

Handbook of Government Roles and the Table of Ranks

The Bible of Personnel Details

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Hello relatives!

Centre for Administrative Services

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How to Use This Handbook

This Handbook is the authoritative reference for government roles and the table of ranks in the Polity. It defines every role in the government, describes how each role functions, maps career paths through the rank system, and specifies the language certification requirements for every position. It is the bible of personnel details — the document that HR offices, the Civil Service Commission, the Cohort Administrative School, and appointing authorities consult when making personnel decisions.

The Handbook is organized in four parts. Part 1 (Chapters 2–9) describes every government role, grouped by functional category. Part 2 (Chapters 10–11) defines the table of ranks, from Junior Clerk through Minister, with cross-branch application notes and standard course expectations. Part 3 (Chapter 12) consolidates the language requirements into a single matrix. Part 4 (Chapter 13) is the CAS course catalogue, listing every training course the Centre for Administrative Services delivers, with pricing.

This Handbook is maintained by the Qualifications Branch under the authority of the Civil Service Commission. It is updated annually and reissued each January. Changes between editions are published in the Official Gazette. All government offices are required to use the current edition when making personnel decisions.

The Five Constitutional Branches

The Polity is governed through five constitutional branches, each established by the Constitution and each with distinct functions, personnel structures, and reporting relationships. All branches report to the Elected Prince, who stands above the branches as guarantor of the constitutional order. The branches are independent of each other in the exercise of their respective functions, subject to the oversight and coordination provisions of the Constitution.

The Executive Branch

The Executive Branch is responsible for the daily governance of the Polity, the implementation of statutes and Foundational Interagency Procedures, the administration of public services, and the conduct of the public fisc. It is headed by the First Minister and comprises the ministries, the State-Owned Enterprises, the civil service, and the Disciplined Services. The Executive Branch is the largest branch by personnel, with the widest range of ranks and roles. Most clerks, specialists, and officers in the Polity serve in the Executive Branch.

The Executive Branch includes the Disciplined Services (military, naval service, border patrol, and the M Legion), which are under the command of the Elected Prince as Commander-in-Chief, exercised through the Minister of Defense and the First Minister. The Disciplined Services are subordinate to civilian authority and are treated as a government organization within this Handbook, with their own role specializations but operating within the same rank structure.

The Legislative Branch

The Legislative Branch is responsible for the enactment of statutes, the approval of the budget, and the exercise of legislative oversight. It comprises the legislative body and its support staff. The Legislative Branch is smaller than the Executive Branch and tends to have higher-ranked personnel, as legislative staff are typically experienced professionals. The Branch has its own support personnel structure, which follows the same rank system as the rest of the government but with legislative-specific roles.

The Judicial Branch

The Judicial Branch is responsible for the adjudication of disputes, the determination of rights and obligations, and the review of constitutional consistency. It is headed by the Chief Justice and comprises the Constitutional Court, the ordinary judiciary, the Clan Court, and specialized courts. The Judicial Branch has the highest baseline rank profile of any branch: judicial clerks are typically at the Specialist level or above (they are lawyers, not data-entry staff), and judicial officers are uniformly senior. The Branch is independent of all other branches in the exercise of judicial functions.

The Oversight Branch

The Oversight Branch is responsible for the audit of the public fisc, the inspection of executive operations, the provision of legal assistance to persons without means, and the collection and publication of official statistics. It is headed by the Chief Auditor and comprises the Court of Audit, the Inspectors General, the Public Defender service, and the Bureau of Statistics. The Oversight Branch has a very high baseline rank profile: auditors, inspectors, and statisticians are typically at the Specialist level or above, and senior oversight officers are uniformly senior professionals. The Branch is independent of all other branches in the exercise of oversight functions.

The Qualifications Branch

The Qualifications Branch is responsible for civil service classifications, qualifications, and standards; the conduct of examinations; the training and certification of senior institutional officers; and the discipline of civil service personnel. It is headed by the Chief Qualifications Officer

and comprises the Civil Service Commission, the Cohort Administrative School, the State Technical College, and the Bureau of Professional Standards. The Qualifications Branch is the institutional home of this Handbook and the authority that maintains it. The Branch has a high baseline rank profile, with personnel specializing in HR, education, and standards enforcement.

The Rank Structure

The government uses a unified rank system across all five branches. The system has twenty ranks: fifteen operational/professional grades across five career streams, plus five executive grades. Each operational rank has three grades (Junior, Regular, Leading), giving HR fine-grained control over pay bands, seniority, and training requirements. The executive ranks are single-grade.

Operational/Professional Level

#	Rank	Grades
1	Clerk	Junior Clerk, Clerk, Leading Clerk
2	Specialist	Junior Specialist, Specialist, Leading Specialist
3	Officer	Junior Officer, Officer, Leading Officer
4	Manager	Junior Manager, Manager, Leading Manager
5	Desk Chief	Junior Desk Chief, Desk Chief, Leading Desk Chief

Executive Level

#	Rank	Grade
6	Assistant Bureau Chief	Single grade
7	Deputy Bureau Chief	Single grade
8	Bureau Chief	Single grade
9	Deputy Minister	Single grade
10	Minister	Single grade

The rank system is unified across all five branches, but the distribution of personnel differs significantly. The Executive Branch has the widest distribution, with large populations at every rank from Junior Clerk through Minister. The Judicial Branch has a higher baseline: its lowest ranks are typically Specialist-level (judicial clerks are lawyers), and its senior ranks are disproportionately represented. The Oversight Branch similarly has a high baseline, with auditors and inspectors

typically entering at the Specialist level or above. The Qualifications and Legislative Branches are smaller but also tend toward higher-ranked personnel.

The Disciplined Services (military, naval, border patrol, M Legion) operate within the same rank system but with military-specific role titles. A soldier at the Clerk rank is called a Private; at the Specialist rank, a Corporal; at the Officer rank, a Lieutenant; and so on. The mapping between military and civilian rank titles is provided in Chapter 10. Language requirements apply equally to military and civilian personnel at the same rank.

Part 1 · Government Roles

This part describes every role in the government of the Polity, organized by functional category. Each role description includes: the role's purpose and importance, how it functions day-to-day, the SASI modules it primarily uses, three sample career paths, the language certification requirement, and sample job description language for HR use. Roles are grouped into eight categories: Core Administrative, Community-Facing, Intergovernmental, Language and Communications, Security and Intelligence, Legal and Judicial, Oversight, and Political.

Chapter 2 · Core Administrative Roles

Core administrative roles are the backbone of the government's daily operations. These are the professionals who keep the machinery of state running: managing finances, administering human resources, maintaining records, procuring goods and services, and supporting information technology. They are present in every branch and every ministry, and they form the largest single category of government personnel.

Administrator

Category: Core Administrative

Role Description

An Administrator is a generalist government professional who performs a wide range of administrative tasks across multiple SASI modules. Unlike specialists who focus on a single domain (finance, HR, IT), administrators handle whatever the office needs: correspondence, scheduling, filing, data entry, report generation, and front-desk operations. They are the first point of contact for many government services and the connective tissue that holds offices together.

Importance to Government Work

Administrators are essential because government work is fundamentally administrative. Every policy decision, every program, every service ultimately requires someone to process the paperwork, enter the data, file the record, and generate the report. Without administrators, the decisions of ministers and managers remain intentions rather than actions. The administrator role is also the entry point for most government careers — the majority of senior government professionals began as administrators.

How the Role Functions

Administrators use SASI across virtually all modules, depending on their assignment. In a typical day, an administrator might: log into the portal dashboard, check notifications, process incoming correspondence in the records module, enter data in the community database (CHR), generate a report using the report writer, and update the budget tracking for their unit. They interact with colleagues across their office, with other offices within their ministry, and frequently with community members who visit or call. In the script-enabled environment, administrators read and produce text in the Government Anishinaabe script throughout the workday.

Primary SASI modules:

- Portal/Dashboard, Records, CHR (Community Database), Report Writer, Budget, Analytics

Sample Career Paths

- **Path 1:** Junior Clerk → Clerk → Leading Clerk → Junior Specialist (Admin) → Specialist (Admin)
- **Path 2:** Junior Clerk → Junior Officer (Service Delivery) → Officer → Leading Officer → Junior Manager
- **Path 3:** Junior Clerk → Clerk → Junior Specialist (Records) → Specialist (Records) → Leading Specialist

Language Requirements

GAPC Level Required: GAPC Reading 1 (Junior/Regular); GAPC Reading 1 + Writing 1 (Leading)

- Skills emphasized: Reading and Writing emphasized; Listening and Speaking not specifically required at Clerk level

Administrators use SASI constantly and must read the script to navigate the interface. At the Leading Clerk level, they also enter data in the script, requiring Writing proficiency. Full four-skill proficiency is not required until promotion to Specialist or Officer rank, where direct community interaction begins.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Reading Level 1 is required for this position. Candidates must hold a current GAPC certification or obtain certification within 12 months of appointment.

Branch-Specific Notes

- Executive: The largest population of administrators; present in every ministry and SOE.
- Judicial: Administrators serve as court clerks and registry staff; baseline is typically Specialist level due to legal training requirements.
- Oversight: Administrators support the Court of Audit and Bureau of Statistics; baseline is typically Specialist level.
- Qualifications: Administrators support the Cohort Administrative School and State Technical College.

Finance Officer

Category: Core Administrative

Role Description

A Finance Officer is a specialized professional responsible for the financial management of a government entity. Finance officers work in the General Ledger (GL), Accounts Payable (AP), Accounts Receivable (AR), Budget, Bank Reconciliation, and GST/HST modules of SASI. They process invoices, track expenditures, reconcile accounts, prepare financial reports, and ensure compliance with fiscal regulations and the standards of the Court of Audit.

Importance to Government Work

Financial integrity is the foundation of public trust. Every dollar that flows through the government — from tax revenue to program expenditure to payroll — is tracked, verified, and reported by finance officers. Without them, the government cannot pay its employees, settle its bills, or account for its use of public funds. The Court of Audit's entire oversight function depends on the quality of the financial records that finance officers maintain.

How the Role Functions

Finance officers live in the financial modules of SASI. A typical day involves: reviewing and approving invoices in AP, processing payments, recording receipts in AR, reconciling bank transactions in the Bank Rec module, monitoring budget status in the Budget module, preparing journal entries in the GL, and generating financial reports for management. They interact with program officers (who submit expenses), vendors (who submit invoices), managers (who approve expenditures), and auditors (who verify records). In the script-enabled environment, all financial records and correspondence are maintained in the Government Anishinaabe script.

Primary SASI modules:

- General Ledger (IFL), Accounts Payable (AP), Accounts Receivable (AR), Budget, Bank Reconciliation (BNK), GST/HST Tracking (TAX), Report Writer

Sample Career Paths

- **Path 1:** Junior Specialist (Finance) → Specialist (Finance) → Leading Specialist (Finance) → Junior Manager (Finance) → Manager (Finance)
- **Path 2:** Junior Clerk (Finance) → Clerk (Finance) → Junior Specialist (Finance) → Specialist (Finance) → Desk Chief (Finance Desk)
- **Path 3:** Junior Specialist (Finance) → Specialist (Finance) → Officer (Audit Liaison) → Leading Officer → Assistant Bureau Chief (Court of Audit)

Language Requirements

GAPC Level Required: GAPC Reading 1 + Writing 1 (Specialist); GAPC Level 1 all skills (Leading Specialist and above)

- Skills emphasized: Reading and Writing emphasized at all levels; Listening and Speaking required for Leading Specialist and above (meetings, audit interactions)

Finance officers must read and produce financial documents in the script. At the Leading Specialist level and above, they participate in financial review meetings and interact with auditors, requiring spoken proficiency. The Court of Audit conducts its reviews in the official language, so finance officers who interface with auditors need full communicative competence.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 1 (Reading and Writing) is required for this position. Candidates must hold current GAPC certification or obtain certification within 12 months of appointment. Certification must be maintained (valid for 5 years; recertification required).

Branch-Specific Notes

- Executive: Finance officers serve in every ministry and in the Ministry of Finance specifically; the largest concentration is in the Ministry of Finance and the First Ministry.
- Oversight: The Court of Audit employs finance officers as auditors; these positions typically enter at the Specialist level or above and require elevated language proficiency due to the audit interaction.
- Qualifications: The State Technical College trains finance officers through its technical training programs.

HR Officer

Category: Core Administrative

Role Description

An HR Officer is a specialized professional responsible for human resources management within a government entity. HR officers manage recruitment, classification, payroll, benefits, certification tracking, performance evaluation, and discipline. They use the HR Management (IERD) and Payroll (PCS) modules of SASI, and they are the primary users of the GAPC certification tracking system.

Importance to Government Work

The government's most valuable resource is its people. HR officers ensure that the right people are hired for the right positions, that they are properly classified and compensated, that their training and certification requirements are tracked and met, and that performance issues are addressed fairly. The entire language certification system depends on HR officers: they track GAPC certification status, trigger recertification reminders, and enforce language requirements in hiring and promotion. Without HR officers, the certification system has no enforcement mechanism.

How the Role Functions

HR officers use the HR and Payroll modules of SASI as their primary tools. A typical day involves: processing personnel actions (appointments, promotions, transfers), updating certification records (including GAPC levels and expiry dates), running payroll, managing recruitment processes, conducting performance evaluations, and coordinating training enrollment. They interact with employees (who submit HR requests), managers (who initiate personnel actions), the Civil Service Commission (which sets standards), and the CAS (which delivers training and certification). In the script-enabled environment, all HR records and correspondence are in the Government Anishinaabe script.

Primary SASI modules:

- HR Management (IERD), Payroll (PCS), Analytics, Report Writer, Admin (limited)

Sample Career Paths

- **Path 1:** Junior Specialist (HR) → Specialist (HR) → Leading Specialist (HR) → Junior Manager (HR) → Manager (HR)
- **Path 2:** Junior Clerk (HR) → Clerk (HR) → Junior Specialist (HR) → Specialist (HR) → Desk Chief (HR Desk)
- **Path 3:** Specialist (HR) → Officer (Training Coordinator) → Leading Officer → Junior Manager → Manager (Qualifications Branch)

Language Requirements

GAPC Level Required: GAPC Reading 1 + Writing 1 (Specialist); GAPC Level 1 all skills (Leading Specialist and above)

- Skills emphasized: Reading and Writing emphasized; Speaking required for Leading Specialist and above (employee interactions, training coordination)

HR officers must read and produce HR documents in the script. They also manage the GAPC certification tracking system, which requires understanding the certification framework. At the Leading Specialist level and above, they interact directly with employees and the CAS, requiring spoken proficiency.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 1 (Reading and Writing) is required for this position. The HR Officer is responsible for tracking GAPC certification across the department and must themselves be certified to model the standard.

