
IVIQTIPPALLIAJUT

IN THE PROCESS OF FALLING INTO PLACE

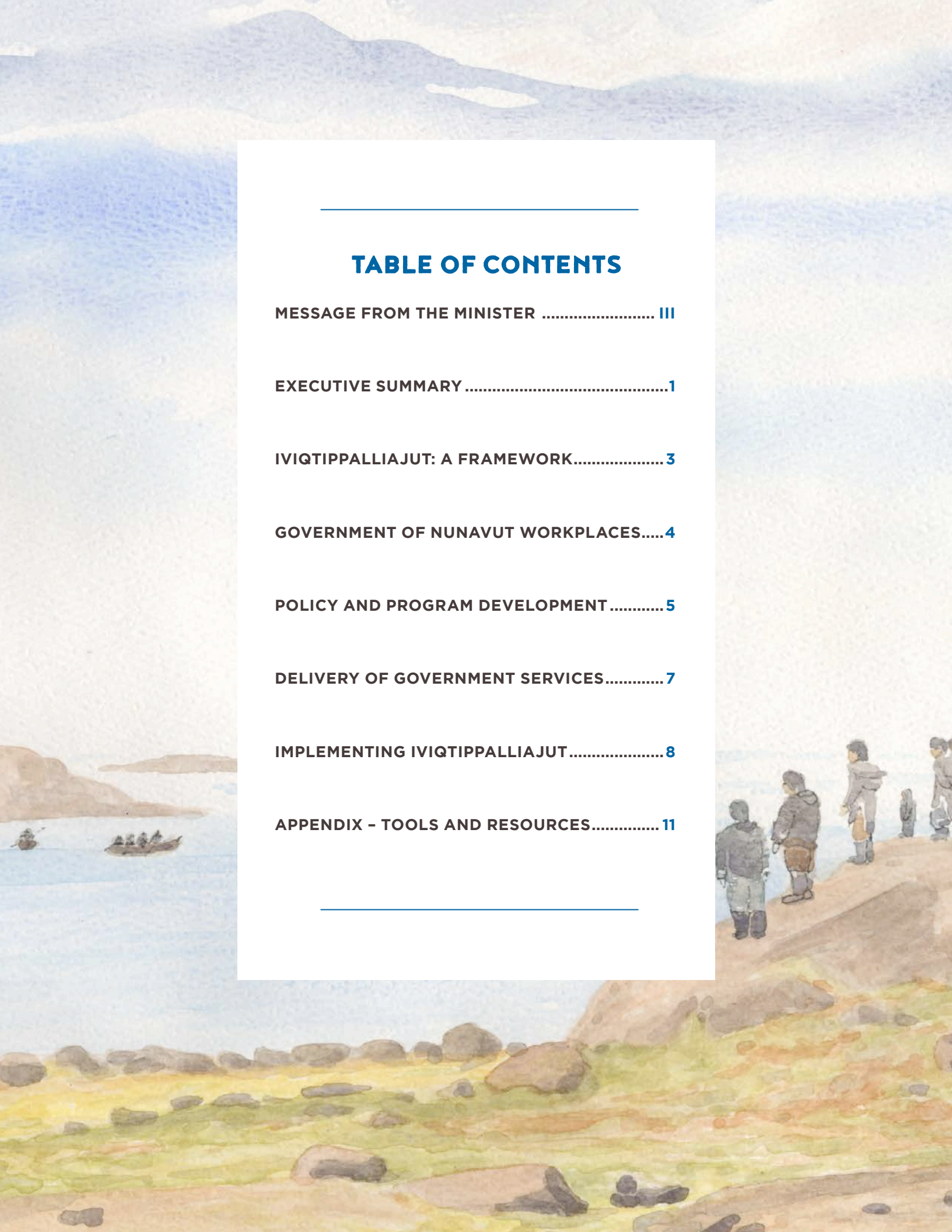
2018-2023



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Government of Nunavut
Nunavut Kavamanga
Gouvernement du Nunavut

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MESSAGE FROM THE **Minister of Culture & Heritage**

Since the signing of the *Nunavut Agreement*, the Government of Nunavut has made many efforts to integrate Inuit societal values into its day-to-day operations. The GN has reaffirmed this commitment through *Turaaqtavut* by prioritizing Nunavut as a distinct territory through Inuit Qaujimajatuqangit and the Inuit societal values. *Iviqtippalliajut: In the Process of Falling into Place* consolidates and builds on these efforts as well as those defined in *Turaaqtavut* while allowing us to make further progress in advancing this goal.

By using Inuit societal values, the government will develop policies, programs and services efficiently and effectively.

