introduced to prepare employees for national certification and leadership.

These programs range in duration from nine months to two years and are aligned with the requirements for achieving the Chartered Professional in Human Resources (CPHR) designation, the national standard for HR professionals in Canada:

1. The Human Resources Learning Series: delivered between October 2022 and February 2025 to three (3) cohorts with 62 participants; 35 graduates including 6 (17%) Inuit.
2. The Human Resources Captus Academic Program: delivered between January 2022 - April 2024 to two (2) cohorts with 40 participants; 6 graduates.
3. The Accredited Human Resources Certificate Program (AHRC) was delivered to two (2) cohorts between November 2024 to December 2025: Inuit-only cohort delivered from Novermber 2024 to December 2025 to 25 participants; 17 graduates. Open cohort, Inuit priority delivered to 29 participants; graduation to be concluded in December 2026.







On September 22, 2025, participants gathered for an HR Professionals Day held at the Nunatta Sunakkutaangit Museum in Iqaluit.

Cultural Orientation and Onboarding

The Department of Human Resources supports a healthy and welcoming workplace by promoting Inuit Societal Values and offering onboarding courses for all Government of Nunavut employees. Onboarding includes the Employee Tukisivalliata Orientation, the Cultural Tukisivalliata Orientation, and other general onboarding courses that provide new staff consistent information about the GN, its values, and how the organization works.

- 15 sessions of employee and cultural Tukisivalliata onboarding were provided to 242 participants, 22 (9%) Nunavut Inuit.

Occupational Training Programs

Delivered by the Department of Human Resources, Occupational Training programs help employees gain the knowledge and competencies needed to grow professionally and deliver effective services.

1. Future Leaders: Leadership Development Certificate (Level 1) was delivered to 20 participants; 14 graduated;
2. Future Leaders: Leadership Development Certificate (Level 2) was delivered to 14 participants; 7 graduated;
3. Business Analysis Certificate was delivered to 28 participants;
4. Pre-Retirement Planning Program was delivered to 28 participants, 12 (43%) Nunavut Inuit; 20 graduated;
5. Remote Skills Management was delivered to 39 participants; 8 (21%) Nunavut Inuit; 22 graduated, 4 Nunavut Inuit (4%);
6. Strategic and Media Communications was delivered to 39 participants, 11 (28%) Nunavut Inuit; 27 graduated, 6 (22%) Nunavut Inuit;
7. Foundational Writing and Editing was delivered to 38 participants, 12 (33%) Nunavut Inuit; 27 graduated, 9 (33%) Nunavut Inuit;
8. Accredited Human Resource Certificate Program (Cohort 2) was delivered to 29 participants, 8 (28%) Nunavut Inuit;



242
Participants in Cultural Orientations & Onboarding



235
Employees participated in Occupational Training Programs



108
Learning and Development Courses delivered to

1,374
participants

38%
Nunavut Inuit in Learning & Development Courses

Learning and Development Courses

Learning and development courses are a one-day in length, short-term courses that aim to improve participants' skills and abilities that contribute to their current roles and help with career advancement.

A total of 108 learning and development courses were delivered to 1,374 participants across all three Nunavut regions, including:

- Microsoft Excel skills (variety of skill levels)
- Microsoft Planner
- SharePoint & Document Management
- Microsoft One Drive & File Management
- Microsoft Projects Microsoft Word (variety of skill levels)
- Individual Performance and Objective Setting
- Life Planning for Retirement
- High Performance Teams - Remote Workforce
- Nunavut Agreement
- Nunavut History and Governance
- Adapting to Change Management Process
- Power of Habit
- Mindfulness Wellbeing
- Emotional Intelligence in the Workplace
- Assertiveness Skills
- Cultural Safety & Trauma Informed Care
- How Government Works
- Leadership Communication Skills

108	1,374	38%	1,076
Total Courses Delivered	Total Participants	Nunavut Inuit Participants	Graduates

Specialized Training and Program Development Fund

The Government of Nunavut's (GN) Specialized Training and Program Development Fund provides advanced training in specialized areas. The fund is administered and evaluated annually by Human Resources' Public Service Training Division (PST).

- In 2025-26, 14 proposals were approved from four departments and one public body.

2025-26 Specialized Training and Program Development Fund

Department	
CS	Ready Today, Resilient Tomorrow
FS	Career Practitioner Training
FS	Equity, Diversity, Inclusion and Accessibility Training
FS	Workplace Restoration and Trauma Informed
FS	StepWise Training
FS	MATRIX Child Wefare Database Training
FS	Family Wellness Core Training
HR	Accredited Human Resources Certificate Program
HR	GN Mentorship Program
HR	Workshop Trauma Informed Investigation
NHC	Operations, Infrastructure, and Housing Sector Training
NHC	Affordable Housing Options Training
HEA	Specialized Community Health Workers Training
HEA	Nunavut Daily Toothbrushing Routines

Project Management Certificate Program

Launched in 2021–22, the Master's Certificate in Project Management delivered in partnership with York University supports employees pursuing their Project Management Professional (PMP) designation. Providing a globally recognized credential from the Project Management Institute, the program equips practitioners to apply industry standards and best practices while integrating Inuit Societal Values into project delivery across government.