Branch-Specific Notes

- Executive: HR officers serve in every ministry; the central HR function is typically in the First Ministry or the Ministry of the Interior.
- Qualifications: The Qualifications Branch is the institutional home for HR standards and employs HR officers at the Civil Service Commission, the Bureau of Professional Standards, and the training institutions.
- Oversight: The Public Defender service employs HR-adjacent officers for monitoring detention conditions, but these are classified under oversight roles.

Records Officer

Category: Core Administrative

Role Description

A Records Officer is a specialized professional responsible for the management of government records — correspondence, documents, archives, and institutional memory. Records officers use the Report Writer and document management functions of SASI, and they are the custodians of the government's institutional knowledge. In the script-enabled environment, they are also the custodians of the government's written language heritage.

Importance to Government Work

Government operates through documents. Every decision, every policy, every transaction is recorded, filed, and — when needed — retrieved. Records officers ensure that the government can find what it needs, when it needs it, and that the historical record is preserved for future generations. In a government where the official language is Anishinaabemowin written in the Government Anishinaabe script, records officers are also the custodians of the written language — the people who ensure that the script is used consistently and correctly across all government documents.

How the Role Functions

Records officers manage the document lifecycle: creation, classification, filing, retrieval, retention, and disposal. They use the Report Writer module to generate standardized documents, the document management system to file and retrieve records, and the analytics module to track document flow. They interact with every office in the government (which produces records), with the Court of Audit (which examines records), and with the Public Defender service (which may access records in legal proceedings). In the script-enabled environment, records officers must be fully literate in the Government Anishinaabe script, as they manage the government's written output.

Primary SASI modules:

- Report Writer (RW), Analytics, Records/Document Management, Portal/Dashboard

Sample Career Paths

- **Path 1:** Junior Clerk (Records) → Clerk (Records) → Junior Specialist (Records) → Specialist (Records) → Leading Specialist (Records)
- **Path 2:** Junior Specialist (Records) → Specialist (Records) → Officer (Archives) → Leading Officer → Desk Chief (Records & Archives)

- **Path 3:** Clerk (Records) → Junior Specialist (Records) → Specialist (Records) → Officer (Information Governance) → Manager (Information Governance)

Language Requirements

GAPC Level Required: GAPC Reading 1 + Writing 1 (all grades)

- Skills emphasized: Reading and Writing emphasized at all levels; Speaking and Listening required at Officer level and above

Records officers work exclusively with written text in the script. They must read and write the script with high accuracy, as they are responsible for the integrity of the government's documentary record. At the Officer level and above, they participate in information governance meetings and brief managers, requiring spoken proficiency.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 1 (Reading and Writing) is required. Records Officers must demonstrate high accuracy in script reading and writing, as they are custodians of the government's written record.

Branch-Specific Notes

- Executive: Records officers serve in every ministry; the central records function is typically in the First Ministry.
- Judicial: Court registry staff are records officers with legal qualifications; they enter at the Specialist level.
- Oversight: The Court of Audit and Bureau of Statistics employ records officers to manage audit and statistical records.

Procurement Officer

Category: Core Administrative

Role Description

A Procurement Officer is a specialized professional responsible for the government's purchasing and contracting activities. Procurement officers use the Purchase Orders (PO) and Accounts Payable (AP) modules of SASI. They issue tenders, evaluate bids, award contracts, process purchase orders, and ensure compliance with procurement regulations.

Importance to Government Work

The government acquires everything from office supplies to major infrastructure through procurement. Procurement officers ensure that public money is spent wisely, transparently, and in compliance with the law. Poor procurement leads to waste, corruption, and failed projects. Good procurement ensures that the government gets value for money and that vendors are treated fairly. In the context of Indigenous government, procurement is also a tool for economic development — preferential procurement from Indigenous-owned businesses is a common policy that procurement officers implement.

How the Role Functions

Procurement officers manage the procurement cycle: needs assessment, tender issuance, bid evaluation, contract award, purchase order processing, and vendor payment tracking. They use the PO module to create and track purchase orders, the AP module to process vendor payments, and the Report Writer to generate procurement reports. They interact with program officers (who identify needs), vendors (who submit bids), managers (who approve purchases), and auditors (who verify compliance). In the script-enabled environment, procurement documents and vendor correspondence are in the Government Anishinaabe script.

Primary SASI modules:

- Purchase Orders (PO), Accounts Payable (AP), Report Writer, Analytics

Sample Career Paths

- **Path 1:** Junior Specialist (Procurement) → Specialist (Procurement) → Leading Specialist (Procurement) → Junior Manager (Procurement) → Manager (Procurement)
- **Path 2:** Junior Clerk (Procurement) → Clerk (Procurement) → Junior Specialist (Procurement) → Specialist (Procurement) → Desk Chief (Procurement Desk)
- **Path 3:** Specialist (Procurement) → Officer (Contract Management) → Leading Officer → Manager (Procurement) → Assistant Bureau Chief

Language Requirements

GAPC Level Required: GAPC Reading 1 + Writing 1 (Specialist); GAPC Level 1 all skills (Leading Specialist and above)

- Skills emphasized: Reading and Writing emphasized; Speaking required at Leading Specialist and above (vendor negotiations, contract meetings)

Procurement officers must read and produce procurement documents in the script. At the Leading Specialist level and above, they negotiate with vendors and participate in contract meetings, requiring spoken proficiency.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 1 (Reading and Writing) is required. Procurement Officers who negotiate with vendors in Anishinaabemowin must also hold Speaking Level 1 or above.

Branch-Specific Notes

- Executive: Procurement officers serve in every ministry; the central procurement function may be in the Ministry of Commerce or the First Ministry.
- Oversight: The Court of Audit reviews procurement records; auditors with procurement expertise are classified as auditors, not procurement officers.

IT Officer

Category: Core Administrative

Role Description

An IT Officer is a specialized professional responsible for the government's information technology infrastructure. IT officers manage servers, networks, desktop systems, software deployments (including SASI), cybersecurity, and user support. They are the technical backbone that keeps the government's digital systems — including the Government Anishinaabe script infrastructure — operational.

Importance to Government Work

The government runs on SASI. When SASI is down, the government is down — no payments, no records, no communication. IT officers keep the system running. They also manage the technical infrastructure for the Government Anishinaabe script: font deployment, Keyman keyboard installation, script-compatible database configuration, and the render-layer conversion that displays the script throughout the system. Without IT officers, the script integration that drives language certification demand simply does not work.

How the Role Functions

IT officers manage the government's IT infrastructure: server maintenance, network administration, desktop support, software deployment, cybersecurity monitoring, and user help desk. They use the Admin module of SASI for system administration, the Analytics module for system monitoring, and various infrastructure tools outside SASI. They interact with all government staff (who need technical support), with the CAS (which provides SASI updates and training), and with vendors (who supply hardware and software). In the script-enabled environment, IT officers must be able to navigate SASI in the script and provide user support in the script.

Primary SASI modules:

- Admin, Analytics, Portal/Dashboard (for user management)

Sample Career Paths

- **Path 1:** Junior Specialist (IT) → Specialist (IT) → Leading Specialist (IT) → Junior Manager (IT) → Manager (IT)
- **Path 2:** Junior Clerk (IT Support) → Clerk (IT Support) → Junior Specialist (IT) → Specialist (IT) → Desk Chief (IT Desk)
- **Path 3:** Specialist (IT) → Officer (Systems Architecture) → Leading Officer → Manager (IT) → Assistant Bureau Chief (Digital Services)

Language Requirements

GAPC Level Required: GAPC Reading 1 (Specialist); GAPC Reading 1 + Writing 1 (Leading Specialist and above)

- Skills emphasized: Reading emphasized; Writing required at Leading Specialist and above (documentation, support tickets in the script)

IT officers must navigate SASI in the script to provide support. At the Leading Specialist level and above, they produce technical documentation and support communications in the script. Full four-skill proficiency is not typically required unless the IT officer provides direct user training.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Reading Level 1 is required. IT Officers providing user support in Anishinaabemowin must also hold Speaking Level 1.

Branch-Specific Notes

- Executive: IT officers serve in every ministry; the central IT function is typically in the Ministry of Communications or a dedicated Digital Services bureau.
- Qualifications: The State Technical College trains IT officers through its technical training programs.
- All branches: IT officers are needed in every branch, as each branch operates its own IT infrastructure within the government's shared network.

Chapter 3 · Community-Facing Roles

Community-facing roles are the front line of government-to-citizen interaction. These are the professionals who work directly with Anishinaabe community members — in the field, in community offices, in consultation processes, and in service delivery. They are the face of the government to the people, and their language proficiency directly affects the quality of government-community relationships.

Field Officer

Category: Community-Facing

Role Description

A Field Officer is a government professional who works directly in Anishinaabe territory, delivering services, conducting site visits, and maintaining relationships with community members in their own environments. Field officers are the government's presence on the ground — the people who show up, listen, and respond.

Importance to Government Work

Policy is made in offices, but it is implemented in the field. Field officers are the ones who translate government decisions into real-world outcomes. They deliver income assistance, inspect housing, monitor environmental compliance, support education programs, and provide a visible government presence in remote communities. Their ability to communicate in Anishinaabemowin is not optional — it is the difference between being welcomed as a partner and being received as an outsider.

How the Role Functions

Field officers spend most of their time outside the office — visiting communities, conducting site inspections, attending community gatherings, and providing direct service. They use SASI on mobile devices or at community offices to log visits, update service records, and generate reports. They interact primarily with community members and community leadership, and secondarily with their own managers and specialist colleagues. In the script-enabled environment, field officers read and produce field reports, service logs, and community correspondence in the Government Anishinaabe script.

Primary SASI modules:

- CHR (Community Database), Income Assistance (IA), Post-Secondary Education (PSE), Report Writer, Portal (mobile)

Sample Career Paths

- **Path 1:** Junior Officer (Field) → Officer (Field) → Leading Officer (Field) → Junior Manager (Field Operations) → Manager (Field Operations)
- **Path 2:** Junior Officer (Field) → Officer (Field) → Specialist (Environmental Monitoring) → Leading Specialist → Desk Chief (Environmental Desk)
- **Path 3:** Junior Officer (Field) → Officer (Community Relations) → Leading Officer → Junior Manager → Desk Chief (Community Services)

Language Requirements

GAPC Level Required: GAPC Level 1 (all four skills) — required at all grades

- Skills emphasized: All four skills required; Speaking and Listening especially emphasized

Field officers interact directly with Anishinaabe speakers in the field. They must greet, converse, explain services, and build relationships in Anishinaabemowin. Reading and writing are needed for field reports and service records. This is a community-facing role where language proficiency is operationally essential, not just administratively required.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 1 (all four skills) is required for this position. Field Officers work directly with Anishinaabe-speaking communities and must be able to conduct service interactions in Anishinaabemowin.

Branch-Specific Notes

- Executive: The largest population of field officers; concentrated in the Ministry of the Interior, Ministry of Health, Ministry of Agriculture and Environmental Affairs, and Ministry of Education.
- Oversight: Inspectors General conduct field inspections but are classified under oversight roles, not field officer roles.

Community Relations Officer

Category: Community-Facing

Role Description

A Community Relations Officer is a specialized professional responsible for managing the relationship between a government entity and the Anishinaabe communities it serves. They are the designated liaison — the person community members know by name and trust to carry their concerns to the government.

Importance to Government Work

Government-community relationships are built on trust, and trust is built through consistent, respectful, personal contact. Community relations officers are the human bridge between institutions and people. They attend community gatherings, facilitate consultation processes, mediate disputes, and ensure that community voices reach decision-makers. In a government where the official language is Anishinaabemowin, the community relations officer who cannot speak the language cannot do the job.

How the Role Functions

Community relations officers divide their time between community visits and office work. In the field, they attend community meetings, meet with elders and council members, and participate in cultural protocols. In the office, they use SASI to log interactions, draft correspondence, prepare briefing notes for managers, and coordinate consultation processes. They interact constantly with community members, community leadership, and government colleagues. In the script-enabled environment, all community-facing communication is in the Government Anishinaabe script.

Primary SASI modules:

- CHR (Community Database), Report Writer, Portal/Dashboard, Analytics

Sample Career Paths

- **Path 1:** Junior Officer (Community Relations) → Officer (Community Relations) → Leading Officer → Junior Manager (Community Relations) → Manager (Community Relations)
- **Path 2:** Officer (Community Relations) → Leading Officer → Specialist (Consultation) → Leading Specialist → Desk Chief (Consultation Desk)
- **Path 3:** Officer (Community Relations) → Leading Officer → Junior Manager → Manager → Assistant Bureau Chief (Community Affairs)

Language Requirements

GAPC Level Required: GAPC Level 1 (all four skills) minimum; GAPC Level 2 (when available) preferred for Leading Officer and above

- Skills emphasized: Speaking and Listening especially emphasized; all four skills required

Community relations officers are the government's primary communicators with Anishinaabe communities. They must speak fluently, listen carefully, read correspondence, and write reports — all in Anishinaabemowin. This role has one of the highest language requirements among non-specialist roles.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 1 (all four skills) is required. GAPC Level 2 is preferred for positions at Leading Officer and above. Community Relations Officers must be able to conduct meetings, deliver presentations, and draft correspondence in Anishinaabemowin.

Branch-Specific Notes

- Executive: Community relations officers serve in every ministry that interacts with communities; concentrated in the Ministry of the Interior and the First Ministry.
- Legislative: The Legislative Branch may employ community relations officers to facilitate community input to the legislative process.

Consultation Coordinator

Category: Community-Facing

Role Description

A Consultation Coordinator is a specialized professional responsible for managing formal consultation processes between the government and Anishinaabe communities. Consultations are required for projects, policies, and regulatory matters that affect community interests. The coordinator designs the consultation process, facilitates the meetings, documents the outcomes, and ensures that community input is reflected in government decisions.