Over time, Inuktut will become an ordinary language of the workplace and of service delivery, and Inuit will see government as a relevant place to work. Public servants will understand each other and appreciate each other's similarities and differences; they will collaborate on holistic solutions and ensure a well-functioning workplace.

When Nunavummiut can look at the work of the government and the services the government provides and feel that they are respected, heard and understood, and that the government is clearly using the values and knowledge that have been handed to them over generations, then the government will be able to say that the pieces are in place.

Honourable David Joanasi

Minister for the Department of Culture and Heritage

EXECUTIVE SUMMARY

The vision that led to the creation of Nunavut included the establishment of a government that, among other things, is shaped by and belongs to the people of Nunavut, offers programs and services in an integrated and holistic manner, promotes harmony amongst people, and incorporates the best of Inuit and contemporary government systems¹.

Since 1999, successive governments made core commitments to integrate Inuit Qaujimajatuqangit, or Inuit societal values² into the operations and the culture of territorial institutions and workplaces, starting with the Bathurst Mandate, *Pinasuaqtavut* 1999-2004, *Sivumut Abluqta*, 2014-2018, through to *Turaaqtavut* 2018-2022. Eight guiding principles were adopted early on to assist in advancing this goal.

The Government of Nunavut has come a long way in incorporating Inuit societal values into key legislation, government policies and programs, which have been collected and compiled in the 2013 tabled document *Incorporating Inuit Societal Values*.

Moving forward, successful implementation will rely on building and developing a culturally competent workforce, engaging effectively with Inuit knowledge keepers and communities, and designing service delivery models that are responsive to the needs of Nunavummiut.

Iviqtippalliajut: In the Process of Falling into Place sets out a framework that aims to strengthen the use of Inuit societal values in Government of Nunavut workplaces, in policy and program development, and in the delivery of government services to Nunavummiut. This will build on the foundation laid out by Articles 23 and 32 of the *Nunavut Agreement*, the *Official Languages Act* and the *Inuit Language Protection Act*.

One of the most important goals in the establishment of Nunavut was to have a government where Inuit societal values

Guiding Principles

Inuuqatigiitsiarniq: Respecting others, relationships and caring for people.

Tunnganarniq: Fostering good spirits by being open, welcoming and inclusive.

Pijitsirniq: Serving and providing for family and/or community.

Aajiiqatigiinni: Decision making through discussion and consensus.

Pilimmaksarniq/Pijariuqsarniq: Development of skills through observation, mentoring, practice, and effort.

Piliriqatigiinni/Ikajuqtiigiinni: Working together for a common cause.

Qanuqtuurniq: Being innovative and resourceful.

Avatittinnik Kamatsiarniq: Respect and care for the land, animals and the environment.

¹A Vision for Nunavut, Office of the Interim Commissioner of Nunavut.

²The terms "Inuit Qaujimajatuqangit" and "Inuit societal values" are often used interchangeably in the Government of Nunavut to describe Inuit knowledge. For consistency, "Inuit societal values" will be used throughout this document unless referring to a program or a title already in existence.

are integrated into government operations and into the culture of its institutions and workplaces. The Government of Nunavut has publically articulated in its successive mandates the importance of Inuit societal values and the need to integrate them in its policies, programs and services.

Following a GN-wide Operational Audit, which included a review of how Inuit societal values are effectively supported in government workplaces, policies, programs and services, the Department of Culture and Heritage established an interdepartmental working group to develop a strategic plan to improve the use of Inuit societal values in government. Over the course of two years of work and consultations with GN departments, Tuttarviit and the Inuit Qaujimagatuqangit Katimajiit, *Iviqtippalliajut: In the Process of Falling into Place* was developed.

Under the guidance and support of the Department of Culture and Heritage, *Iviqtippalliajut* will help departments strengthen the use of Inuit societal values in their workplaces, in policy and program development and in the delivery of government services to Nunavummiut.

Over the next five years, strategic priorities will include:

Government of Nunavut Workplaces

- Develop working relationships based on Inuit societal values;
- Use Inuktut in the workplace; and
- Recruit, train and develop Inuit in the GN public service.

Policy and program development

- Engage Inuit in policy and program development;
- Build positive working relationships between GN policy and program developers and Inuit who are knowledgeable about Inuit societal values; and
- Use policy development processes that build consensus and holistic solutions.

Delivery of government services to Nunavummiut

- Engage Inuit in the design and modification of service delivery models and methods; and
- Support public servants to engage with individuals, families, and communities in their language and in culturally appropriate ways.