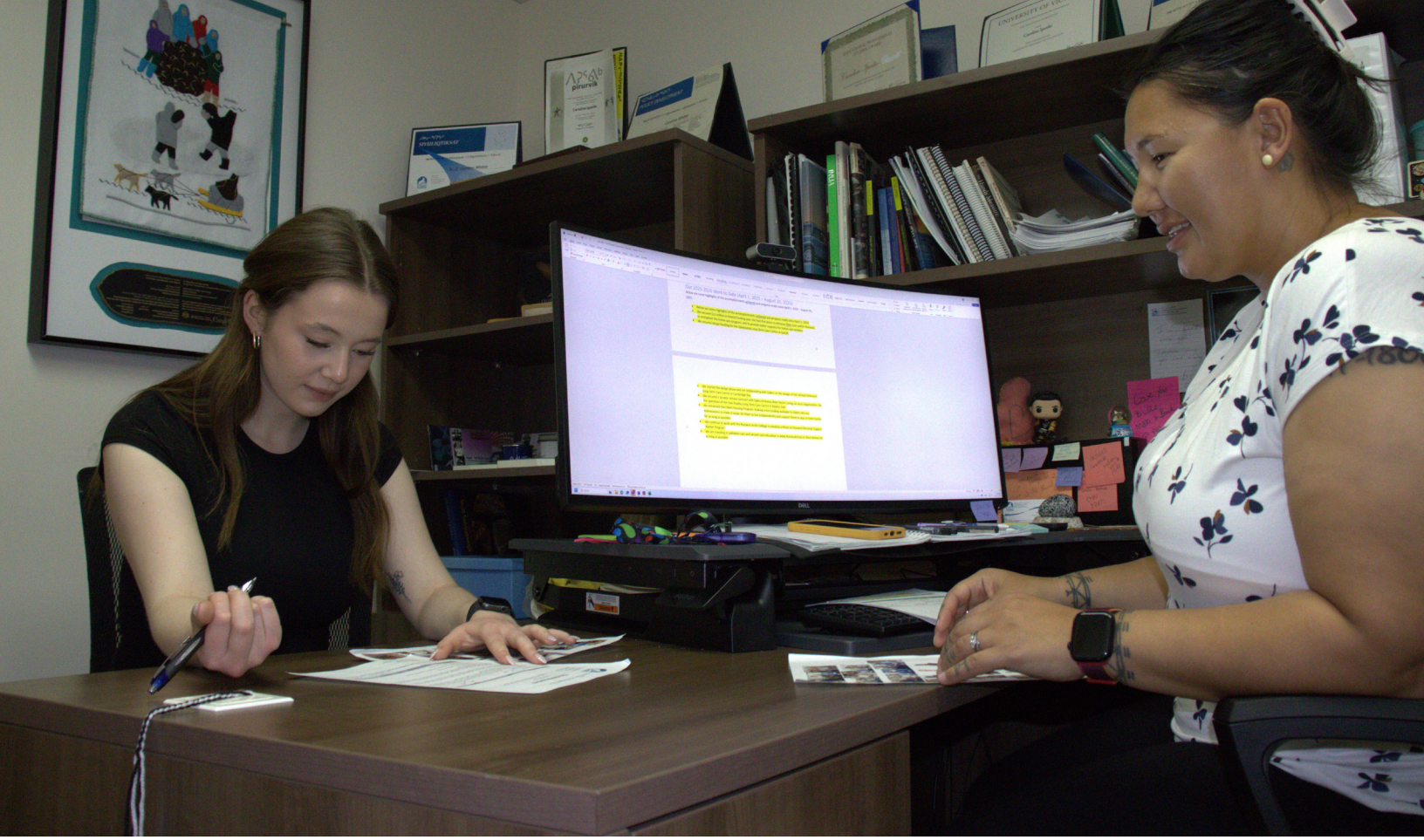
In 2025–26, one of the three cohorts of the Project Management Essentials (PME) certificate program was offered exclusively to Inuit employees, strengthening access to project management training and professional development.