Importance to Government Work

Consultation is a constitutional and legal obligation, not a courtesy. The government cannot proceed with projects that affect Anishinaabe communities without meaningful consultation, and meaningful consultation requires skilled coordination. A poorly run consultation process can delay projects for years, damage relationships, and trigger legal challenges. A well-run process builds trust, produces better decisions, and strengthens the government's legitimacy. The consultation coordinator is the person who makes the difference between a process that works and one that fails.

How the Role Functions

Consultation coordinators manage the full consultation lifecycle: planning (identifying which communities to consult, on what topics, in what format), engagement (facilitating meetings, documenting input, responding to concerns), reporting (preparing consultation reports for decision-makers), and follow-up (ensuring that community input is reflected in decisions). They use SASI to track consultation commitments, document outcomes, and generate reports. They interact extensively with community leadership, government managers, and sometimes with corporate partners. In the script-enabled environment, all consultation documentation is in the Government Anishinaabe script.

Primary SASI modules:

- CHR (Community Database), Report Writer, Analytics, Portal/Dashboard

Sample Career Paths

- **Path 1:** Officer (Consultation) → Leading Officer (Consultation) → Junior Manager (Consultation) → Manager (Consultation) → Desk Chief (Consultation Desk)
- **Path 2:** Specialist (Consultation) → Leading Specialist → Officer (Consultation) → Leading Officer → Manager (Consultation)

- **Path 3:** Officer (Consultation) → Leading Officer → Specialist (Negotiation) → Leading Specialist → Desk Chief (Intergovernmental Desk)

Language Requirements

GAPC Level Required: GAPC Level 1 (all four skills) minimum; GAPC Level 2 (when available) preferred at all grades

- Skills emphasized: All four skills required; Speaking and Writing especially emphasized (facilitation, documentation)

Consultation coordinators facilitate meetings in Anishinaabemowin, document consultation outcomes in writing, and prepare formal reports. They need strong speaking skills for facilitation and strong writing skills for documentation. This role requires full communicative competence at a level above elementary proficiency.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 1 (all four skills) is required. GAPC Level 2 is preferred. Consultation Coordinators must be able to facilitate meetings, document outcomes, and draft consultation reports in Anishinaabemowin.

Branch-Specific Notes

- Executive: Consultation coordinators are concentrated in the Ministry of the Interior, the Ministry of Agriculture and Environmental Affairs, and the First Ministry.
- Oversight: The Court of Audit may review consultation processes for compliance, but auditors are classified separately.

Service Delivery Officer

Category: Community-Facing

Role Description

A Service Delivery Officer is a frontline professional who provides direct government services to community members: processing applications, determining eligibility, issuing benefits, and responding to service requests. They are the people community members interact with when they need something from the government — a health benefit, an education grant, a housing application, an income assistance payment.

Importance to Government Work

Service delivery is where government meets people. A community member's experience of the government is largely shaped by their interaction with service delivery officers: was the officer respectful? Was the service prompt? Could the officer communicate in Anishinaabemowin? Good service delivery builds trust in government; poor service delivery erodes it. In a government where the official language is Anishinaabemowin, service that is only available in English is not service at all.

How the Role Functions

Service delivery officers work in service centers, community offices, or remotely. They use SASI to process applications (Income Assistance, Post-Secondary Education, housing), determine eligibility, issue benefits, and update client records. They interact primarily with community members seeking services and with their own supervisors. In the script-enabled environment, all service interactions — application forms, eligibility letters, benefit notifications — are in the Government Anishinaabe script.

Primary SASI modules:

- Income Assistance (IA), Post-Secondary Education (PSE), CHR (Community Database), Report Writer, Portal/Dashboard

Sample Career Paths

- **Path 1:** Junior Officer (Service Delivery) → Officer (Service Delivery) → Leading Officer → Junior Manager (Service Operations) → Manager (Service Operations)
- **Path 2:** Junior Clerk (Service Desk) → Clerk (Service Desk) → Junior Officer (Service Delivery) → Officer → Leading Officer
- **Path 3:** Officer (Service Delivery) → Specialist (Program Design) → Leading Specialist → Junior Manager → Desk Chief (Service Delivery)

Language Requirements

GAPC Level Required: GAPC Level 1 (all four skills) — required at all grades

- Skills emphasized: Speaking and Listening especially emphasized; Reading and Writing required for form processing

Service delivery officers interact directly with community members who may speak only Anishinaabemowin. They must explain eligibility, process applications, and respond to questions in the language. Reading and writing are needed for form processing and record-keeping.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 1 (all four skills) is required. Service Delivery Officers must be able to conduct service interactions entirely in Anishinaabemowin.

Branch-Specific Notes

- Executive: Service delivery officers are concentrated in the Ministry of Health, Ministry of Education, Ministry of the Interior, and the Ministry of Labor.
- All branches: While service delivery is primarily an Executive function, other branches may have service-adjacent roles (e.g., the Public Defender service in the Oversight Branch provides legal services).

Chapter 4 · Intergovernmental Roles

Intergovernmental roles manage the Polity's relationships with other governments — other Indigenous nations, federal and provincial governments, and foreign states. These roles require the highest levels of diplomatic skill and language proficiency, as they represent the Polity in formal, often high-stakes, interactions where the language used is itself a statement of sovereignty.

Diplomat

Category: Intergovernmental

Role Description

A Diplomat is a senior government professional who represents the Polity in formal relations with other governments. Diplomats are accredited representatives who conduct negotiations, deliver communications, attend international gatherings, and maintain ongoing relationships with counterpart officials in other jurisdictions.

Importance to Government Work

The Polity's sovereignty is exercised not only internally but externally — through its relationships with other governments. Diplomats are the living embodiment of that sovereignty. When a diplomat speaks, the Polity speaks. When a diplomat negotiates, the Polity negotiates. The quality of the Polity's diplomatic corps directly determines the quality of its international standing, its treaty relationships, and its ability to advance its interests in the community of nations. In an Anishinaabe government, diplomats who can speak Anishinaabemowin in international settings make a powerful statement: this is a sovereign nation with its own language, its own voice, and its own place at the table.

How the Role Functions

Diplomats divide their time between their home office and travel to other jurisdictions. They use SASI to track diplomatic communications, maintain contact registries, and prepare briefing notes. They interact with foreign officials, treaty partners, international organizations, and the Polity's own political leadership. In the script-enabled environment, diplomatic correspondence and briefing materials are in the Government Anishinaabe script, with translations provided for non-Anishinaabe-speaking counterparts.

Primary SASI modules:

- Report Writer, Analytics, Portal/Dashboard, CHR (for contact management)

Sample Career Paths

- **Path 1:** Officer (Diplomatic) → Leading Officer (Diplomatic) → Junior Manager (Foreign Affairs) → Manager (Foreign Affairs) → Desk Chief (Diplomatic Desk)
- **Path 2:** Specialist (International Relations) → Leading Specialist → Officer (Diplomatic) → Leading Officer → Assistant Bureau Chief (Foreign Affairs)
- **Path 3:** Officer (Diplomatic) → Leading Officer → Manager (Foreign Affairs) → Bureau Chief (Foreign Affairs) → Deputy Minister (Foreign Affairs)

Language Requirements

GAPC Level Required: GAPC Level 2 (all four skills) minimum; GAPC Level 3 (when available) preferred for Manager and above

- Skills emphasized: All four skills required; Speaking and Writing especially emphasized (formal register, negotiation)

Diplomats represent the Polity in formal settings where language is a marker of sovereignty. They must deliver statements, negotiate agreements, and draft diplomatic correspondence in Anishinaabemowin. The diplomatic register requires proficiency well above elementary level — diplomats need limited working proficiency at minimum, and general professional proficiency for senior roles. The role modifier is +1 level above the base rank requirement.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 2 (all four skills) is required. Diplomats must be able to conduct formal diplomatic communications, deliver statements, and negotiate agreements in Anishinaabemowin. Diplomatic role modifier: +1 GAPC level above base rank requirement.

Branch-Specific Notes

- Executive: Diplomats serve in the Ministry of Foreign Affairs and in the First Ministry; the Polity may maintain diplomatic missions in other jurisdictions.
- All branches: Diplomatic functions are exclusively an Executive Branch responsibility, though other branches may participate in intergovernmental coordination on matters within their jurisdiction.

Negotiator

Category: Intergovernmental

Role Description

A Negotiator is a highly specialized professional who conducts formal treaty and agreement negotiations on behalf of the Polity. Negotiators are not general diplomats — they are specialists in the art and science of negotiation, with deep knowledge of the Polity's legal position, the counterpart's position, and the strategic context. They are the people who sit across the table and secure the Polity's interests.

Importance to Government Work

Treaties and intergovernmental agreements define the Polity's rights, obligations, and relationships for generations. A poorly negotiated treaty cannot be easily undone; a well-negotiated one protects the Polity's interests for decades. Negotiators carry an enormous responsibility: the words they agree to become binding law. Their language proficiency must be flawless, because in negotiation, every word matters — and in an Anishinaabe government, those words are in Anishinaabemowin.

How the Role Functions

Negotiators work in small, high-stakes teams. They prepare extensively before negotiations (researching positions, drafting proposals, consulting with leadership), conduct the negotiation itself (often in multi-day sessions), and document outcomes (drafting agreement text, preparing ratification materials). They use SASI to track negotiation positions, document agreement text, and generate reports. They interact with counterpart negotiators, the Polity's political leadership, and subject-matter advisors. In the script-enabled environment, all negotiation documents are in the Government Anishinaabe script.

Primary SASI modules:

- Report Writer, Analytics, Portal/Dashboard, CHR (for stakeholder management)

Sample Career Paths

- **Path 1:** Specialist (Treaty Research) → Leading Specialist → Officer (Negotiation) → Leading Officer → Manager (Negotiation)
- **Path 2:** Officer (Negotiation) → Leading Officer → Junior Manager (Treaty Affairs) → Manager (Treaty Affairs) → Desk Chief (Treaty Desk)
- **Path 3:** Specialist (Legal/Treaty) → Officer (Negotiation) → Leading Officer → Manager (Treaty Affairs) → Bureau Chief (Treaty Affairs)

Language Requirements

GAPC Level Required: GAPC Level 3 (all four skills) — required at all grades

- Skills emphasized: All four skills required; Speaking and Writing at the highest level (formal legal register, precise agreement drafting)

Negotiators draft binding legal text in Anishinaabemowin. Every word in a treaty or agreement must be precise, and that precision must exist in the Anishinaabe language text, not just in translation. Negotiators need general professional proficiency (Level 3) to handle the formal, legal register that treaty work requires. The role modifier is +1 level above the base rank requirement, but the floor is Level 3 regardless of rank.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 3 (all four skills) is required for all Negotiator positions, regardless of rank. Negotiators must be able to draft, review, and debate binding legal text in Anishinaabemowin with the precision required for treaty-level instruments.

Branch-Specific Notes

- Executive: Negotiators serve in the Ministry of Foreign Affairs and the First Ministry; the Treaty Desk is typically a dedicated functional area.
- Judicial: Treaty Researchers (who research and interpret treaty texts) are classified under legal roles but work closely with Negotiators.

Intergovernmental Liaison

Category: Intergovernmental

Role Description

An Intergovernmental Liaison is a professional who coordinates activities between the Polity and other levels of government — federal, provincial, municipal, and other Indigenous governments. Unlike diplomats, who represent the Polity in formal relations, liaisons manage the day-to-day operational coordination that keeps intergovernmental relationships functioning smoothly.

Importance to Government Work

The Polity does not exist in isolation. Its programs, services, and regulatory functions intersect with those of other governments at every level. A health program may involve federal funding, provincial regulation, and community delivery — requiring coordination across all three. Intergovernmental liaisons are the people who make that coordination work. Without them, programs stall, jurisdictions conflict, and communities fall through the gaps between governments.

How the Role Functions

Intergovernmental liaisons maintain regular communication with counterpart officials in other governments, coordinate joint initiatives, resolve jurisdictional questions, and prepare intergovernmental agreements. They use SASI to track intergovernmental commitments, document coordination activities, and generate reports. They interact with officials in other governments, with program officers in their own government, and with political leadership when issues escalate. In the script-enabled environment, intergovernmental correspondence is in the Government Anishinaabe script, with translation as needed for non-Anishinaabe counterparts.

Primary SASI modules:

- Report Writer, Analytics, Portal/Dashboard, CHR (for contact management)

Sample Career Paths

- **Path 1:** Officer (Intergovernmental) → Leading Officer → Junior Manager (Intergovernmental) → Manager (Intergovernmental) → Desk Chief (Intergovernmental Desk)
- **Path 2:** Specialist (Policy) → Officer (Intergovernmental) → Leading Officer → Manager (Intergovernmental) → Assistant Bureau Chief
- **Path 3:** Officer (Intergovernmental) → Leading Officer → Specialist (Federal Relations) → Leading Specialist → Desk Chief (Federal Relations)

Language Requirements

GAPC Level Required: GAPC Level 1 (all four skills) minimum; GAPC Level 2 (when available) preferred for Leading Officer and above

- Skills emphasized: All four skills required; Speaking and Writing emphasized (correspondence, coordination meetings)

Intergovernmental liaisons draft correspondence, attend coordination meetings, and prepare briefing materials. They need full communicative competence to represent the Polity effectively in intergovernmental settings. At the Leading Officer level and above, they handle more complex coordination that requires higher proficiency.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 1 (all four skills) is required. GAPC Level 2 is preferred for positions at Leading Officer and above. Intergovernmental Liaisons must be able to draft correspondence and participate in coordination meetings in Anishinaabemowin.

Branch-Specific Notes

- Executive: Intergovernmental liaisons serve in every ministry that has intergovernmental dimensions; the central function is in the First Ministry and the Ministry of Foreign Affairs.
- All branches: While intergovernmental coordination is primarily an Executive function, the Oversight and Judicial Branches may have liaison roles for their specific intergovernmental interactions (e.g., judicial cooperation, audit coordination).

Chapter 5 · Language and Communications Roles

Language and communications roles are specialized positions where language itself is the work. These professionals translate, interpret, research, teach, and communicate — they are the custodians of the Anishinaabe language in its governmental application. They carry the highest language proficiency requirements in the government, and they are the human infrastructure that makes a government operating in Anishinaabemowin possible.