The Department of Culture and Heritage will coordinate the development of a GN-wide implementation plan to support and monitor the effectiveness of *Iviqtippalliajut*. The department is responsible for the Inuit Qaujimajatuqangit Katimajit – an external committee of elders available for consultation on Inuit societal values, and Tuttarviit – an internal committee of Inuit Qaujimajatuqangit coordinators each representing a GN department.

GN departments and public agencies will be responsible for setting priorities and goals, and for monitoring the achievement of those goals. They are responsible for ensuring that the workplace is respectful and inclusive and built on a foundation of Inuit societal values. Leadership will be essential from senior management, while engaging all employees. Departments will report annually on the progress in implementing their policies and programs and the results that have been achieved.

IVIQTIPPALLIAJUT: A FRAMEWORK

Iviqtippalliajut is unique to the Government of Nunavut as it proposes a framework to bridge the principles of public government and Inuit societal values. Many tools have been created since the creation of Nunavut to understand and incorporate Inuit societal values into the work of government, including in key legislation, policies and programs.

While taking stock of past achievements, much more needs to fall into place. *Iviqtippalliajut* will help coordinate the work ahead, while strengthening the governance and accountability in using Inuit societal values in government.

The experience of Inuit societal values in all aspects of life will continue the healing and reclamation of Inuit culture. Our leaders have made an effort to have Inuit societal values be the foundation for government policies and procedures; however, there is still work to be done to understand how these values can shape government processes.

The Vision

This is what we will see in the Government of Nunavut when it is clearly functioning on the basis of Inuit societal values:

- Inuit societal values are embedded in government operations and in the culture of its institutions and workplaces;
- Inuit public servants are empowered, i.e. they are grounded in their cultural identity;
- All public servants use Inuit societal values as the basis for policies, programs and services;

- Departments work together to create holistic and innovative ways to engage Inuit in addressing the needs of all Nunavummiut and their communities;
- The GN workplace is a welcoming environment; and
- The GN is effective and efficient, and delivers programs and services to Nunavummiut in a culturally appropriate manner.

Priorities

Turaaqtavut identifies 3 key priority areas to define Nunavut as a distinct territory: “ensuring that government programs and services are more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation; enabling the Inuit language as a working language of the public service through training and performance incentives; and strengthening the foundations for a fully functional, bilingual society in Inuktitut and English or French”.

Iviqtippalliajut further supports these goals by prioritizing 3 strategic areas:

1. Government of Nunavut Workplaces
2. Policy and Program Development
3. Delivery of Government Services

The following pages outline action items in each of the priority areas.

1. GOVERNMENT OF NUNAVUT WORKPLACES

Outcome: The workplace is a welcoming environment where all employees feel heard, understood and acknowledged and where Inuit societal values are applied every day.



Develop Working Relationships Based on Inuit Societal Values

STRATEGIC PRIORITIES

- Review the effectiveness of the Human Resources Manual's inclusion of *Inuit Qaujimajatuqangit*.
- Develop tools to enable departments to plan, monitor and assess the effectiveness of *Cultural Immersion Days*, maximizing cultural revitalization and reflection, and employees' overall professional development and personal well-being.
- Hold monthly *Inuit Qaujimajatuqangit* Information Sessions led by elders, on topics related to Inuit culture, Inuit society in the past, as well as present-day and future concerns of Inuit.

Use Inuktitut in the Workplace

STRATEGIC PRIORITIES

- Support employees in accessing language training for Inuktitut as a first and second language.
- Promote access to resources that will promote the use of Inuktitut in the workplace.
- Develop and implement guidelines for departments and public agencies to collaborate with the Inuit Uqausinginnik Taiguusiliuqtiit in developing and implementing standard terminology in Inuktitut within their workplaces.

Recruit and Train Inuit in the GN Public Service

STRATEGIC PRIORITIES

- Continue implementing the Government of Nunavut Human Resources Strategy.
- Develop and implement Inuit Employment Programs that support Inuit employees.

2. POLICY & PROGRAM DEVELOPMENT PROCESS

Outcome: In the policy and program development process, public servants will use Inuit societal values as the foundation, Inuit will participate in the design, development, implementation and review of policies and programs, and departments will collaborate to create holistic solutions.



Build Positive Working Relationships between GN Policy and Program Developers and Inuit who are Knowledgeable about Inuit Societal Values

STRATEGIC PRIORITIES

- Review the effectiveness of Tuttarviit and Inuit Qaujimajatuqangit Katimajit.
- Create an inventory of all Inuit advisory bodies, their roles and responsibilities.
- Develop and implement a process to facilitate effective working relationships with advisory bodies and to build consensus.