March 18, 2026 Graduates of the Project Management Certificate Program

Canady, Andrea
Gadinga, Walter
Siziba, Nomazwe
Tagyen, Romeo
Robbins, TJ
Porter, Alrick
Tuazon, Jell
Hoang, Kara
Sadiwa, Charlie
Hassen, Siifan
Mutongerwa, Ashleigh
Cole, Madeline
Sinon, Ourmar
Nestorowski, Stefan
Kum, Ryan
Dounta, Dorine
Schneiderman, Morris
Adamache, Theresa
Emiktaut, Chantel
Adamache, Graysen
Qappik, Sean
Aglukark, Brian
Nipatanatiak, Catherine

The Project Management Certificate Program graduates at a graduation ceremony was held in Iqaluit on March 18, 2026, at the Frobisher Inn. The celebration included guest speaker Ann Hanson, former Commissioner of Nunavut and Nunatsiaq News founding editor.





Public Administration and Indigenous Governance Program (PAIG)

The Public Administration and Indigenous Governance Program (PAIG) was launched in partnership between the Department of Human Resources, First Nations Technical Institute, and Toronto Metropolitan University. PAIG is one of the few programs that taches public administration and policy from an Indigenous and Inuit perspective, making Inuit Societal Values integral to the program.

The first PAIG cohort is Inuit-only and the students are working to complete their certificates over two years while working full time and building skills for future roles in policy, governance, and leadership. Graduates can continue onto a Bachelor of Arts in Public Administration and Indigenous Governance using the Government of Nunavut's work-based model or available education leave.

PAIG is a unique program that supports Inuit self-determination and strengthens the GN's ability to develop policy rooted in Inuit knowledge and community priorities. The commitment of Inuit participants is helping build a stronger, more skilled, and more representative public service.

- PAIG is delievered to an Inuit-only cohort of 15 enrolled participants with graduation in January 2028;

Hivuliqtikhanut Leadership Development Program

2025-26 is a celebration of the 10th year of the Hivuliqtikhanut Leadership Development Program that is focussed on delivering leadership support for employees preparing to take on supervisory and managerial roles.

Hivuliqtikhanut includes three connected learning paths that guide employees at different stages of leadership: the Emerging Leaders Series for new or aspiring managers, the Supervisors' Series for those with established experience, and the Senior Managers' Series for people preparing for or serving in executive roles. Each stream helps participants lead in ways that reflect Inuit Qaujimajatuqangit and strengthen a representative public service.

- Between 2015 and 2025, 338 employees have completed the Hivuliqtikhanut Leadership Development Program, 239 (71%) Inuit

This achievement reflects the GN's ongoing commitment to advancing Article 23 implementation and supporting Inuit leadership development across the public service.

The continued success of Hivuliqtikhanut is made possible through the dedication of facilitators, mentors, and Elders.

Education Leave Program

The program offers indeterminate employees leave and funding for full-time post-secondary studies. This program is separate from the Inuit employment initiative that is the Amaaqtaarniq Education Leave program.

2025-26 Education Leave Program

Department	Inuit	Non-Inuit	Total
CH	0	0	**0**
CS	1	0	**1**
TIN	3	0	**3**
EDU	8	1	**9**
FS	1	1	**2**
FIN	0	1	**1**
HEA	8	11	**19**
JUS	5	1	**6**
NAC	1	0	**1**
NHC	1	0	**1**
OLA	1	0	**1**
Total	29	15	**44**
%	**66%**	**34%**	**100%**

The above data does not include the following:

- Additional Nunavut Inuit employees on education leave during 2025-26 through the separate Amaaqtaarniq Education Leave Program for Nunavut Inuit employees.
- Additional Dept of Education employees on education leave during 2025-26 through a separate Professional Development fund set aside for teachers (educators) under the Nunavut Teachers' Association Collective Agreement.

The number of employees per department accounts for those in an education leave program under the Human Resource Manual (HRM), section 309 at some point in 2025-26.

Participants either started their program, ended their program, or were in the middle of their program in 2025-26.

338
graduates of the Hivuliqtikhanut Leadership Program (2015-25)

15
participants in the Public Administration and Indigenous Governance Program

44
in Education Leave Program

19
HEALTH employees participate in Education Leave Program



5

participants in Amaaqtaarniq Education Leave Program



6

participants enrolled in 2026-27 Amaaqtaarniq Education Leave Program



16

Sivuliqtiksat Internships provided



86

Sivuliqtiksat Internships offered between 2002 and 2026

The following Sivumuaqatigiit Training Initiatives are funded using Settlement Agreement funds overseen by the Nunavut Implementation Panel.

Career Broadening Program

The Career Broadening Program provides Inuit employees the opportunity to enhance their skills and experience through work assignments in areas of their choice for up to 12 months per assignment. Participants can undertake a total of three assignments, each guided by a personalized learning plan tailored to their individual development goals, such as acquiring management skills or preparing for special project leadership roles. Employees maintain their home position salary while they broaden their professional expertise and prepare for future career advancements within the organization.