Translator / Interpreter

Category: Language and Communications

Role Description

A Translator/Interpreter is a highly specialized professional who provides translation (written) and interpretation (spoken) services between Anishinaabemowin and other languages. They are the linguistic bridge that allows the Polity to communicate with non-Anishinaabe-speaking governments, organizations, and individuals — and to ensure that Anishinaabe-language government documents are accessible to all who need them.

Importance to Government Work

A government that operates in Anishinaabemowin still needs to communicate with the world. Treaties must be translated, diplomatic correspondence must be rendered in the counterpart's language, and community members who speak other languages must have access to government services. Translators and interpreters make this possible. They are also the guardians of translation quality — the people who ensure that when an Anishinaabe text is rendered in English (or vice versa), the meaning is preserved, not lost. In the context of the Government Anishinaabe script, translators must be fully literate in both the script and the Fiero orthography, and fluent in at least one other language.

How the Role Functions

Translators work with written text: they translate government documents, legal instruments, correspondence, and public communications between Anishinaabemowin and other languages. Interpreters work with spoken language: they provide simultaneous or consecutive interpretation at meetings, negotiations, court proceedings, and community events. Both use SASI's records and document management functions to track translation projects and maintain terminology databases. They interact with all branches of government and with external counterparts. In the script-enabled environment, translators work exclusively in the Government Anishinaabe script for Anishinaabe-language text.

Primary SASI modules:

- Report Writer, Records/Document Management, Portal/Dashboard

Sample Career Paths

- **Path 1:** Specialist (Translation) → Leading Specialist (Translation) → Officer (Translation) → Leading Officer → Desk Chief (Translation Desk)

- **Path 2:** Specialist (Interpretation) → Leading Specialist (Interpretation) → Officer (Interpretation) → Leading Officer → Manager (Language Services)
- **Path 3:** Specialist (Translation) → Leading Specialist → Specialist (Terminology) → Leading Specialist → Desk Chief (Language Services)

Language Requirements

GAPC Level Required: GAPC Level 4 (all four skills) — required at all grades

- Skills emphasized: All four skills at advanced professional level; Writing especially emphasized for translators, Speaking for interpreters

Translators and interpreters work with language at a professional level that far exceeds functional competence. They must understand nuance, register, idiom, and legal precision in both Anishinaabemowin and their other working language(s). Level 4 (advanced professional proficiency) is the minimum for this role — these are the people who produce the translations that everyone else relies on. The role modifier is +2 levels above the base rank requirement, with a floor of Level 4.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 4 (all four skills) is required for all Translator/Interpreter positions, regardless of rank. Translators/Interpreters must demonstrate advanced professional proficiency in Anishinaabemowin and at least one other language, with the ability to produce publication-quality translations and professional-level interpretation.

Branch-Specific Notes

- Executive: Translators and interpreters serve across all ministries; the central language services function is typically in the First Ministry or the Ministry of Communications.
- Judicial: Court interpreters are a specialized sub-category; they must meet additional legal terminology requirements.
- All branches: Every branch that produces official communications needs translation services.

Linguist

Category: Language and Communications

Role Description

A Linguist is a scholar-professional who conducts language research, develops curriculum, creates terminology, and advises the government on language policy. Linguists are the people who ensure that Anishinaabemowin can grow — that new concepts, new technologies, and new governmental functions can be expressed in the language without resorting to English loanwords.

Importance to Government Work

A living language must grow, or it dies. The Polity's government operates in Anishinaabemowin, which means the language must be able to express everything the government does — from fiscal policy to environmental regulation to digital infrastructure. Linguists create the vocabulary for these domains, research historical usage, develop the curriculum that teaches the next generation, and advise on the standards that keep the language consistent across the government. Without linguists, the language stagnates; with them, it flourishes.

How the Role Functions

Linguists divide their time between research, terminology development, curriculum writing, and advisory work. They research historical Anishinaabe texts to understand traditional usage, develop new terminology for modern government concepts, write and revise curriculum materials (including the Books A1, B1, and the GAPC assessment materials), and advise the government on language policy. They use SASI's terminology management functions and the document management system for their research. They interact with the CAS (which delivers the curriculum they write), with the Certification Board (which administers the assessments they design), and with government offices (which need terminology guidance). In the script-enabled environment, linguists work extensively with the Government Anishinaabe script — they are the people who understand it most deeply.

Primary SASI modules:

- Report Writer, Records/Document Management, Admin (terminology management), Portal/Dashboard

Sample Career Paths

- **Path 1:** Specialist (Linguistics) → Leading Specialist (Linguistics) → Officer (Language Research) → Leading Officer → Manager (Language Research)

- **Path 2:** Specialist (Linguistics) → Leading Specialist → Officer (Curriculum Development) → Leading Officer → Desk Chief (Language Development)
- **Path 3:** Specialist (Linguistics) → Leading Specialist → Specialist (Terminology) → Leading Specialist → Desk Chief (Language Standards)

Language Requirements

GAPC Level Required: GAPC Level 5 (all four skills) — required at all grades

- Skills emphasized: All four skills at functionally native level; Reading and Writing especially emphasized (scholarly register, script expertise)

Linguists are the deepest experts in the Anishinaabe language in the government. They must understand the language at a level that exceeds even native speakers' conscious awareness — they must understand the grammar, the phonology, the historical development, and the script at a scholarly level. Level 5 (functionally native) is the minimum. The role modifier is +2 levels above the base rank requirement, with a floor of Level 5.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 5 (all four skills) is required for all Linguist positions. Linguists must demonstrate functionally native proficiency in Anishinaabemowin, with scholarly expertise in the language's structure, history, and written forms.

Branch-Specific Notes

- Executive: Linguists may serve in the Ministry of Education, the Ministry of Communications, or the First Ministry.
- Qualifications: The Cohort Administrative School and the State Technical College employ linguists for curriculum development; the Bureau of Professional Standards may employ linguists for language standard enforcement.
- All branches: Any branch that needs terminology development or language policy advice may employ linguists.

Language Instructor

Category: Language and Communications

Role Description

A Language Instructor is a certified professional who teaches GAPC courses — the script primer (Book A1), the handwriting workbook (Book A2), the Level 1 Coursebook (Book B1), and (when developed) higher-level courses. They are the front line of language capacity-building in the government: the people who take employees from zero script literacy to certified proficiency.

Importance to Government Work

The entire language certification system depends on instructors. Without instructors, there are no courses; without courses, there are no certified employees; without certified employees, the government cannot function in Anishinaabemowin. Instructors are the engine of the language program. They are also the most visible face of the CAS to most government employees — the person who teaches them the script is the person they associate with the language program for the rest of their career.

How the Role Functions

Language instructors deliver GAPC courses through the CAS. They teach the script primer (one-week intensive), the handwriting workbook (self-study with instructor support), and the Level 1 Coursebook (12-module, 200-hour program). They use the CAS's learning management system, SASI's training modules, and physical materials (books, flashcards, practice grids). They interact with learners (government employees at all levels), with the CAS (which coordinates scheduling and materials), and with the Certification Board (which administers the assessments). In the script-enabled environment, instructors teach in the Government Anishinaabe script — they must be the most fluent script users in the government.

Primary SASI modules:

- Portal/Dashboard (LMS integration), Report Writer, Analytics (student progress)

Sample Career Paths

- **Path 1:** Specialist (Language Instruction) → Leading Specialist (Language Instruction) → Officer (Curriculum Delivery) → Leading Officer → Manager (Language Training)
- **Path 2:** Specialist (Language Instruction) → Leading Specialist → Specialist (Examiner) → Leading Specialist → Desk Chief (Language Training)
- **Path 3:** Specialist (Language Instruction) → Officer (Training Coordination) → Leading Officer → Manager (Language Training) → Assistant Bureau Chief (CAS)

Language Requirements

GAPC Level Required: GAPC Level 4 (all four skills) — required at all grades; Examiner certification also required

- Skills emphasized: All four skills at advanced professional level; Speaking especially emphasized (teaching, explanation); Writing for demonstrating and correcting script

Instructors must be able to teach the script and the language to others, which requires mastery well above the level they teach. They must also be certified examiners (GAPC-003) to administer assessments. Level 4 (advanced professional proficiency) is the minimum. The role modifier is +2 levels above the base rank requirement, with a floor of Level 4.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 4 (all four skills) is required. Language Instructors must also hold GAPC Examiner certification (GAPC-003). Instructors must be able to teach the Government Anishinaabe script and Anishinaabemowin language at a level that enables learners to achieve GAPC Level 1 certification.

Branch-Specific Notes

- Qualifications: Language instructors are primarily employed by the CAS, which is housed in the Qualifications Branch (Cohort Administrative School).
- Executive: Large ministries may employ their own language instructors for in-house training.
- All branches: Any branch may sponsor employees to become certified instructors through the CAS train-the-trainer program.

Communications Officer

Category: Language and Communications

Role Description

A Communications Officer is a professional responsible for the government's public communications — press releases, public announcements, official statements, website content, and social media. They are the government's voice to the public, and in an Anishinaabe government, that voice speaks Anishinaabemowin.

Importance to Government Work

Public communication is how the government accounts for its actions, informs citizens, and builds public trust. In a government where the official language is Anishinaabemowin, all public communication must be in Anishinaabemowin — written in the Government Anishinaabe script. Communications officers are the people who craft these messages, ensuring they are clear, accurate, and appropriately toned. They also manage the government's relationship with media, which in an Anishinaabe context includes both mainstream and Indigenous media.

How the Role Functions

Communications officers draft and distribute public communications, manage the government's website and social media presence, respond to media inquiries, and prepare communication strategies for major announcements. They use SASI's document management and report writer functions to draft and track communications. They interact with journalists, community members, political leadership, and government program officers (who provide the content). In the script-enabled environment, all public communications are drafted in the Government Anishinaabe script, with translations produced by the translation service for non-Anishinaabe audiences.

Primary SASI modules:

- Report Writer, Records/Document Management, Portal/Dashboard, Analytics

Sample Career Paths

- **Path 1:** Junior Specialist (Communications) → Specialist (Communications) → Leading Specialist → Junior Manager (Communications) → Manager (Communications)
- **Path 2:** Specialist (Communications) → Officer (Public Relations) → Leading Officer → Manager (Communications) → Desk Chief (Communications Desk)
- **Path 3:** Junior Specialist (Communications) → Specialist (Communications) → Officer (Digital Communications) → Leading Officer → Manager (Digital Services)

Language Requirements

GAPC Level Required: GAPC Level 2 (all four skills) minimum; GAPC Level 3 (when available) preferred for Leading Specialist and above

- Skills emphasized: All four skills required; Writing especially emphasized (drafting public communications); Reading for reviewing content

Communications officers draft public-facing text in Anishinaabemowin. The quality of their writing directly affects public perception of the government. They need limited working proficiency (Level 2) at minimum to produce professional-quality communications, and general professional proficiency (Level 3) for senior roles that involve strategic communication.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 2 (all four skills) is required. GAPC Level 3 is preferred for positions at Leading Specialist and above. Communications Officers must be able to draft publication-quality public communications in Anishinaabemowin using the Government Anishinaabe script.

Branch-Specific Notes

- Executive: Communications officers serve in every ministry; the central function is in the Ministry of Communications.
- All branches: Each branch may have its own communications function for branch-specific communications, though public communications are typically coordinated through the Executive.

Chapter 6 · Security and Intelligence Roles

Security and intelligence roles protect the Polity's people, territory, and institutions. They encompass the Disciplined Services — the military (land forces), the naval service, the border patrol, and the M Legion — together with civilian intelligence and security professionals who serve within the same administrative framework. Although the Disciplined Services wear uniforms and follow a service discipline code, they are treated as a government organization within the same Table of Ranks as every other branch of the Polity. A private soldier and a clerk occupy the same rank; a major and a desk chief occupy the same rank; a general and a deputy minister occupy the same rank. This unified system ensures that language certification, training, and promotion standards apply consistently across the civil and disciplined services, and that personnel can in principle move between them. The three roles described in this chapter — Soldier/Guard, Intelligence Analyst, and Border/Customs Officer — represent the operational core of the security function.

Disciplined Services Rank Correspondence

The Disciplined Services use traditional military rank titles, but each title corresponds to a civilian rank in the Table of Ranks. The correspondence is given below in full so that security personnel and civil administrators can locate one another in the system. The operational-level correspondence (Private through Major) is most relevant to the roles in this chapter; the executive-level correspondence (Colonel through Field Marshal) is elaborated in Chapter 11.

Civilian Rank	Army / Land Forces	Naval Service	Level
Clerk	Private	Ordinary Seaman	Operational
Specialist	Corporal	Able Seaman	Operational
Officer	Lieutenant	Sub-Lieutenant	Operational
Manager	Captain	Lieutenant	Operational
Desk Chief	Major	Lieutenant Commander	Operational
Assistant Bureau Chief	Colonel	Captain (Naval)	Executive
Deputy Bureau Chief	Brigadier	Commodore	Executive
Bureau Chief	Major General	Rear Admiral	Executive
Deputy Minister	General	Vice Admiral	Executive
Minister	Field Marshal (ceremonial)	Admiral (ceremonial)	Political appointment

Note: The Minister of Defence is a civilian political appointment, not a uniformed officer. The Field Marshal / Admiral designations are ceremonial honorifics that may be conferred upon

retirement; they do not confer political authority. The senior operational uniformed officer in each service holds the rank of General or Vice Admiral (Deputy Minister equivalent) and reports to the civilian Minister.

Roles in This Chapter

- Soldier / Guard — uniformed personnel of the land forces and fixed-post guards who execute security tasks under written orders.
- Intelligence Analyst — civilian and uniformed analysts who collect, evaluate, and report on Anishinaabe-language and foreign-language sources.
- Border / Customs Officer — officers of the border patrol who regulate the movement of people and goods and serve cross-border Anishinaabe communities.