Use Inuktitut to name and describe objectives, policies, initiatives, and legislation

STRATEGIC PRIORITIES

- Assist departments on defining project concepts and outcomes, by effectively using Inuit knowledge and language as a foundation.
- Develop and deliver a policy training program to increase the number of Inuit in the policy field.

Use Policy Development Processes that Build Consensus and Holistic Solutions

STRATEGIC PRIORITIES

- Develop and implement a monitoring system to track departmental policies, programs, services that incorporate Inuit societal values.

3. DELIVERY OF GOVERNMENT SERVICES

Outcome: When public servants increase their language skills in Inuktitut, and Inuit are included in all spheres of project development, programs will be developed that better serve Nunavummiut.



Engage Inuit in the Design and Modification of Service Delivery Models and Methods

STRATEGIC PRIORITIES

- Involve Inuit in defining needs and service delivery models and methods.
- Develop and implement a guide on how to effectively engage Inuit during public consultations and engagements.
- Explore and implement community-based solutions, through existing or future grants and contribution programs, or other similar programs.

Support Public Servants to Engage with Individuals, Families and Communities in Their Language and in Culturally Appropriate Ways

STRATEGIC PRIORITIES

- Deliver cultural competency training based on knowledge, skills, values and actions, aimed at developing cultural competency as a set of skills and capacities, as well as values and attitudes amongst GN employees.
- Design programs and services in Inuktitut first, while paying attention to cultural appropriateness and effectiveness.

IMPLEMENTING IVIQTIPPALLIAJUT

The Government of Nunavut is a place where Inuit societal values are the foundation of all relationships between people and of all the work the government does. *Iviqtippalliajut* reminds us that the pieces are falling into place to better support public servants to use Inuit societal values in their work; it provides a marker for future planning processes, the development of longer term strategies and the monitoring of these strategies in the incorporation of Inuit societal values in Government of Nunavut processes.

5-Year Plan

Iviqtippalliajut has a five-year timeframe, from 2018-2023. The Department of Culture and Heritage will use this term to assess *Iviqtippalliajut*, and to build on this start to improve the document and its implementation.

2017-2018 – Internal review

The Department of Culture and Heritage will conduct an internal review of the structures and tools already in place to support the implementation of *Iviqtippalliajut*, including an assessment of the capacity of CH's Inuit Qaujimajatuqangit division, and of the structures and effectiveness of both Tuttarviit and the Inuit Qaujimajatuqangit Katimajiit. This review will give guidance on what the needs are in the Department of Culture and Heritage and in the committees of which it is responsible in order to effectively implement *Iviqtippalliajut*.

2018-2019 – Develop an Implementation Plan

The Department of Culture and Heritage will develop an Implementation Plan for *Iviqtippalliajut*. This Plan will include the priorities, the responsibilities, schedule, budget estimates and expected results of the implementation of *Iviqtippalliajut*.

2021-22 – Review and Refine *Iviqtippalliajut* and the Implementation Plan

The Department of Culture and Heritage will evaluate *Iviqtippalliajut* and the Implementation Plan, and update and refine it with the intent to launch an updated version in 2022-2023.

Support and Evaluation

The Department of Culture and Heritage will guide and support departments as they engage in the action items in *Iviqtippalliajut* and its Implementation Plan.

Culture and Heritage will consult with departments to develop measures and indicators that demonstrate implementation of *Iviqtippalliajut*, such as:

- Results of Cultural Immersion Days (location, purpose, participation, feedback from employees);
- Data on how many employees are taking part in language training; and
- Use of Inuktitut for service delivery and stakeholder engagement.

Culture and Heritage will request that departments provide data, such as:

- Examples of how they have applied Inuit societal values in the workplace and in the policy and program development process;
- New tools and resources they develop; and
- Success stories that have led to improved services to Nunavummiut as a result of *Iviqtippalliajut*.

The information gathered from departments will form new benchmarks for evaluating *Iviqtippalliajut* and for refining it.

Roles and Responsibilities

The Department of Culture and Heritage and the Department of Executive and Intergovernmental Affairs are responsible for many of the policies, guidelines and activities that support departments and public servants to acquire knowledge of Inuit societal values.

The Department of Culture and Heritage develops and implements policies, programs and services aimed at strengthening the culture, language and heritage for all Nunavummiut. The Department provides leadership by promoting Inuit societal values in the workplace, promoting the use of Inuktitut throughout the territory, promoting access to resource materials in Nunavut's official languages, enhancing public library services across Nunavut, assisting non-profit, community-based individuals and organizations in cultural, language and heritage activities and encouraging ongoing dialogue between elders and youth and the government.