- 16 career-broadening assignments have been established since 2017

Amaaqtaarniq Education Leave Program

Launched in 2017, the Amaaqtaarniq Education Leave Program is designed to improve access to post-secondary education for Nunavut Inuit public service employees. It supports eligible indeterminate, term, and casual Inuit employees in pursuing specialized education for positions that are difficult to fill.

The program covers tuition fees, books, and relocation expenses. Additionally, it provides an allowance equivalent to 100% of the employee's base salary for the academic year plus one additional month, helping to ease financial barriers during their studies.

- In 2025-26, there were 5 participants, 4 completed the program and 1 is in progress
- 6 applicants have enrolled for the 2026-27 program intake

Sivuliqtiksat Internship Program

The Sivuliqtiksat Internship Program, launched in 2002, aims to boost Inuit representation in managerial roles and provide professional development. Lasting 1 to 3 years, the program focusses on positions outside Iqaluit and encourages competitive applications. Interns follow a personalized learning plan, attend bilingual group sessions to build leadership skills, and receive mentorship from experienced professionals.

Compensation is based on the target position's pay level.Additionally, interns can access up to $25,000 annually.

- In 2025-26, there were 16 internships
- Since 2002, the program offered 86 internships: 43 graduates and of these, 16 secured specialized roles, 26 transitioned into management or senior management



Above: Long term Service Awards held in Igloolik in November 2025. Friends, family mambers and recipients gathered to celebrate the achievement of long-term public servants in Igloolik.

Long-Term Service Awards

The Government of Nunavut honours the long-term commitment of employees who have continuously contributed to public service. To recognize their achievement, Long Term Service Awards are held for employees that recognize 5, 10, 15, 20, 25, 30, 35, 40, 45 and even 50+ years of continuous service (in 5-year increments) of continued and uninterrupted public service.

Celebrations were held in the communities to express the Government of Nunavut's sincere appreciation for all valued employees who achieved these significant milestones. Iqaluit helds its third gala event in February 2026 honoring recipients who reached service milestones of 20, 25, 30, 35, 40, and 45 years.

- Kimmirut (2025): 20 invitees for 5, 10 and 15 year continuous service awards
- Igloolik (2025) : 46 invitees for 5, 10 and 15 year continuous service awards
- Iqaluit (third gala event held Feb. 12, 2026) : 162 invitees for 20, 25, 30, 35, 40, 45, 50+ years of continuous service
- In 2025-26, awarded were 66 long term service awards
- Since 2024-26, the Department of Human Resources has awarded 523 long term service awards



Dr. Elaine Uppahuak is an Inuk leader from Arviat whose work shows her strong commitment to public service, community strength, and the advancement of Inuit knowledge. She now lives in Iqaluit and serves as the Associate Deputy Minister of Inuit Employment and Public Service Development. In this role, she helps create programs and policies that support the development of a strong and representative public service with a focus on advancing career and education opportunities for Inuit across Nunavut.

Prior to joining the Department of Human Resources, Dr. Uppahuak spent fifteen years at Nunavut Arctic College. She worked in administratiion, partnerships, and planning for the Centre for Inuit Excellence. She also supported youth and families through her volunteer roles as Chair of the Arctic Children and Youth Foundation and as a board member of Nunavut Sivuniksavut.

Dr. Uppahuak's academic achievements are celebrated across the territory. She earned a Master of Arts in Leadership and a Doctorate in Social Sciences from Royal Roads University. Balancing school, work, and family was challenging, but the Amaaqtaarniq Education Leave Program helped make it possible by providing time, flexibility, and financial support.

Left: Dr. Uppahuak defends her doctoral dissertation to the academic panel inside an iglu.
Above: A traditional country food feast held in celebration of Dr. Uppahuak's successful doctoral defense.

Empowering Inuit Scholarship: The Journey of Elaine Uppahuak, PhD

"The Amaaqtaarniq Education Leave Program gave me the chance to pursue advanced education while staying connected to my identity, culture, language, and community," she says. "My doctoral journey reflects the goals of Article 23 of the Nunavut Agreement, which aims to create pathways for Inuit education, employment, and leadership. I hope my experience encourages other Inuit to pursue higher education."

Her doctoral research focuses on Inuit methodology and Inunnguinniq, the Inuit practice of raising capable and confident people. By grounding her work in Inuit Societal Values, she helps ensure Inuit perspectives guide learning, leadership, and policy development in Nunavut.

In a powerful cultural choice, Dr. Uppahuak defended her doctoral dissertation inside an iglu. This act connected her academic work to her family history and Inuit traditions.

"My father was born in an iglu, and my family lived through the impacts of forced relocation," she says. "Defending my dissertation in an iglu, grounded in Inuit Qaujimajatuqangit, was a reminder that Inuit have not forgotten who we are. Inuit belong in university spaces, and we can bring our language, culture, and ways of knowing with us."