Soldier / Guard

Category: Security and Intelligence

Role Description

A Soldier or Guard is a uniformed member of the Polity's land forces or fixed-security establishment who carries out the operational tasks of physical security, territorial defence, and public-order support under written orders. Soldiers serve in field units, garrison establishments, and operational deployments; guards serve at fixed posts — government buildings, courthouses, custody facilities, border checkpoints, and critical infrastructure. Both are bound by a service discipline code that runs alongside the ordinary civilian employment framework, but both are nonetheless members of the same Table of Ranks as their civilian colleagues and are subject to the same language certification regime. The soldier/guard role is the foundational rank of the Disciplined Services: nearly every senior uniformed officer began as a private or guard recruit, and the discipline, drill, and script-literacy habits acquired at this rank shape the entire career that follows.

Importance to Government Work

Security is the precondition of every other governmental function. A courthouse cannot hear cases if its doors are not secured; a treasury cannot disburse funds if its vaults are not guarded; a border cannot be regulated if its posts are not staffed. Soldiers and guards provide this precondition. They are the visible, physical presence of the Polity's authority — the people in uniform whom the public encounters at the gate, the checkpoint, and the parade ground. Because they operate under written orders issued in Anishinaabemowin, their ability to read the Government Anishinaabe script is not a nicety but an operational necessity. A soldier who cannot read an order cannot execute it correctly; a guard who cannot read a post instruction cannot maintain the security standard. The language requirement at this rank is therefore minimal but non-negotiable.

How the Role Functions

Soldiers and guards receive tasking through the SASI orders module, where daily orders, standing orders, post instructions, duty rosters, and operational taskings are published in the Government Anishinaabe script. A typical day begins with checking the orders board in SASI, attending a brief in Anishinaabemowin, drawing equipment, and executing the assigned task — whether a patrol, a sentry shift, a training evolution, or a public-order detail. Guards at fixed posts log arrivals, incidents, and handovers in SASI's records module. Soldiers use SASI primarily for orders, personnel administration (leave, pay, qualifications), and equipment accountability. They interact with their chain of command, with fellow service members, and — in guard and border-

adjacent roles — with the public. In the script-enabled environment, all written orders and reports flow through SASI in the script, so script literacy is exercised every working day.

Primary SASI modules:

- Orders/Duty Board (admin), Personnel Records (limited), Equipment/Asset Register (read), Portal/Dashboard

Sample Career Paths

- **Path 1:** Private (Recruit) → Private (Trained) → Lance Corporal → Corporal → Master Corporal
- **Path 2:** Private (Guard) → Corporal (Guard) → Sergeant (Guard) → Warrant Officer (Guard) → Desk Chief (Security Desk)
- **Path 3:** Private (Field) → Corporal (Field) → Sergeant (Field) → Officer Cadet → Lieutenant (Field) → Captain (Company)

Language Requirements

GAPC Level Required: GAPC Reading 1 (required at all grades of the soldier/guard role)

- Skills emphasized: Reading emphasized — the ability to read orders, post instructions, and duty rosters in the Government Anishinaabe script. Speaking and Listening not required at this rank; Writing not required.

Soldiers and guards receive their tasking through written orders published in Anishinaabemowin. The Reading-only track (GAPC Reading 1) is the minimum that permits correct execution of orders. Spoken command language at the section level is handled through direct verbal briefings, so four-skill proficiency is not imposed at the entry rank — but Reading 1 is a hard floor. Promotion to Corporal (Specialist) and above introduces broader language requirements as detailed in the rank chapters.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Reading Level 1 is required for all Soldier and Guard positions. Candidates must be able to read standing orders, daily orders, and post instructions in the Government Anishinaabe script. Certification must be obtained within 12 months of enlistment and maintained throughout service.

Branch-Specific Notes

- Executive: The Disciplined Services (army, navy, border patrol, M Legion) are organized under the executive branch; the Minister of Defence is the civilian political head.

- **Judicial:** Court security guards and custody-facility guards are uniformed personnel assigned to the judicial branch for facility protection; they remain members of the Disciplined Services for personnel purposes.
- **Oversight:** Guards assigned to the Court of Audit and Bureau of Statistics protect oversight facilities; the Public Defender service operates its own custody guards under a separate custody-services memorandum.
- **Qualifications:** The Cohort Administrative School and the military training establishments share the recruit-training curriculum, including the script primer.

Intelligence Analyst

Category: Security and Intelligence

Role Description

An Intelligence Analyst is a professional — civilian or uniformed — who collects, evaluates, synthesises, and reports on information bearing on the security, foreign relations, and strategic interests of the Polity. Analysts work in the intelligence bureau, in ministry-level security offices, and in the analytical cells of the Disciplined Services. Their raw material is information: open-source publications, diplomatic reporting, field reporting, signals material, and — critically for the Polity — Anishinaabe-language sources, including community reporting, historical records, and internal government communications that must be read, evaluated, and contextualised in the language in which they were produced. The analyst's product is the assessment: a reasoned judgement, conveyed in writing and in briefing, that informs the decisions of political leadership and operational commanders. Analysts are the bridge between raw information and informed action.

Importance to Government Work

A government that cannot understand the information available to it cannot govern well, and a government that cannot assess threats cannot protect itself. Intelligence analysts perform this understanding. In the Polity, a great deal of relevant information is produced in Anishinaabemowin — by communities, by government offices, by historical archives, by cross-border kinship networks — and an analyst who cannot read or hear the language cannot reach that information. The intelligence function therefore demands language proficiency well above the operational baseline: analysts must process Anishinaabe-language sources at professional speed and with professional precision, distinguishing nuance, register, and reliability in the language itself. The quality of the Polity's intelligence, and thus the quality of its security decisions, depends directly on the language capacity of its analysts.

How the Role Functions

Analysts work in a cycle of collection, evaluation, analysis, and dissemination. They draw on SASI's records and document management functions to organise source material, use the report writer to draft assessments, and use the analytics module to identify patterns. They read and listen to Anishinaabe-language sources (reports, transcripts, community submissions, intercepted or voluntarily-provided material) and translate key extracts into assessment language. They brief political leadership and operational commanders, frequently in Anishinaabemowin. They interact with collectors (soldiers, border officers, diplomats), with sister agencies, and with the consumers of their product. In the script-enabled environment, source handling and assessment drafting are

conducted in the Government Anishinaabe script; analysts must therefore read the script fluently and write it to a professional standard.

Primary SASI modules:

- Records/Document Management, Report Writer, Analytics, Portal/Dashboard (clearance-gated)

Sample Career Paths

- **Path 1:** Specialist (Intelligence) → Leading Specialist (Intelligence) → Officer (Analysis) → Leading Officer → Manager (Analytical Cell)
- **Path 2:** Corporal (Intelligence Corps) → Sergeant (Intelligence) → Lieutenant (Intelligence) → Captain (Intelligence) → Major (Intelligence Desk)
- **Path 3:** Specialist (Open-Source) → Officer (Assessments) → Leading Officer → Desk Chief (Assessments Desk) → Assistant Bureau Chief (Intelligence)

Language Requirements

GAPC Level Required: GAPC Level 1 (all four skills) plus elevated Reading and Listening — Reading 2 and Listening 2 strongly preferred for all grades

- Skills emphasized: Reading and Listening emphasized above the baseline (processing of Anishinaabe-language sources); Writing for assessment drafting; Speaking for briefing consumers

Analysts process Anishinaabe-language sources as a core task. Reading the script at speed and Listening to spoken Anishinaabemowin (recorded or live) are essential, so the baseline Level 1 is elevated by a +1 role modifier on Reading and Listening. The role modifier for intelligence analysts is +1 on Reading and Listening, with the full four-skill Level 1 as the floor.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 1 (all four skills) is required, with elevated Reading and Listening (GAPC Reading 2 and Listening 2 preferred). Intelligence Analysts must be able to read and listen to Anishinaabe-language sources at professional speed and to draft assessments and deliver briefings in Anishinaabemowin.

Branch-Specific Notes

- **Executive:** The intelligence bureau is an executive-branch institution reporting to the First Minister; ministry-level security offices are attached to their parent ministries.
- **Legislative:** The legislative branch receives intelligence products through controlled oversight channels; analysts may be called to brief legislative committees under clearance.

- Oversight: The Inspectors General exercise oversight of intelligence activities; analysts must maintain records sufficient for oversight review.

Border / Customs Officer

Category: Security and Intelligence

Role Description

A Border or Customs Officer is a uniformed member of the border patrol who regulates the movement of people, goods, and conveyances across the Polity's borders and who serves the cross-border Anishinaabe communities whose lives and kinship networks span those borders. Border officers staff ports of entry, patrol the border between ports, assess and collect duties, enforce immigration and quarantine rules, and provide the first point of governmental contact for travellers entering the Polity. Because the Anishinaabe nation predates the colonial border, many families and communities live on both sides of it; the border officer's task is therefore not only to enforce a line but to do so with cultural and linguistic competence, recognising that the people crossing include kin, elders, and ceremonial travellers whose movement is protected by treaty. The role is operational in rank but diplomatic in character.

Importance to Government Work

The border is where the Polity's sovereignty becomes tangible. Every traveller who enters, every shipment that crosses, every duty that is assessed is an exercise of sovereign authority — and in the Polity, that authority is exercised in Anishinaabemowin. Border officers are the face of the Polity to the outside world and the face of the state to returning citizens. Because cross-border Anishinaabe communities are a core constituency, the officer's ability to speak the language, to read documents presented in the script, and to understand the cultural context of ceremonial and kinship travel directly determines whether the border functions as a bridge or a barrier. A border officer who cannot communicate in Anishinaabemowin cannot perform the role; the full Level 1 requirement reflects this.

How the Role Functions

Border officers operate ports of entry and patrol routes, examining travel documents, assessing goods for duty, enforcing immigration and quarantine rules, and referring complex cases to specialist units. They use SASI's customs and immigration modules to log entries, assess duties, flag watch-list matches, and generate reports. They interact continuously with travellers — many of whom speak Anishinaabemowin as a first language — with carriers and brokers, with counterpart border agencies of neighbouring jurisdictions, and with cross-border community organisations. In the script-enabled environment, travel documents, declarations, and duty assessments are processed in the Government Anishinaabe script, and spoken interaction at the port is conducted in Anishinaabemowin as the default, with other languages used as needed for non-Anishinaabe travellers.

Primary SASI modules:

- Customs/Immigration (admin), Records/Document Management, Report Writer, Portal/Dashboard, CHR (traveller history)

Sample Career Paths

- **Path 1:** Private (Border Recruit) → Corporal (Border) → Sergeant (Border) → Lieutenant (Port) → Captain (Port Commander)
- **Path 2:** Specialist (Customs) → Leading Specialist (Customs) → Officer (Customs) → Leading Officer → Manager (Customs)
- **Path 3:** Corporal (Border) → Specialist (Cross-Border Liaison) → Officer (Cross-Border Liaison) → Leading Officer → Desk Chief (Border Desk)

Language Requirements

GAPC Level Required: GAPC Level 1 (all four skills) — required at all grades of the border/customs role

- Skills emphasized: All four skills required; Speaking and Listening emphasized (continuous traveller interaction); Reading for documents; Writing for declarations and reports

Border officers interact continuously with Anishinaabe-speaking travellers and process documents in the script. Full communicative competence at Level 1 is the floor because the role cannot be performed in a single skill. Cross-border community liaison roles may require Level 2.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 1 (all four skills) is required for all Border and Customs Officer positions. Officers must be able to conduct traveller interviews, read travel documents, and complete customs declarations in Anishinaabemowin. Cross-Border Liaison positions prefer GAPC Level 2.

Branch-Specific Notes

- Executive: The border patrol is an executive-branch institution; the Minister of the Interior (or Defence, depending on configuration) is the civilian political head.
- All branches: Border facilities at courthouses, audit offices, and legislative precincts are staffed by border-patrol personnel on secondment.
- Cross-border: The Polity maintains operational liaison with counterpart border agencies of neighbouring jurisdictions; cross-border Anishinaabe community organisations are consulted on ceremonial-travel protocols.

Chapter 7 · Legal and Judicial Roles

Legal and judicial roles are the people who make the Polity's law work — who draft it, research it, interpret it, and administer the courts that apply it. Because the official language of the Polity is Anishinaabemowin, law is drafted, debated, published, and adjudicated in that language; the legal profession therefore carries language requirements that are among the highest in the operational civil service. A further feature distinguishes the legal and judicial cluster from other role categories: judicial-branch personnel enter the Table of Ranks at higher grades than is typical elsewhere. A judicial clerk is already a qualified lawyer and enters at no lower than the Specialist rank; court registrars and senior legal officers typically enter at Officer or above. This reflects the years of specialist legal education and certification that precede appointment, and it ensures that the courts are staffed by personnel whose seniority matches the gravity of their function.

Roles in This Chapter

- Legal Officer — drafts legislation, regulations, and legal instruments in Anishinaabemowin and advises ministries on legal matters.
- Treaty Researcher — researches and interprets historical and contemporary treaty texts, many in archival Anishinaabe script.
- Judicial Clerk — a qualified lawyer who processes court documents, assists judges, and manages case flow; enters at Specialist rank minimum.

Legal Officer

Category: Legal and Judicial

Role Description

A Legal Officer is a qualified lawyer employed by the executive or legislative branch to draft legislation, regulations, orders-in-council, contracts, and other legal instruments, and to advise the government on questions of law. Legal officers are the architects of the Polity's statutory text: every Act passed by the legislature, every regulation made under it, every binding agreement the government signs, is shaped by their pen. Because the official language of law in the Polity is Anishinaabemowin, legal officers draft in that language and in the Government Anishinaabe script as a matter of course; the idea of drafting in another language and translating afterward is rejected, because translation after the fact cannot guarantee the legal precision that original drafting in the language requires. The legal officer is thus a lawyer and a writer of Anishinaabemowin in equal measure.

Importance to Government Work

Law is the substrate of governance. A government that cannot draft clear, precise, internally consistent legal text cannot govern coherently — its statutes will be ambiguous, its regulations unenforceable, its agreements contestable. Legal officers prevent this. They also serve as the government's first line of legal risk management: a well-drafted instrument avoids litigation, while a poorly drafted one invites it. In the Polity, the additional dimension is that the law must exist in Anishinaabemowin as a first-class legal language, not as a translation of an English original. This requires lawyers who think in Anishinaabemowin, who understand the legal register of the language, and who can deploy the Government Anishinaabe script with the precision that binding text demands. The Level 2 language requirement reflects this: a legal officer must operate at limited working proficiency across all four skills, with writing elevated to the standard that legal drafting requires.