Within the Department of Culture and Heritage, the Director, Inuit Qaujimajatuqangit:

- *Facilitates the meetings of Tuttarviit,*
- *Manages the Inuit Qaujimajatuqangit Katimajit,*
- *Facilitates the relationship between line departments,*
- *Maintains an Inuit Qaujimajatuqangit Records Repository, and*
- *Supports members of Tuttarviit to fulfil their duties.*

Deputy Heads are responsible for setting priorities and goals, and for monitoring the achievement of those goals within their own departments. They are responsible for ensuring that the workplace is respectful and inclusive and built on a foundation of Inuit societal values. Deputy Heads will report annually on the progress of their department or territorial corporations on the implementation of *Iviqtippalliajut*.

Departments will report on their Inuit societal values initiatives and progress through the Business Planning process. Policy Directors, Program Directors and supervisors will continue to provide leadership, advice and support to their colleagues. They will seek input from Tuttarviit and Inuit Qaujimajatuqangit Katimajit and apply that input to their work.



APPENDIX – TOOLS AND RESOURCES

Department of Culture and Heritage, Traditional Clothing and Tool Making Program Guidelines

- This guide supports anyone who is planning a traditional clothing or tool making program. There is information in this guide that is helpful when planning activities for Cultural Immersion Days.

Directives and Guidelines

- Department of Finance, Code of Values and Ethics
- Department of Finance, Human Resource Manual, Policy on Cultural Immersion Days
- Department of Culture and Heritage, Guide for Inuit Qaujimagatuqangit days
- Departmental Inuit Employment Plans

Inuit Societal Values Poster

- An attractive poster that defines the eight ISV principles in the three official languages is available from EIA for every Government of Nunavut office.
- There are other posters produced in all official languages. Many offices feature one or more of these, depending on the Department and its programs and services. They contribute to creating a welcoming environment for Inuit and provide reminders of the terminology for employees to use.

Inuit Uqausinginnik Taiguusiliuqtiit, *ICI Titirausiq Maligangit Maliglugit (The ICI Writing System)*

- This folded card is a reference tool that outlines the rules for the ICI writing system and the correct use of finals.

Inuit Uqausinginnik Taiguusiliuqtiit, *Iglu*

- This publication includes 63 traditional terms related to the construction of snow houses complete with photographs and definitions in Inuktut.

Inuit Uqausinginnik Taiguusiliuqtiit, *Qamutiik*

- This publication includes 54 terms related to the qamutiik with photographs and definitions.

Inuit Uqausinginnik Taiguusiliuqtiit, *Emotions/Mood Magnet Terminology*

- This magnet features the Inuktut words for 25 different emotions.

Nunavut Arctic College, *Guidelines for Working with Inuit Elders, Nunavut Arctic College*

- This guide provides information to GN employees for when they are working with or consulting with elders who have little experience working in an office workplace.

Department of Culture and Heritage, *Terminology of Human Anatomy*

- The Human Anatomy glossary will be used by interpreter/translators, nurses and physicians, family members translating for elders and those who are ill to assist when diagnosing illness for Inuktut speakers.

Department of Culture and Heritage, *Inuit Parenting, Elijah Erkloo*

- Elder Elijah Erkloo shares his knowledge on childrearing, justice and how it can be incorporated in modern communities.

Department of Culture and Heritage, *Inuit Kinship Terminologies*

- This guide describes the Inuit kinship naming system and how Inuit are connected through this system.

Department of Culture and Heritage, *Inuktit Syllabic Poster*

- This resource shows both the syllabic and roman-orthographic system of Inuktit writing.

Language

- An excellent online resource that includes audio files is: www.tusaalanga.ca – also available on iTunes for use on iPods and iPads. The iTunes app includes a feature whereby the user can build their own audio dictionary with phrases from their workplace and community environments.

Department of Culture and Heritage, *Naqittautit, Inuktit Keyboards for iPhone and iPad*

- iPhone and iPad users can type in syllabics using the app Naqittautit, which can be downloaded from the Apple App Store. This promotes the use of Inuktit by allowing it to be used across more modes of everyday communication.

Legislation

- *Inuit Language Protection Act*
- *Official Languages Act*
- *Education Act*

The Department of Education, *Cultural Responsiveness, Competency and the Inuit Language*

- This guide provides information about living and working in Nunavut and understanding Inuit culture and languages from an educator's perspective.

Department of Education, *It Starts at Home*

- A family engagement resource for Nunavut schools

Department of Education, *Inuglugijaittuq*

- Foundation for Inclusive Education in Nunavut Schools

Department of Education, *Inuit Qaujimajatuqangit Education Framework for Nunavut Curriculum*

Department of Education, *Video on the Inuit Qaujimajatuqangit Education Framework for Nunavut Curriculum*



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