For Dr. Uppahuak, earning a doctorate was never just about personal achievement. It was about opening doors for others.

"This journey was for my kids, my family, my community, and future generations of Inuit scholars," she says. "If my experience helps even one Inuk student believe they belong in higher education, then it was worth it."

Through her leadership, research, and advocacy, Dr. Elaine Uppahuak continues to show that Inuit knowledge belongs at the centre of education and public service—helping build a strong, self-determined future for Nunavut.

Uppahuak is passionate about her academic work, her role in the GN, and staying connected to Inuit traditions, including country foods and fishing.





Right (from the top): Uppahuak's family celebrating her defence of her doctoral research and Elaine's favourite pastime, ice fishing,.



Employee Relations, Job Evaluation & Wellness

Employee Relations, Job Evaluation and Wellness within the Department of Human Resources play a crucial role in fostering a positive work environment, promoting effective communication, and ensuring a strong and collaborative workforce. Their primary objective is to cultivate a workplace culture that values respect and Inuit Societal Values aligning with the needs of our diverse communities and employees. Their priority is guiding client departments and public bodies on grievance administration, dispute resolution, collective agreement negotiation, policy interpretation, disciplinary action, investigations, performance management, job evaluation, organizational design, as well as employee wellness, health and safety.

Job Evaluation

Job Evaluation (JE) ensures that all GN positions are designed and evaluated based on a fair classification structure for all positions. JE plays a significant role in organizational design and provides counsel on the functional effectiveness of major GN organizational strategies. JE works closely with departments to provide organizational diagnostics, identify potential program and operational inefficiencies, and offer structural recommendations to help the GN achieve its goals and objectives.

- In 2025-26 Job Evaluation processed 2,563 actions

2025-26 Job Evaluations Processed

Type	Count
ASEP	2
CSA	680
DA	93
ITA	32
JARNS	427
JARRS	826
NEWNS	22
NEWRS	55
RESA	257
SSEEP	51
TSEP	118
Total	**2,563**

- AESP: After-School Student Employment Program
- CSA: Casual Staffing Action
- DA: Direct Appointment
- ITA: Internal Transfer Assignment
- JARNS: Job Action Request – No Staffing required (ex. procession reporting changes or updates to coding)
- JARSR: Job Action Request – Staffing Required
- NEWNS: New position – No Staffing Required
- NEWSR: New position – Staffing Required
- RESA: Relief Employee Staffing Action
- SSEEP: Summer Student Employment Equity Program
- TSEP: Tuglirijavut Student Employment Program

Grievances

Grievances are formal complaints raised by individual or a group employees regarding perceived violations of the collective agreement. They provide a vital process for addressing disputes involving working conditions, overtime assignments, promotions, disciplinary actions, and other workplace matters.

The grievance process ensures compliance with the collective agreement while promoting open dialogue and maintaining positive workplace relations. This approach to resolving conflict protects employee rights, supports fair treatment, and fosters positive workplace relations. When necessary, grievances protect employee rights and can be escalated to arbitration, and, if necessary, enable a fair and binding resolution to workplace issues.

Return-to-Work

The Return-to-Work (RTW) program is designed to support employees in their safe and timely reintegration into the workplace following illness or injury. By offering modified duties and accommodations, the program aims to minimize workplace disruptions while promoting employee health and productivity. Benefits include reduced costs, improved employee morale, and compliance with relevant regulations, while employees gain enhanced well-being, job security, and a maintained sense of income and social connection. Ultimately, this collaborative effort fosters a positive work environment that values the health and recovery of all employees.

- 271 cases were succesfully closed during 2025-26
- 160 (59%) employees were sucessfully reintegrated into the workplace
- 50 employees benefited from structured RTW plans or formal modified duties, showing effectiveness of the proactive and supportive approach to safe, graduate RTW

Ethics Officer

The role of the Ethics Officer is to receive and investigate allegations of wrongdoing in the Nunavut public service. Where wrongdoing is found, the Ethics Officer makes recommendations to address the wrongdoing.

The Ethics Officer provides an alternative and independent method for Nunavut public servants to disclose wrongdoing that comes to their attention and assures them and all Nunavummiut – that disclosures will be investigated and addressed promptly, fairly, and effectively.

The Ethics Officer submits their Annual Report 6 months following the fiscal year-end. All Ethics Officer Annual Reports are available at https://www.gov.nu.ca/en/government-accountability/ethics-officer-annual-reports



200

employees and community members in First Aid training



170

employees and community members completed variety of First Aid training



93

completed the Workplace Health and Safety Training

First Aid, CPR-C and AED Training

In 2025-26, the Department of Human Resources continued to strengthen its commitment to community safety through a comprehensive suite of first aid and emergency-response training programs. This work was anchored by Standard and Intermediate First Aid with CPR/AED courses, which provided participants with practical, hands-on skills in emergency scene management, cardiopulmonary resuscitation, automated external defibrillator use, and the treatment of medical and trauma-related injuries.