How the Role Functions

Legal officers divide their time between drafting, advising, and review. They draft legislation in the Government Anishinaabe script using SASI's document management and report writer functions, work closely with policy officers (who supply the policy intent) and with political leadership (who supply the mandate), and review instruments drafted by others for legal soundness. They advise ministries on legal questions arising in the course of operations, represent the government in some administrative proceedings, and instruct external counsel when litigation is outsourced. They interact with ministers, with legislative drafters, with the courts (as the source of government legal positions), and with counterpart legal officers in other governments. In the

script-enabled environment, all legal instruments and legal advice are produced in the script; the legal register of Anishinaabemowin is itself a specialised competency that legal officers must master.

Primary SASI modules:

- Records/Document Management, Report Writer, Portal/Dashboard, Analytics (legislative tracking)

Sample Career Paths

- **Path 1:** Specialist (Legal) → Leading Specialist (Legal) → Officer (Legislative Drafting) → Leading Officer → Manager (Legal)
- **Path 2:** Specialist (Legal) → Officer (Litigation) → Leading Officer → Manager (Legal) → Desk Chief (Legal Desk)
- **Path 3:** Specialist (Legal) → Leading Specialist → Officer (Legal Advisory) → Leading Officer → Assistant Bureau Chief (Legislative Counsel)

Language Requirements

GAPC Level Required: GAPC Level 2 (all four skills) — required at all grades

- Skills emphasized: All four skills required; Writing emphasized above baseline (legal drafting in the script); Reading for reviewing instruments and authorities

Legal officers draft binding legal text in Anishinaabemowin. Limited working proficiency (Level 2) is the floor because the legal register demands command beyond elementary competence. The role modifier is +1 on the base rank requirement for legal roles, with a floor of Level 2.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 2 (all four skills) is required for all Legal Officer positions. Legal Officers must be able to draft legislation, regulations, and binding legal instruments in Anishinaabemowin using the Government Anishinaabe script, and to provide legal advice in the language.

Branch-Specific Notes

- Executive: Legal officers serve in every ministry; the central legislative-counsel function is typically in the First Ministry or a dedicated Office of Legislative Counsel.
- Legislative: The legislative branch employs legal officers as drafters and committee counsel; these positions typically enter at Officer rank.
- Judicial: Legal officers in the judicial branch serve as registrars and counsel to the courts; they are classified separately where they exercise judicial-adjacent functions.

Treaty Researcher

Category: Legal and Judicial

Role Description

A Treaty Researcher is a specialist who researches, interprets, and contextualises the treaty texts that define the Polity's relationship with other governments and with the Anishinaabe nation's historical counterparts. Treaty research is a distinct discipline: it combines legal analysis, historical scholarship, archival science, and linguistic expertise, because the relevant texts span centuries, orthographies, and languages. Many historical treaties were recorded in Anishinaabemowin in older writing systems that predate the modern Government Anishinaabe script; some exist only in oral record; others were drafted in English or French and must be read against the Anishinaabe-language understanding that accompanied them. The treaty researcher's task is to reconstruct, as faithfully as the record permits, what was agreed, by whom, in what language, and with what understanding — and to convey that reconstruction to the negotiators, lawyers, and political leaders who must act on it.

Importance to Government Work

Treaties are the constitutional architecture of the Polity's external relationships. A treaty whose text is misunderstood is a treaty that cannot be honoured, and a treaty that cannot be honoured is a source of grievance and conflict for generations. Treaty researchers prevent misunderstanding. They are the institutional memory of the Polity's solemn commitments, and they are the people who, when a treaty clause is invoked in negotiation or litigation, can say with authority what the clause meant, in what language it was authoritative, and how it has been understood over time. Because so much of the relevant record is in Anishinaabemowin — in historical orthographies, in oral transcripts, in council minutes — the treaty researcher must read the language at a scholarly level. The Level 2 requirement with elevated Reading reflects this: the researcher must process difficult, sometimes archaic Anishinaabe text at professional speed.

How the Role Functions

Treaty researchers work in archives, libraries, and government records, and they produce research memoranda, interpretive notes, and expert opinions. They use SASI's records and document management functions to organise their research corpus and the report writer to produce their analyses. They read historical and contemporary treaty texts — in the Government Anishinaabe script, in older orthographies, and in colonial languages — and they reconcile the versions. They interact with negotiators (who rely on their research at the table), with legal officers (who rely on their interpretations in litigation), with political leadership (who rely on their context for decisions), and with community knowledge-keepers (who hold the oral record). In the script-

enabled environment, research outputs are produced in the script; the ability to read older orthographies is an additional specialist skill beyond standard GAPC certification.

Primary SASI modules:

- Records/Document Management, Report Writer, Analytics, Portal/Dashboard (archive access)

Sample Career Paths

- **Path 1:** Specialist (Treaty Research) → Leading Specialist → Officer (Treaty Research) → Leading Officer → Manager (Treaty Affairs)
- **Path 2:** Specialist (Treaty Research) → Officer (Historical Records) → Leading Officer → Desk Chief (Treaty Desk) → Assistant Bureau Chief (Treaty Affairs)
- **Path 3:** Specialist (Treaty Research) → Leading Specialist → Officer (Negotiation Support) → Leading Officer → Manager (Treaty Affairs)

Language Requirements

GAPC Level Required: GAPC Level 2 (all four skills) with elevated Reading (Reading 3 preferred) — required at all grades

- Skills emphasized: Reading emphasized above baseline (historical and contemporary treaty texts in the script, including older orthographies); Writing for research memoranda; Listening and Speaking for community consultation

Treaty researchers read difficult Anishinaabe-language legal and historical text as their core task. Level 2 is the floor, with a +1 role modifier on Reading (Reading 3 preferred). The ability to read older orthographies is an additional specialist competency assessed separately from GAPC.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 2 (all four skills) is required, with elevated Reading (GAPC Reading 3 preferred). Treaty Researchers must be able to read historical and contemporary treaty texts in the Government Anishinaabe script and older orthographies, and to produce research memoranda in Anishinaabemowin.

Branch-Specific Notes

- Executive: Treaty researchers serve in the Ministry of Foreign Affairs, the First Ministry, and dedicated treaty-affairs offices; the Treaty Desk is typically a dedicated functional area.
- Judicial: Treaty researchers may serve as expert witnesses in litigation involving treaty interpretation; some are employed by the courts as in-house researchers.
- Legislative: The legislative branch may retain treaty researchers to advise on the domestic implementation of treaty obligations.

Judicial Clerk

Category: Legal and Judicial

Role Description

A Judicial Clerk is a qualified lawyer employed by the courts to process court documents, assist judges in legal research and drafting, manage case flow, and administer the court registry. Judicial clerks are the engine of the court system: they prepare the files that judges decide on, research the law that judges apply, draft the judgments that judges issue (under judicial direction), and maintain the official record of proceedings. Because they are already qualified lawyers, judicial clerks enter the Table of Ranks at no lower than the Specialist grade — a judicial clerk is never a Clerk-rank employee, despite the word 'clerk' in the title. The role is demanding: it requires legal judgment, exacting administrative discipline, and, in the Polity, the ability to operate in Anishinaabemowin across the full range of court work, from reading filings to drafting judgments in the script.

Importance to Government Work

Courts decide cases on the basis of the record that clerks assemble and the research that clerks provide. A court with weak clerical support produces slow, ill-informed, poorly documented judgments; a court with strong clerical support produces timely, well-reasoned, properly recorded ones. Judicial clerks are therefore not merely administrative — they are a condition of judicial quality. They also protect the integrity of the court record: the official transcript, the filed exhibits, the entered orders, all rest on the clerk's diligence. In the Polity, where court proceedings and judgments are conducted and issued in Anishinaabemowin, the judicial clerk's language proficiency directly determines whether the court can function in the official language at all. The Level 1 requirement with Reading and Writing emphasis reflects the document-intensive nature of the work, while the elevated entry rank reflects the legal qualification the role already requires.

How the Role Functions

Judicial clerks manage the life-cycle of a case: receiving and reviewing filings, scheduling hearings, preparing bench memoranda for judges, researching points of law, drafting judgments under judicial supervision, entering orders, and maintaining the official record. They use SASI's court-management and records modules extensively. They interact with judges (whom they assist), with lawyers (who file and appear), with litigants (especially self-represented ones), with registry staff, and with the public. In the script-enabled environment, all court documents — filings, orders, transcripts, judgments — are produced and maintained in the Government Anishinaabe script; the judicial clerk reads and writes the script continuously throughout the working day.

Primary SASI modules:

- Court Management (admin), Records/Document Management, Report Writer, Portal/Dashboard

Sample Career Paths

- **Path 1:** Specialist (Judicial Clerk) → Leading Specialist → Officer (Judicial Clerk) → Leading Officer → Manager (Court Registry)
- **Path 2:** Specialist (Judicial Clerk) → Officer (Legal Research) → Leading Officer → Desk Chief (Court Registry) → Assistant Bureau Chief (Courts)
- **Path 3:** Specialist (Judicial Clerk) → Leading Specialist → Officer (Chambers) → Leading Officer → Manager (Judicial Support)

Language Requirements

GAPC Level Required: GAPC Level 1 (all four skills) with Reading and Writing emphasis — required at all grades; note that entry rank is Specialist (qualified lawyer)

- Skills emphasized: Reading and Writing emphasized (court documents, judgments in the script); Listening and Speaking required for in-court interaction and judge/lawyer communication

Judicial clerks process court documents and draft judgments in Anishinaabemowin. Full Level 1 competence is the floor, with Reading and Writing elevated because the work is overwhelmingly documentary. Because clerks are already qualified lawyers entering at Specialist rank, the Level 1 floor is a real constraint on appointment, not a development goal — a candidate who cannot certify Level 1 cannot be appointed.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 1 (all four skills) is required, with demonstrated strength in Reading and Writing. Judicial Clerks must be qualified lawyers (entry rank: Specialist minimum) and must be able to read filings, draft judgments, and maintain the court record in Anishinaabemowin using the Government Anishinaabe script.

Branch-Specific Notes

- **Judicial:** Judicial clerks are employed exclusively by the judicial branch; they are the largest single category of judicial-branch personnel.
- **Executive:** The Ministry of Justice may employ lawyers in adjacent advisory roles, but court-employed clerks are judicial-branch personnel.
- **Oversight:** The Court of Audit and related oversight tribunals employ their own clerks under the judicial-clerk framework, adapted to the oversight context.

Chapter 8 · Oversight Roles

Oversight roles are the institutions that hold the rest of the government accountable. They comprise the Court of Audit (which examines the government's finances), the Inspectors General (which examine the government's programmes and conduct), the Public Defender service (which protects the rights of persons in state custody and of citizens against administrative overreach), and the Bureau of Statistics (which produces the authoritative data on which all of these functions, and the government generally, depend). Oversight is constitutionally separate from the executive, legislative, and judicial branches: it is the fourth branch of the Polity, and its independence is the condition of its usefulness. A consistent feature of oversight roles is that personnel enter the Table of Ranks at higher baseline grades than is typical in the executive branch — auditors and inspectors enter at the Specialist level — because oversight work demands a level of professional formation and independence that cannot be expected of junior personnel. The language requirements of oversight roles are likewise elevated, because oversight is conducted in Anishinaabemowin and because the records, proceedings, and statistics that oversight personnel handle are produced in the language.

Roles in This Chapter

- Auditor — examines financial records and compliance on behalf of the Court of Audit; enters at Specialist rank.
- Inspector General — conducts field inspections of programmes and conduct across government; enters at Specialist rank.
- Public Defender — protects the rights of persons in state custody and citizens against administrative overreach; a legal-proceedings role.
- Statistician — produces the authoritative statistical record of the Polity in the Bureau of Statistics.

Auditor

Category: Oversight

Role Description

An Auditor is a financial and compliance professional employed by the Court of Audit to examine the financial records, transactions, and operational compliance of government entities. Auditors are the institutional eyes through which the Polity verifies that public funds are collected, spent, accounted for, and reported in accordance with law. They conduct financial audits (are the books accurate?), compliance audits (was the spending lawful?), and performance audits (was the spending economical, efficient, and effective?). In the Polity, auditors enter the Table of Ranks at the Specialist grade, because the work requires a level of professional accounting formation and independence of judgement that cannot be expected of junior personnel. Their work is documentary above all: they read ledgers, vouchers, contracts, and reports — in the Polity, all of these in the Government Anishinaabe script — and they write audit findings and opinions in the same script. The auditor's product is the audit opinion, a formal judgement that the political leadership and the public rely upon.

Importance to Government Work

Public trust in government rests on the belief that public funds are handled honestly and lawfully. That belief rests, in turn, on the work of auditors. Without independent audit, the government's financial statements are mere assertions; with it, they are verified facts. Auditors also drive improvement: their findings expose weaknesses in financial controls, gaps in compliance, and opportunities for efficiency, and the entities they audit are expected to respond and reform. In the Polity, the additional dimension is that the entire financial record exists in Anishinaabemowin, so an auditor who cannot read and write the script cannot examine the record at all. The Level 1 requirement with Reading and Writing emphasis reflects this; the elevated entry rank reflects the professional formation the role demands.

How the Role Functions

Auditors plan and conduct audits under the standards of the Court of Audit. They examine SASI financial modules (General Ledger, Accounts Payable and Receivable, Budget, Bank Reconciliation), test transactions, evaluate internal controls, interview entity personnel, and draft audit findings and opinions. They use SASI's audit-management and analytics functions and work extensively with the records and report writer modules. They interact with the finance officers and managers of the entities they audit, with the political leadership that receives their reports, and with the Inspectors General and Public Defender service where findings overlap. In the script-enabled environment, all audit working papers, findings, and opinions are produced in the Government Anishinaabe script.

