

MEETING HIGHLIGHTS COUNCIL OF COMMISSIONERS – MARCH 10–12 | TASIUJAQ

The Council was briefed on key General Administration files under the responsibility of the Director of Administrative Services: (1) management of youth-sector student files, (2) implementation of a global data strategy, (3) ongoing work of the Arqusiurtiit Committee, and (4) implementation of the Sivumuattiit strategic plan.

- **Management of Youth Sector student files:** Administrative Services oversees DASH, student declarations, sanctions, and academic counselling; a new DASH ticket system is piloting in two schools as of March 2026. Work includes annual student counts, English-eligibility processing for students pursuing education outside Nunavik, MEQ audits—which, for the first time this year, found no errors in the sample student files analyzed—and file errors reduction through stronger controls.
- **Global data strategy:** A six-step roadmap (vision / governance / technology / capacity / controls) is underway through June 2027, defining roles, tools, and access. The vision commits to a transparent, student-centric, mission-aligned data ecosystem that preserves history, informs decisions, and improves collaboration and accountability across Kativik Iisarniliriniq.
- **Arqusiurtiit Committee:** The Committee meets regularly to steer implementation and, specifically, finalize Nunavik Education Program foundations (to be presented at the Education Council in April and to the Council for approval in June), advance Pathways training/communications, begin program development for Social Studies and elementary Inuktitut, integrate culture across subjects, and strengthen kindergarten mastery.
- **Sivumuattiit implementation:** Departmental coaching and workshops have aligned actions with priorities while building administrators' capacity to sustain the five-year plan. The collaborative practices introduced so far foster horizontal communications across departments and increase employee engagement. Communications material related to the strategic plan will be distributed in March. Two continuous-improvement loops are in progress (2025–2026), targeting school-parent relationships and mentorship/peer coaching for staff.

The Director General presented an overview of benefits available to unionized employees—those provided for in the 2020–2023 collective agreements (e.g., cargo/food transportation) and additional administrative measures implemented by Kativik Iisarniliriniq under its differentiated financial framework for the 2023–2028 collective agreements. Commissioners expressed hope that these measures will bolster the recruitment and retention of Nunavimmiut. They also reiterated the importance of upskilling Kativik Iisarniliriniq's workforce through current partnerships with Québec universities and colleges, alongside new peer-coaching and mentoring initiatives being explored as part of Sivumuattiit implementation.

- **Benefits maintained under the 2020–2023 collective agreements:**
The food transportation (cargo) benefits introduced in 2020–2023 remain in place for unionized employees.
- **Administrative measures funded under the 2022 Protocol of Agreement:**
Kativik Ilisarniliriniq maintains a retention premium for locally hired staff, transportation benefits (including outings on the land for Nunavik residents), and a housing allowance for locally hired staff, all funded through the differentiated financial framework established in 2022.
- **Enhanced incentives under the differentiated financial framework:**
Funding improvements enable a generous signing bonus and a returning bonus for Nunavik-based teachers and professionals. The original 2001 retention premium is now strengthened and based on years of service—thus broadening access to more professionals, including those working in positions based outside Nunavik.
- **New attraction and retention premium for support staff:**
A substantial attraction and retention premium will be offered to support staff based in Nunavik and outside Nunavik.
- **Current legal qualification levels remain low across all language sectors:**
We make expanding training pathways a priority, taking into consideration that less than 50% of our teachers hold a Québec teaching license across all language sectors (Inuktitut sector 24%; English sector 41%; French sector 61%) source: Kativik Ilisarniliriniq Annual Report 2024-2025.
- **The Teacher Training pipeline targeting teachers of the Inuktitut sector:**
Full-time Teacher Training remains essential. A new cohort is slated to open in Inukjuak, starting August 2026—an additional pathway to develop and retain qualified Inuit educators.

The Commissioners expressed concerns with the issue of bullying at school, sharing examples from various communities that suggest many students may stop attending because of bullying incidents. They requested a comprehensive briefing for the June meeting on local measures to address violent incidents and on work with students and parents to change behaviours.