Complementary programs--including Basic First Aid, Emergency First Aid, CPR/AED Level C, and Advanced First Aid--further expanded access to essential safety knowledge. Together, these ensured that individuals, teams, and communities had the tools needed to act quickly and confidently when emergencies arise.

- Standard and intermediate first aid with CPR/AED training was delivered to 200 GN and community participants across the territory, with 170 successfully completing the program.

Workplace Health and Safety Training

The Department of Human Resources expanded the Supervisor Occupational Health and Safety Familiarization training program strengthening workplace safety leadership across the territory. Designed to ensure supervisors understand their legal obligations and their critical role, the training provided practical guidance on hazard identification, risk assessment, safe-work procedures, and due diligence. Supervisors gained the knowledge and confidence needed to model safe behaviours, communicate expectations clearly, and respond effectively to emerging concerns in their work environments.

- 93 supervisors have completed the training in 2025-26

Workplace Hazardous Materials Information System (WHMIS) Training

WHMIS training is a core component of occupational health and safety, ensuring that employees understand how to safely identify, handle, and store hazardous products they handle in the in the workplace. The WHMIS training has been delivered to minimize exposure to hazardous materials.

Employee and Family Assistance Program

The Government of Nunavut (GN) remains deeply committed to fostering a healthy, resilient, and supported workforce. Recognizing that the well-being of public service employees directly impacts the essential services delivered to Nunavummiut, the Employee and Family Assistance Program (EFAP) continues to serve as a critical cornerstone of our human resources.

The EFAP is a confidential, voluntary, and short-term counseling and referral service designed to help employees and their families navigate life's challenges. Whether managing personal wellness, work-related stress, family dynamics, legal, financial or mental health struggles, the program offers 24/7 access to professional support.

Key focus areas for the program in 2025-26 include:

- Culturally Respectful Care: Ensuring that support services respect and integrate the diverse cultural backgrounds of our workforce, aligning with the principles of Inuuqatigiitsiarniq (respecting others, relationship-building, and caring for people).
- Accessible Resources: Providing multi-channel access—including telephone, online resources, and remote counseling—to ensure equity of service for employees in all communities across Nunavut's three regions.
- Proactive Wellness: Delivering educational materials and awareness campaigns aimed at reducing the stigma around mental health and encouraging early intervention.

As we move into the next fiscal year, the GN will continue to promote and refine EFAP services. Our goal remains steadfast: to cultivate a workplace culture where mental health is prioritized, and every employee feels equipped, valued, and supported both at work and at home.

266 New Cases in 2025-26:

- Counselling Services 231
- Life Smart Coaching 23
- Online Services 12

4,875 Employees Covered:

- Active Cases 279
- Hours in Period 758

Service Utilization 5.46%

Additional Services:

- Crisis Management Services 23%
- Digital Wellness Sessions 23%
- Key Person Advice Line 23%
- Leadership Strategies 8%
- Wellness Session 23%

Service Utilization 2025-26:

- Counselling Services 87%
- Life Smart Coaching 9%
- Online Services 5%

Top Department EFAP Demographics:

Dept.	Cases	%
Education	94	37%
Health	50	20%
Family Services	15	6%
Other (Family Member)	22	9%

Top Regional EFAP Demographics:

Region	Cases	%
Baffin	61	24%
HQ	41	16%
Kitikmeot	33	13%
Kivalliq	56	22%
Other (Family Member)	22	9%

Male: 59 Cases 23%

Female: 175 Cases 69%

91% Employees **3% Dependents** **6% Spouse**

Top age demographics:

- 31-40 35%
- 41-50 26%
- 21-30 14%

Inuit Qaujimajatuqangit (IQ) Days

The GN provides an opportunity for all departments and public bodies to organize full days or half-days of Inuit cultural immersion programs and activities, also known as Inuit Qaujimajatuqangit (IQ) days.

Inuit Qaujimajatuqangit days provide an opportunity for immersive experiences and development of greater understanding of Inuit Societal Values, Inuktut languages and traditions.

Inuit Qaujimajatuqangit translates to Inuit Traditional Knowledge, Inuit Traditional Technology, or Inuit Traditional Institution. The IQ days are a way to experience the connection with the land, crafts, traditional knowledge, and the beauty of Nunavut.