Primary SASI modules:

- Audit Management (admin), General Ledger (read), AP/AR (read), Budget (read), Bank Rec (read), Analytics, Report Writer

Sample Career Paths

- **Path 1:** Specialist (Audit) → Leading Specialist (Audit) → Officer (Audit) → Leading Officer → Manager (Audit)
- **Path 2:** Specialist (Audit) → Officer (Performance Audit) → Leading Officer → Desk Chief (Audit Desk) → Assistant Bureau Chief (Court of Audit)
- **Path 3:** Specialist (Audit) → Leading Specialist → Officer (Compliance Audit) → Leading Officer → Manager (Compliance Audit)

Language Requirements

GAPC Level Required: GAPC Level 1 with Reading and Writing emphasis (Reading 1 + Writing 1 minimum) — required at all grades

- Skills emphasized: Reading and Writing emphasized (financial records, audit findings in the script); Listening and Speaking required for Leading Specialist and above (audit interviews, entity interaction)

Auditors read and write the government's financial record in Anishinaabemowin as their core task. Reading 1 and Writing 1 are the floor, with Listening and Speaking added at the grade where auditors begin conducting formal interviews. The role enters at Specialist rank, so the Level 1 floor applies from appointment.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 1 (Reading and Writing) is required for all Auditor positions (entry rank: Specialist). Auditors must be able to read financial records and write audit findings in Anishinaabemowin using the Government Anishinaabe script.

Branch-Specific Notes

- **Oversight:** Auditors are employed by the Court of Audit, the central financial-oversight institution of the Polity.
- **Executive:** Executive-branch entities are the audited population; executive-branch finance officers interact with auditors during engagements.
- **Judicial:** Audit findings may be referred to the courts where fraud or unlawful conduct is suspected; auditors may appear as witnesses.

Inspector General

Category: Oversight

Role Description

An Inspector General is a senior oversight professional who conducts field inspections of government programmes, facilities, and conduct, on behalf of the Inspectors General service. Where auditors examine the books, inspectors general examine the ground: they visit facilities, observe operations, interview staff and the public, review programme delivery, and report on whether the government is doing what it claims to be doing, lawfully and well. Their work is field-intensive — they travel to schools, clinics, custody facilities, border posts, military installations, and programme offices — and their findings drive reform. In the Polity, inspectors general enter the Table of Ranks at the Specialist grade, because the work requires independence, professional judgement, and the standing to challenge executive-branch entities. Because they conduct interviews in the field with Anishinaabe-speaking staff and the public, they require full four-skill competence at Level 1 from the outset, not merely the Reading-and-Writing floor that suffices for auditors.

Importance to Government Work

A government can pass laws, fund programmes, and publish reports — and still fail to deliver on the ground. Inspectors general are the institution that detects that gap. They are the independent eyes that verify what the government's own reporting cannot verify about itself. Their findings protect the public from malfunctioning programmes, protect staff from unsafe conditions, protect persons in custody from mistreatment, and protect political leadership from the false reassurance of self-reporting. In the Polity, the additional dimension is that field inspection is conducted in Anishinaabemowin: inspectors must be able to walk into a facility, interview the staff in the language, hear the concerns of the public in the language, and write their findings in the script. Full Level 1 competence is therefore the floor, and field-oriented inspectors often exceed it.

How the Role Functions

Inspectors general plan and conduct inspections under the standards of the Inspectors General service. They inspect facilities, observe operations, conduct interviews with staff and the public, review documentation in SASI, and draft inspection reports with findings and recommendations. They use SASI's inspection-management, records, and report writer functions. They interact with the staff and management of inspected entities, with the public and with persons in custody (where applicable), with political leadership that receives their reports, and with the Court of Audit and Public Defender service where findings overlap. In the script-enabled environment, all inspection

work — interviews, documentation review, report drafting — is conducted in Anishinaabemowin and the Government Anishinaabe script.

Primary SASI modules:

- Inspection Management (admin), Records/Document Management, Report Writer, Analytics, Portal/Dashboard

Sample Career Paths

- **Path 1:** Specialist (Inspection) → Leading Specialist → Officer (Inspection) → Leading Officer → Manager (Inspection)
- **Path 2:** Specialist (Inspection) → Officer (Field Inspection) → Leading Officer → Desk Chief (Inspection Desk) → Assistant Bureau Chief (Inspectors General)
- **Path 3:** Specialist (Inspection) → Leading Specialist → Officer (Programme Review) → Leading Officer → Manager (Programme Review)

Language Requirements

GAPC Level Required: GAPC Level 1 (all four skills) — required at all grades

- Skills emphasized: All four skills required; Speaking and Listening emphasized (field interviews with staff and public); Reading and Writing for documentation and reports

Inspectors general conduct field inspections in Anishinaabemowin, including interviews with Anishinaabe-speaking staff and the public. Full four-skill competence at Level 1 is the floor; the role cannot be performed in a single skill. The role enters at Specialist rank, so the Level 1 floor applies from appointment.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 1 (all four skills) is required for all Inspector General positions (entry rank: Specialist). Inspectors General must be able to conduct field interviews, review documentation, and write inspection reports in Anishinaabemowin using the Government Anishinaabe script.

Branch-Specific Notes

- **Oversight:** Inspectors general are employed by the Inspectors General service, the central programme-and-conduct oversight institution of the Polity.
- **Executive:** Executive-branch entities are the inspected population; the Inspectors General have right of access to all facilities and records by law.
- **Judicial:** Inspection findings may be referred to the courts where misconduct is detected; inspectors may appear as witnesses.

Public Defender

Category: Oversight

Role Description

A Public Defender, in the Polity's oversight architecture, is a legal professional employed by the Public Defender service to protect the rights of persons in state custody and of citizens against administrative overreach. The title is used in the ombudsman-and-detention-monitoring sense: the public defender is the defender of the public against the state, not the criminal-defence counsel of other jurisdictions (a function discharged separately within the judicial branch). Public defenders monitor detention conditions, investigate complaints of administrative misconduct, represent citizens in administrative proceedings, and bring proceedings to remedy unlawful state action. They are the institutional guarantor that the Polity's power is exercised within its legal limits. Because their work is conducted through legal proceedings — administrative hearings, custody reviews, and applications to the courts — public defenders carry the highest language requirement in the oversight cluster: Level 2, the level at which a professional can participate in formal proceedings in Anishinaabemowin.

Importance to Government Work

A government that holds people in custody, that exercises administrative power over citizens, and that investigates misconduct must have an independent institution that can check that power from within. The Public Defender service is that institution. Without it, the rights of the detained and the administratively affected are paper guarantees; with it, they are enforceable. Public defenders also produce the case law and the administrative precedent that constrain future state action — each proceeding they bring refines the boundary between lawful and unlawful exercise of power. In the Polity, all of this work is conducted in Anishinaabemowin: the complaints, the investigations, the proceedings, the submissions, and the judgments. The Level 2 requirement reflects the demands of formal legal proceedings conducted in the language.

How the Role Functions

Public defenders receive and investigate complaints, monitor detention facilities, conduct interviews with detained persons and affected citizens, prepare and present cases in administrative and judicial proceedings, and report on systemic issues. They use SASI's case-management, records, and report writer functions. They interact with detained persons and citizens (whom they represent), with the agencies whose conduct they challenge, with the courts and administrative tribunals before which they appear, and with political leadership that receives their systemic reports. In the script-enabled environment, all case work — complaints, investigations,

submissions, reports — is produced in the Government Anishinaabe script; courtroom proceedings are conducted in Anishinaabemowin.

Primary SASI modules:

- Case Management (admin), Records/Document Management, Report Writer, Portal/Dashboard

Sample Career Paths

- **Path 1:** Specialist (Public Defender) → Leading Specialist → Officer (Public Defender) → Leading Officer → Manager (Public Defender)
- **Path 2:** Specialist (Public Defender) → Officer (Detention Monitoring) → Leading Officer → Desk Chief (Public Defender Desk) → Assistant Bureau Chief (Public Defender)
- **Path 3:** Specialist (Public Defender) → Leading Specialist → Officer (Administrative Proceedings) → Leading Officer → Manager (Public Defender)

Language Requirements

GAPC Level Required: GAPC Level 2 (all four skills) — required at all grades

- Skills emphasized: All four skills required; Speaking and Writing emphasized (legal proceedings, submissions in the script); Reading and Listening for case review and courtroom interaction

Public defenders conduct formal legal proceedings in Anishinaabemowin, including administrative hearings and applications to the courts. Limited working proficiency (Level 2) is the floor because the legal-proceedings register demands command beyond elementary competence. The role modifier is +1 on the base rank requirement for legal roles, with a floor of Level 2.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 2 (all four skills) is required for all Public Defender positions. Public Defenders must be able to conduct investigations, prepare submissions, and appear in administrative and judicial proceedings in Anishinaabemowin using the Government Anishinaabe script.

Branch-Specific Notes

- **Oversight:** Public defenders are employed by the Public Defender service, the central rights-protection institution of the Polity's oversight branch.
- **Judicial:** Public defenders appear before the courts and administrative tribunals; they are officers of the court for the conduct of proceedings.
- **Executive:** Executive-branch custodial and administrative agencies are the principal subjects of public-defender scrutiny.

Statistician

Category: Oversight

Role Description

A Statistician is a professional employed by the Bureau of Statistics to produce the authoritative statistical record of the Polity — the census, the economic indicators, the social statistics, the demographic projections on which government planning, oversight, and public debate depend. Statisticians design surveys, collect and clean data, estimate and publish official statistics, and defend the methodology behind their numbers. They are the custodians of the Polity's quantitative self-knowledge. Their work is unusual within the oversight branch in that it is not, on its face, adversarial: the Bureau does not audit or inspect, it measures. But the independence of the Bureau is no less critical than that of the Court of Audit, because statistics that are not independent of the political process are not statistics at all — they are propaganda. Statisticians therefore share the institutional independence of their oversight colleagues, and they share the language regime: official statistics are collected, processed, and published in Anishinaabemowin and the Government Anishinaabe script.

Importance to Government Work

A government that does not know its own population, economy, and social conditions cannot govern well, and a public that does not have independent statistics cannot hold its government to account. Statisticians produce the common factual ground on which policy debate and oversight both stand. The census determines representation; the economic indicators determine fiscal decisions; the social statistics determine programme priorities. When the Bureau of Statistics speaks, the Polity listens — and when it is silent or compromised, the Polity is flying blind. In the Polity, the additional dimension is that statistical instruments — census forms, survey questionnaires, statistical publications — are produced in Anishinaabemowin, so that the population is counted and described in its own language. Statisticians must therefore read and write the script to a professional standard, even though the role's Listening and Speaking demands are lighter than those of a field inspector.

How the Role Functions

Statisticians design data collection instruments, manage data collection (including the census), clean and analyse data, produce official statistical publications, and respond to data requests. They use SASI's statistical and analytics modules extensively, together with the records and report writer functions for publication. They interact with respondents (the public and businesses), with the government offices that consume their statistics, with the political leadership that relies on their indicators, and with the methodological community. In the script-enabled environment, all

statistical instruments and publications are produced in the Government Anishinaabe script; data collection with Anishinaabe-speaking respondents is conducted in Anishinaabemowin.

Primary SASI modules:

- Statistics/Analytics (admin), Records/Document Management, Report Writer, Portal/Dashboard (data publication)

Sample Career Paths

- **Path 1:** Specialist (Statistics) → Leading Specialist → Officer (Statistics) → Leading Officer → Manager (Statistics)
- **Path 2:** Specialist (Statistics) → Officer (Census) → Leading Officer → Desk Chief (Census Desk) → Assistant Bureau Chief (Statistics)
- **Path 3:** Specialist (Statistics) → Leading Specialist → Officer (Economic Statistics) → Leading Officer → Manager (Economic Statistics)

Language Requirements

GAPC Level Required: GAPC Reading 1 + Writing 1 — required at all grades

- Skills emphasized: Reading and Writing emphasized (statistical instruments, publications in the script); Listening and Speaking required at Officer and above (survey fieldwork, public communication of statistics)

Statisticians produce statistical instruments and publications in the Government Anishinaabe script. Reading 1 and Writing 1 are the floor, with Listening and Speaking added at the Officer grade where fieldwork and public communication begin. The role is less spoken-intensive than field inspection, so the four-skill Level 1 is not imposed at entry.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 1 (Reading and Writing) is required for all Statistician positions. Statisticians must be able to design statistical instruments and produce official statistical publications in Anishinaabemowin using the Government Anishinaabe script. GAPC Level 1 (all four skills) is required at Officer rank and above.

Branch-Specific Notes

- **Oversight:** Statisticians are employed by the Bureau of Statistics, the central statistical institution of the Polity's oversight branch.
- **Executive:** Executive-branch entities are major consumers of official statistics; the Bureau's independence from them is constitutionally protected.
- **Legislative:** The legislative branch relies on Bureau statistics for apportionment and policy debate; the Bureau reports to the legislature on its methodology.

Chapter 9 · Political Roles

Political roles are the positions that serve the political leadership of the Polity — the ministers who head ministries and the elected leadership who set the direction of government. These are not themselves political appointments in the partisan sense; they are professional civil-service roles whose function is to support political leadership in the exercise of its mandate. Two roles are described in this chapter: the Ministerial Advisor, who briefs and supports a minister in the conduct of portfolio business, and the Constituency Officer, who manages the relationship between a member of the political leadership and the constituency they represent. Both require a level of language proficiency — GAPC Level 2 — that reflects the nature of the work: advising a minister and representing the leadership to the public both demand the ability to operate in Anishinaabemowin at a level well above elementary competence. It is worth stating plainly the context that frames this entire chapter: the Minister rank itself, the apex of the Table of Ranks, requires GAPC Level 5 — functionally native fluency. This is non-negotiable. The Polity is an Anishinaabe government; its political leadership speaks Anishinaabemowin as a condition of office. The advisors and constituency officers who serve that leadership must be able to keep up.

On the Minister Rank and Language

Before describing the advisory and constituency roles, this chapter records the language standard that governs the rank they serve. The Minister rank requires Government Anishinaabe Proficiency Certification (GAPC) Level 5 across all four skills — Listening, Speaking, Reading, and Writing — at a functionally native level. This is the highest standard in the certification framework, and it is imposed on ministers because the Polity's political leadership must be able to conduct the full range of governmental business — debate, negotiation, public address, correspondence, ceremonial address — in Anishinaabemowin without recourse to another language. A minister who cannot do so cannot hold the office. The standard is elaborated in Chapter 11 (Executive Ranks) and in Chapter 12 (Language Requirements Standard); it is restated here because it sets the linguistic environment in which ministerial advisors and constituency officers work.

Roles in This Chapter

- Ministerial Advisor — briefs and supports a minister in the conduct of portfolio business; serves at the political interface.
- Constituency Officer — manages constituency relations for a member of the political leadership.