- **School anti-bullying plans & reporting:** Although not a requirement under ADM-16 (Directive Against Bullying and for the Promotion of Peaceful and Responsive Schools), School Operations reported that anti-bullying plans exist in every school. The next step this year will be to establish a mechanism to report on the implementation of these plans and inform the Council of Commissioners about outcomes. A detailed violence reduction report will be presented at the June meeting; this file is a priority.
- **Complexity & profiles:** Many victims fall within the age group 8–12. Bullying is a learned behaviour. Some perpetrators are retaliating after being targeted themselves, and perceptions of who the victim or perpetrator is can shift for those directly involved, as well as their parents. Incidents happen increasingly online, often unbeknownst to adults. This complexifies interventions and requires the participation of parents beyond school settings.

- **Beyond suspension—education & family engagement:** Suspensions alone offer an unsustainable solution. Schools must teach students who bully alternative behaviour, maintain open communication with parents, and equip the victims to seek help and stand up, thereby targeting both ends of the cycle to break learned patterns.

The Commissioners were provided with an updated overview of all current capital investment projects, major renovation projects, and minor renovation work across Nunavik, including updated timelines extending to 2030. Between October 2025 and March 2026, several capital and renovation projects reached delivery, while others progressed toward tendering, construction, or Ministère de l'Éducation du Québec (MEQ) funding approval stages. The overview also covered the submission of the 2026–2036 Québec Infrastructure Plan (PQI) to the MEQ, which totals over \$1.6 billion in construction and infrastructure requests.

- **Capital investment projects (in progress or updated, with projected delivery dates):**
 - New Kajusivik Adult Education Centre (Kuujjuaq, delivery 2028).
 - Enlargement of Ajagutak School (Tasiujaq, delivery 2029 or later).
 - Multiple warehouse and bus garage projects (Quaqtaq, tendering; Salluit, tendering).
 - Construction of new Isummasaqvik School (Quaqtaq, delivery 2030).
 - Construction of fourplexes and replacement of housing units across communities (Tasiujaq, Ivujivik, Inukjuak, Puvirnituk, and Kangirsuk).
- **Major renovation projects:**
 - Innalik School Renovation Phase 5 (Inukjuak, partially delivered; completion spring 2026).
 - Major renovation work to triplex and duplex (Umiujaq).
 - Addition of office space to administrative offices (9800 Cavendish, Montreal; delivery May 2026).
- **Projects completed & delivered (October 2025–March 2026):**
 - Jaanimmarik School Mould Remediation Phase 2 (Kuujjuaq, delivered).
 - Warehouse(s) and bus garage(s) (Tasiujaq, Ivujivik, and Kangirsuk).
 - Temporary classrooms, Nuvviti School (Ivujivik).
 - Replacement and construction of various housing units, including ongoing completion in Inukjuak and Umiujaq.
- **Submission of PQI 2026–2036 to MEQ:**
 - Housing units, warehouses, and bus garages across Nunavik.
 - Kativik Ilisarniliriniq office (Kuujjuaq) and transit projects in several communities.
 - A new Secondary School in Kuujjuaq (specific grade levels to be determined during the planning phase of the project, which would bring the total number of schools to three in Kuujjuaq).
 - School enlargement projects (Kiluutaq School, Umiujaq, and Asimauttaq School, Kuujuaraapik).

- Adult Education workshops (Kuujjuaq), Adult Education Centre enlargement (Inukjuak) and student residences (Puvirnituaq).
- All previously unapproved PQI requests from the cycles of 2022-2032, 2023-2033, and 2024-2034 were resubmitted. The majority of unapproved PQI requests under the 2025-2035 cycle were not resubmitted due to an internal reprioritization aimed at keeping our overall requests below \$2 billion.

Briefed by the Director of Human Resources and Payroll, the Council heard that the implementation and payment of benefits tied to the 2023–2028 collective agreements are nearing completion and will be fully integrated into regular payroll activities. Occupational Health and Safety (OHS) was also highlighted: a continued decrease in workplace injuries was noted, along with the creation of a new OHS role within the department to focus on delivering region-wide training to strengthen prevention and compliance.