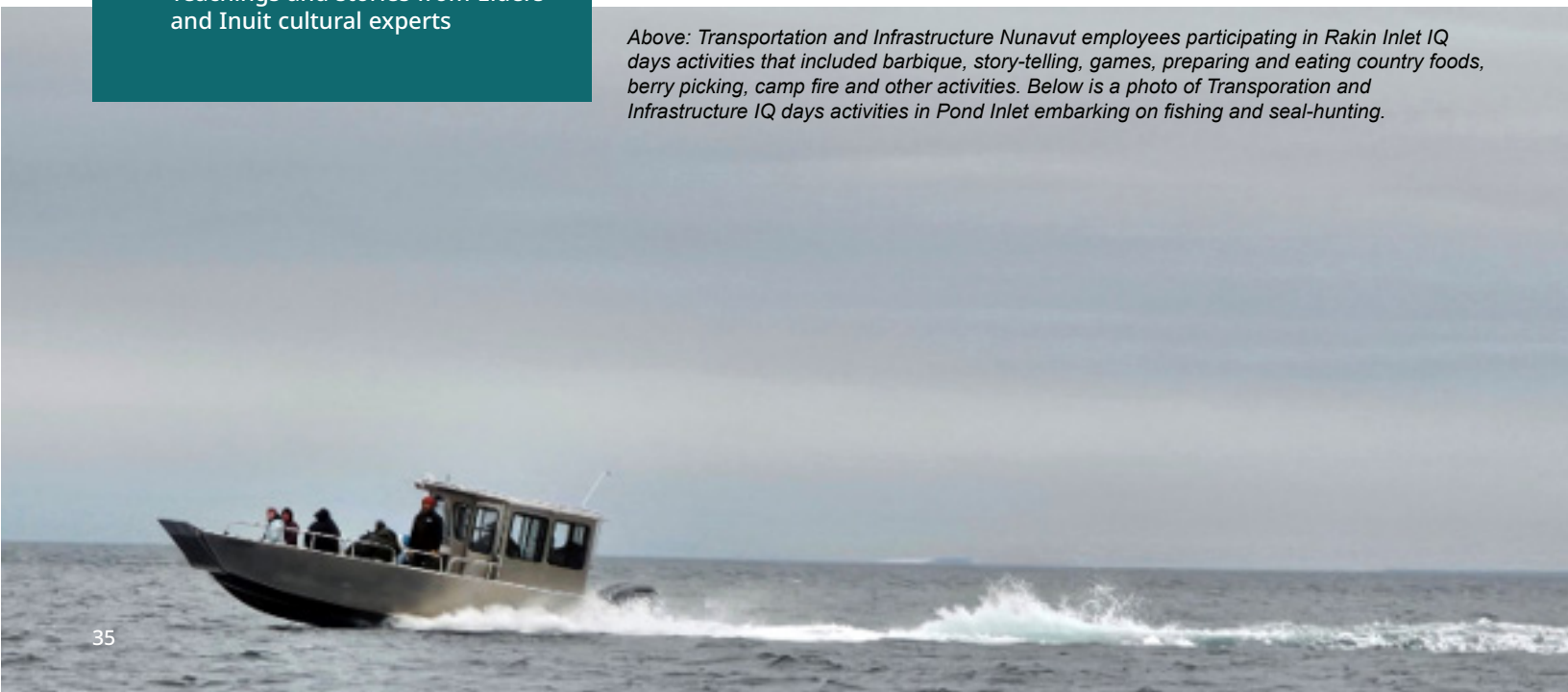
Each department or public body can dedicate two full days or four half days per year for planned events that may involve and promote:

- Cross-cultural understanding among Inuit and non-Inuit employees
- Time spent on the land, survival skills and nature appreciation
- Traditional Inuit cultural activities that facilitate team building and learning new skills, such as: iglu building, sliding, cutting up firewood, cooking, barbecuing, ice-fishing, berry picking, fetching ice for water, games, songs and more
- Teachings and stories from Elders and Inuit cultural experts





Above: Transportation and Infrastructure Nunavut employees participating in Rakin Inlet IQ days activities that included barbique, story-telling, games, preparing and eating country foods, berry picking, camp fire and other activities. Below is a photo of Transporation and Infrastructure IQ days activities in Pond Inlet embarking on fishing and seal-hunting.



Sources:

The PSAR takes information from several sources to provide a comprehensive representation of the public service. The sources include:

Towards a Representative Public Service (TRPS), March 31, 2026

TRPS is a snapshot of employment statistics reported quarterly on the GN website. These statistics represent the Inuit employment level within the GN in several categories: by occupational group, community, region, and department/public body. This statistical data can be used to predict future trends. The Department of Human Resources prepares this report with participation from all departments and public bodies. (See Appendix C).

Establishment Report, 2025-26 Fiscal Year

Data from the Establishment Report represents a current snapshot of ePersonality, the GN's human resources information system. ePersonality records all relevant public service work assignment data. Through ePersonality, the Master Establishment Report is generated, which provides the public service statistics used within our PSAR. Some analysis of employee numbers and statistics is based on the Establishment Report, which has an information collection window timed differently than the TRPS report. The timing of the different reports may result in some misalignment of the totals. However, the overall percentages remain aligned. Since this report contains personal and private employee information, it is not publicly available.