- **Decrease in workplace injuries:** As of February 6, 2026, no work-related accidents have been accepted by CNESST for 2026; eight were accepted in 2025, representing a continuing downward trend in approved files and attributed costs versus prior years.
- **Implementation/payment of 2023–2028 benefits:** Following the signature of the 2023–2028 collective agreements for unionized employees (Support Staff and Professionals on October 30, 2025, and Teachers on November 26, 2025), Payroll has been installing scales, processing retroactive payments, and updating northern allowances—work that is now nearing completion.
- **OHS training for employees:** A dedicated OHS Counsellor has been hired to deliver personalized training, develop a comprehensive program for all employees, and travel to communities to offer in-person training (the first module focuses on Workplace Harassment prevention).

The Council received the Information Technology (IT) Department’s activity report, which highlighted significant increases in incidents across Network, Support, Security, and Development teams; major progress on infrastructure, cybersecurity, and software projects; and continued work to address staffing needs, system upgrades, and organization-wide digital transformation.

- **Network & Support Operations:**
 - Incident volumes rose sharply: Network incidents and Support incidents are projected to reach 840 and 7,973, respectively, in 2026, indicating higher demand and the need for expanded capacity.
 - Accomplishments include new building installations, onboarding, improved access card systems, and ongoing migration to Milestone for security cameras.
 - Next steps involve rolling out Windows 11, installing Teams Rooms, carrying out Cavendish network upgrades, and filling multiple vacant technician and analyst roles.

- **Cybersecurity:**
 - Security incidents will increase from 1,431 (2023) to a projected 4,524 (2026), reflecting growing organizational needs.
 - Major achievements include successfully resolving 2,449 incidents, deploying multifactor authentication (MFA) 100%, improving compliance rates, and blocking 32,000 account-takeover attempts in 90 days.
 - Key projects underway: public key infrastructure (PKI) (60% complete), endpoint detection and response (EDR) (70% complete), security information and event management (SIEM) (20% complete), server hardening, identity and access management (IAM) (10% complete), email security, and penetration testing preparation.
- **Software Development:**
 - Software Development incidents are projected to reach 667 in 2026, the highest number to date, showing increased system usage and complexity.
 - Accomplishments include completing Social Benefits tax automation, onboarding a data analyst, and delivering improvements to both the position management module and the career website.
 - Ongoing priorities: onboarding/offboarding automation, reservation system analysis, knowledge-based system requirements, inventory/asset management, and retiring legacy systems.
- **Cross-Department Digital Transformation**
 - Multi-year projects underway include IT asset management, assistant director roles definition, universal request processes, purchasing and reservation systems, and finance process reviews.
 - Incident statistics from 2018–2026 show continuous year-over-year growth, with opened incidents projected to reach 13,814 in 2026, thereby reinforcing demand for modernization.

The Council reviewed and approved the 2026–2027 school calendars for the youth sector. The school year will begin on August 12, 2026, and end on June 3, 2027.

- Once again this year, six consecutive no-travel weeks are clearly identified (from April 11 to May 21, 2027). This requires that school trips take place outside of the end-of-year exam period.
- Starting this year, and as per the 2023-2028 collective agreements signed in November 2025, the calendar also features five pedagogical days during which teachers can determine their work location.

Although the impact varies by community, teacher shortage remains a persistent issue across Nunavik. The Council discussed the consequences for students—including missing mandatory Secondary courses required for graduation, such as mathematics, science, or Inuktitut. They expressed concern and reiterated support for current measures, including “super-substitute” teachers, summer school, Emergency Childcare Services for school staff, and locally developed solutions within schools.

- **Emergency Childcare Services:** Offered only where workforce, housing, and space allow. Available to KI employees and student-parents of children up to age 4. Operate strictly during school hours; not intended for before- or after-school care.
- **Summer school:** Three-week courses offered immediately after the school year, to help youth sector students complete mandatory Secondary credits. Communities are prioritized by deploying in-community teaching resources. Courses commonly include mathematics, science, social sciences, and Inuktitut.
- **Super-substitute teacher:** One position per school, ensuring an on-site replacement educator is available to prevent class closures when teachers are absent.
- So far this year, teacher shortage in the youth sector has fluctuated from 59 vacant positions across the Inuktitut, French, and English sectors on August 8, 2025, to 38 in October 2025 and to 43 in February 2026.