Nunavut Bureau of Statistics

The Nunavut Bureau of Statistics (NBS) is the GN's central statistical public body. It collects, records, analyzes, and distributes statistical data on Nunavut to Nunavummiut and across Canada. It makes data available to assist the GN in decision-making, planning, implementation, and evaluations and shares information with the public. NBS also manages and conducts surveys for Nunavut in conjunction with Statistics Canada. The NBS data used for this report is available on the NBS website.

Appendix A:
Additional Source Data

2025-26 Direct Appointments by Department

Department	Inuit	Non Inuit	Total
CH	2	0	**2**
CS	13	0	**13**
EDU	31	0	**31**
EIA	0	0	**0**
ENV	4	0	**4**
FIN	3	0	**3**
FS	11	0	**11**
HEA	51	1	**52**
HR	1	0	**1**
JUS	14	0	**14**
NAC	14	0	**14**
NHC	5	0	**5**
OLA	0	0	**0**
QEC	1	0	**1**
TIN	17	0	**17**
Total	**167**	**168**	**168**

2025-26 GN-Wide Education Leave by Department

Department	Inuit	Non Inuit	Total
CH	0	0	**0**
CS	1	0	**1**
EDU	16	7	**23**
EIA	0	0	**0**
ENV	0	0	**0**
FIN	0	1	**1**
FS	1	1	**2**
HEA	8	15	**23**
HR	7	0	**7**
JUS	7	1	**8**
NAC	1	0	**1**
NHC	1	0	**1**
OLA	1	0	**1**
QEC	n/a	n/a	**n/a**
TIN	3	0	**3**
Total	**42**	**25**	**67**

2025-26 Direct Appointments by Community and Status

Community	Inuit	Non Inuit	Total
Arctic Bay	2	0	**2**
Arviat	7	0	**7**
Baker Lake	4	0	**4**
Cambridge Bay	12	0	**12**
Chesterfield Inlet	1	0	**1**
Clyde River	5	0	**5**
Coral Harbour	2	0	**2**
Grise Fiord	1	0	**1**
Igloolik	5	0	**5**
Iqaluit	51	1	**52**
Kimmirut	2	0	**2**
Kinngait	6	0	**6**
Kugaaruk	1	0	**1**
Kugluktuk	4	0	**4**
Naujaat	3	0	**3**
Pangnirtung	5	0	**5**
Pond Inlet	11	0	**11**
Qikiqtarjuaq	5	0	**5**
Rankin Inlet	35	0	**35**
Sanikiluaq	4	0	**4**
Sanirajak	2	0	**2**
Taloyoak	2	0	**2**
Winnipeg	1	0	**1**
Totals	**167**	**1**	**168**

2025-26 Direct Appointments by Region

Region	Inuit	Non Inuit
Headquarters	52	1
Qikiqtaaluk	44	0
Kivalliq	54	0
Kitikmeot	18	0
Total	**167**	**1**

Appendix A: Acronyms

ADR – Alternative Dispute Resolution
CGS – (Department of) Community and Government Services
CH – (Department of) Culture and Heritage
CSA – Casual Staffing Action
DA – Direct Appointment
DM – Deputy Minister
EDT – (Department of) Economic Development and Transportation
EDU – (Department of) Education
EFAP – Employee and Family Assistance Program
EIA – (Department of) Executive and Intergovernmental Affairs
FIN – (Department of) Finance
FS – (Department of) Family Services
HEA – (Department of) Health
HR – Human Resources
ITAs – Internal Transfer Assignments
JAR – Job Action Requests
JARNS – Job Action Request No Staffing Required
JARRS – Job Action Request Staffing Required
JE – Job Evaluation
JOHSCs – Joint Occupational Health and Safety Committees
JUS – (Department of) Justice
LTD – Long-term Disability
LTSA – Long-term Service Awards

NAC – Nunavut Arctic College
NBS – Nunavut Bureau of Statistics
NEU – Nunavut Employees Union
NEWNS – New Position No Staffing Required
NEWSR – New Position Staffing Required
NHC – Nunavut Housing Corporation
NTA – Nunavut Teachers' Association
OLA – Office of the Legislative Assembly
PSAR – Public Service Annual Report
QEC – Qulliq Energy Corporation
RESA – Relief Employee Staffing Action
RTW – Return to Work (plans/programs)
TSEP – Tuglirijavut Student Employment Equity Program
TRPS – Towards a Representative Public Service (report)
WHSW – Workplace Health, Safety and Wellness
WSCC – Workers' Safety and Compensation Commission

Appendix C:
Towards a Representative Public Service
March 31. 2026

