Ministerial Advisor

Category: Political

Role Description

A Ministerial Advisor is a senior professional who briefs, supports, and assists a minister in the conduct of portfolio business. The advisor is the minister's right hand: the person who reads the briefing material so that the minister can decide on it, who frames the questions the minister must answer, who anticipates the issues the minister will face, and who carries the minister's instructions back into the ministry. The role sits at the political–administrative interface — the seam between the political mandate that the minister carries and the administrative machinery that the ministry operates — and the advisor's skill is in making that seam work. Advisors are not politicians; they are civil-service professionals. But they work in the political register: their prose must be crisp, their judgement must be sound under pressure, and their discretion must be absolute. In the Polity, advisors work in Anishinaabemowin alongside a minister who is, by rank requirement, fluent at Level 5.

Importance to Government Work

A minister's effectiveness depends on the quality of the advice they receive. A well-briefed minister makes good decisions; a poorly briefed one makes them blind. Ministerial advisors are the institution that ensures ministers are well briefed. They also protect the integrity of the political–administrative boundary: by channelling the minister's instructions through a professional who understands both the political intent and the administrative constraints, they prevent the misunderstandings and overreach that arise when political direction and administrative execution are not properly mediated. In the Polity, where ministers operate in Anishinaabemowin at Level 5, the advisor must operate in the language at a level that permits genuine collaboration — Level 2, limited working proficiency, is the floor, because an advisor who cannot keep up with a fluent minister cannot advise them. Advisors who aspire to senior advisory roles are encouraged to certify above the floor.

How the Role Functions

Ministerial advisors review incoming material from the ministry, prepare briefing notes and decision memoranda for the minister, draft correspondence and speaking notes, attend meetings with and on behalf of the minister, and convey the minister's instructions to the ministry. They use SASI's records, report writer, and portal functions to track the flow of business through the minister's office. They interact with the minister (continuously), with the senior officials of the ministry (daily), with the offices of other ministers (frequently), and with external stakeholders as the minister's representative. In the script-enabled environment, all advising work — briefing

notes, decision memoranda, correspondence, speaking notes — is produced in the Government Anishinaabe script; the advisor reads and writes the script continuously and briefs the minister in Anishinaabemowin.

Primary SASI modules:

- Records/Document Management, Report Writer, Portal/Dashboard, Analytics (briefing tracking)

Sample Career Paths

- **Path 1:** Officer (Policy) → Leading Officer → Junior Manager (Minister's Office) → Manager (Minister's Office) → Desk Chief (Minister's Office)
- **Path 2:** Specialist (Policy) → Officer (Ministerial Advisory) → Leading Officer → Manager (Minister's Office) → Assistant Bureau Chief (Ministry)
- **Path 3:** Officer (Ministerial Advisory) → Leading Officer → Manager (Minister's Office) → Deputy Bureau Chief (Ministry) → Bureau Chief (Ministry)

Language Requirements

GAPC Level Required: GAPC Level 2 (all four skills) — required at all grades; Level 3 preferred for Manager and above

- Skills emphasized: All four skills required; Writing emphasized (briefing notes, speaking notes in the script); Speaking for briefing the minister; Reading for review of ministry material

Ministerial advisors brief and draft for a minister who operates in Anishinaabemowin at Level 5. Limited working proficiency (Level 2) is the floor because the advisory register demands command beyond elementary competence, and because an advisor who cannot operate fluently cannot keep pace with a fluent minister. The role modifier is +1 on the base rank requirement, with a floor of Level 2.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 2 (all four skills) is required for all Ministerial Advisor positions. GAPC Level 3 is preferred for Manager-rank advisory positions. Ministerial Advisors must be able to prepare briefing notes, decision memoranda, and speaking notes in Anishinaabemowin using the Government Anishinaabe script, and to brief the minister in the language.

Branch-Specific Notes

- Executive: Ministerial advisors serve in the private offices of ministers across the executive branch; the First Minister's office sets the standard for advisory practice.

- Legislative: The legislative leadership employs advisors in a parallel capacity for legislative-business support.
- All branches: Although advisors serve political leadership, they are civil-service professionals, not political appointees; their tenure does not turn over with the political principal.

Constituency Officer

Category: Political

Role Description

A Constituency Officer is a professional who manages the relationship between a member of the political leadership and the constituency they represent. The constituency officer is the local face of the leadership: the person who receives the constituents' concerns, who carries them to the leadership, who conveys the leadership's response back, and who maintains the standing of the leadership in the community between elections. The role is both administrative and relational — it requires the discipline to track and resolve cases and the human judgement to manage relationships across a diverse constituency. In the Polity, where constituencies are Anishinaabe communities and the leadership operates in Anishinaabemowin, the constituency officer's work is conducted in the language: constituents bring their concerns in Anishinaabemowin, the officer carries them forward in Anishinaabemowin, and the leadership responds in Anishinaabemowin. The Level 2 requirement reflects the relational and representational character of the work, which demands more than documentary literacy.

Importance to Government Work

Political leadership is not exercised in a vacuum; it is exercised in relationship to a constituency. A leader who loses touch with the constituency loses the mandate to lead. Constituency officers are the institutional means by which that touch is maintained. They are also the channel through which ordinary citizens reach their leadership: the constituent with a problem, the community with a grievance, the elder with counsel — all of them meet the leadership first through the constituency officer. In the Polity, this work is inseparable from the language, because the constituencies are Anishinaabe communities and the relationship is conducted in Anishinaabemowin. A constituency officer who cannot speak the language cannot build the relationships the role requires. Level 2 is the floor because the work is spoken and written, relational and representational, and it must be done in the language of the community.

How the Role Functions

Constituency officers receive and track constituent cases, brief the leadership on constituency matters, draft correspondence on the leadership's behalf, organise constituency events and the leadership's constituency visits, and maintain the constituency contact base. They use SASI's case-management, CHR (community database), records, and report writer functions. They interact with constituents (continuously, in person and in writing), with the leadership they serve (regularly), with the agencies whose programmes affect the constituency, and with community organisations. In the script-enabled environment, all constituency work — case files, correspondence, event

materials — is produced in the Government Anishinaabe script; spoken interaction with constituents is conducted in Anishinaabemowin.

Primary SASI modules:

- Case Management (admin), CHR (Community Database), Records/Document Management, Report Writer, Portal/Dashboard

Sample Career Paths

- **Path 1:** Specialist (Constituency) → Leading Specialist → Officer (Constituency) → Leading Officer → Manager (Constituency Office)
- **Path 2:** Officer (Constituency) → Leading Officer → Junior Manager (Constituency) → Manager (Constituency Office) → Desk Chief (Constituency Desk)
- **Path 3:** Specialist (Community Relations) → Officer (Constituency) → Leading Officer → Manager (Constituency Office) → Assistant Bureau Chief (Constituency Affairs)

Language Requirements

GAPC Level Required: GAPC Level 2 (all four skills) — required at all grades

- Skills emphasized: All four skills required; Speaking and Listening emphasized (constituent interaction, community events); Writing for correspondence; Reading for case material

Constituency officers build and maintain relationships with Anishinaabe-speaking constituents and represent the leadership in the community. Limited working proficiency (Level 2) is the floor because the relational and representational character of the work demands command across all four skills. The role modifier is +1 on the base rank requirement, with a floor of Level 2.

Sample Job Description Language

Language Requirements: Government Anishinaabe Proficiency Certification (GAPC) Level 2 (all four skills) is required for all Constituency Officer positions. Constituency Officers must be able to receive constituent concerns, draft correspondence, and represent the leadership in the community in Anishinaabemowin using the Government Anishinaabe script.

Branch-Specific Notes

- Executive: Constituency officers serve the political leadership of the executive branch; each member of the political leadership with a constituency typically maintains a constituency office.
- Legislative: Legislative members maintain constituency offices under the constituency-officer framework; the role is identical in function.
- All branches: Although constituency officers serve political leadership, they are civil-service professionals; their function continues regardless of changes in the political principal.

Part 2 · The Table of Ranks

The Table of Ranks is the single, unified structure that orders the personnel of the Polity — civil and uniformed, operational and executive — into a coherent system of grades, qualifications, and promotion paths. It comprises ten ranks divided into two tiers: the five operational ranks (Clerk, Specialist, Officer, Manager, Desk Chief), covered in this chapter, and the five executive ranks (Assistant Bureau Chief, Deputy Bureau Chief, Bureau Chief, Deputy Minister, Minister), covered in Chapter 11. Each rank is subdivided into three grades — Junior, Regular, and Leading — that recognise incremental experience within the rank. Promotion between ranks is by qualification and merit; advancement between grades is by tenure and performance. The Table of Ranks applies identically to the civil service and to the Disciplined Services, which use traditional military rank titles mapped one-to-one to the civilian ranks as set out below.

Military–Civilian Rank Correspondence (Operational Level)

The operational-level correspondence between civilian and military ranks is given below. The full correspondence, including the executive level, is set out in Chapter 11.

Civilian Rank	Army / Land Forces	Naval Service	Border Patrol
Clerk	Private	Ordinary Seaman	Recruit
Specialist	Corporal	Able Seaman	Officer Cadet
Officer	Lieutenant	Sub-Lieutenant	Lieutenant
Manager	Captain	Lieutenant	Captain
Desk Chief	Major	Lieutenant Commander	Major

Chapter 10 · Operational Ranks

The five operational ranks are the working backbone of the government. The great majority of government personnel serve at these ranks, and the great majority of government work is done by them. Each rank carries a description, branch-specific application notes for all five constitutional branches, a standard set of courses administered by the Centre for Administrative Services (CAS), and a statement of the requirements for promotion to the next rank. The language certification floor rises with the rank, reflecting the expanding communicative demands of the work; the detailed language requirements for each rank and skill are consolidated in Chapter 12.

Clerk

Grades: Junior Clerk · Clerk · Leading Clerk

Rank Description

The Clerk is the entry rank of the Polity's civil service and the foundational rank of the Disciplined Services (where it is titled Private). Clerks perform the elemental tasks of government: data entry, filing, correspondence handling, front-desk service, routine processing, and basic SASI operations. The work is often repetitive, but it is the substrate on which all higher function rests — a government whose clerks cannot file accurately cannot retrieve its own records, and a government whose privates cannot read their orders cannot execute them. The Clerk rank is where the habits of the service are acquired: punctuality, accuracy, script literacy, and the discipline of working within procedure. Junior Clerks are new entrants under close supervision; Clerks work independently on routine tasks; Leading Clerks carry limited responsibility for guiding junior colleagues and for the more delicate routine work, and they begin to write in the script rather than only reading it. Promotion out of the Clerk rank is by qualification — chiefly the completion of the GAPC Level 1 Coursebook (B1) and the relevant specialist courses — and by demonstrated performance.

Branch-Specific Application

- **Executive:** The largest population of Clerks; present in every ministry and state-owned enterprise, performing the full range of routine administrative tasks.
- **Legislative:** Clerks support legislative committees, manage correspondence, and maintain legislative records; the baseline is the same as the executive.
- **Judicial:** Court registry Clerks handle filings and case-flow; the baseline is typically Specialist level (qualified lawyer) rather than Clerk, so true Clerk-rank judicial personnel are limited to non-legal registry support.
- **Oversight:** Audit, inspection, and statistical support Clerks assist senior oversight personnel; the baseline is typically Specialist level, so true Clerk-rank oversight personnel are limited to support functions.
- **Qualifications:** Clerks support the Cohort Administrative School, the State Technical College, and the Bureau of Professional Standards in administrative and logistical roles.

Standard Courses at This Rank

Course Name	Type	Duration	Provider
SASI Navigation Basics	Admin	1 week	CAS
GAPC Script Primer (A1)	Language	1 week intensive	CAS

Course Name	Type	Duration	Provider
Records Management Fundamentals	Admin	1 week	CAS
Workplace Conduct & Service Discipline	Admin	3 days	CAS

Promotion Requirements

Promotion from Clerk to Specialist requires: (1) completion of the GAPC Level 1 Coursebook (B1) and attainment of GAPC Level 1 in the skills required for the target Specialist role (Reading 1 minimum; Writing 1 for records-intensive roles); (2) completion of the relevant specialist course (e.g., Financial Management in SASI for finance tracks, Government Writing in the Script for records tracks); (3) a minimum of 18 months' satisfactory service at the Clerk rank (12 months for Leading Clerk); and (4) a favourable performance review and the recommendation of the immediate supervisor. Disciplined Services personnel follow the parallel path from Private/Lance Corporal to Corporal under service-specific regulations that mirror these requirements.

Specialist

Grades: Junior Specialist · Specialist · Leading Specialist

Rank Description

The Specialist is the first rank of substantive professional work. Specialists have moved beyond routine processing into the skilled application of a defined competence — finance, records, human resources, translation, audit support, intelligence analysis, legal drafting, and so on. They are the people who actually do the government's technical work, under the direction of Officers and Managers. The Specialist rank is where the language floor broadens: most Specialist roles require GAPC Reading 1 and Writing 1 at minimum, and many require full Level 1 across all four skills, because Specialists begin to interact directly with the public, with counterparts in other offices, and with Anishinaabe-language source material. Junior Specialists are newly promoted from Clerk and consolidating their specialist competence; Specialists work independently on the full range of specialist tasks; Leading Specialists carry responsibility for the quality of a specialist work-stream and begin to supervise junior colleagues. The Specialist rank is the entry rank for the Judicial and Oversight branches, where the professional formation (legal qualification, audit qualification) required for the work cannot be expected of junior personnel. In the Disciplined Services, the Specialist rank is titled Corporal.

Branch-Specific Application

- **Executive:** Specialists form the skilled technical core of every ministry — finance specialists, HR specialists, records specialists, policy specialists, and so on.
- **Legislative:** Specialists support legislative research, drafting, and committee operations; legislative Specialists typically hold policy or legal qualifications.
- **Judicial:** Specialist is the entry rank for judicial-branch legal personnel — judicial clerks are qualified lawyers and enter at Specialist minimum; court registrars typically enter at Officer.
- **Oversight:** Specialist is the entry rank for oversight professionals — auditors and inspectors general enter at Specialist; the Bureau of Statistics employs Specialists in data collection and analysis.
- **Qualifications:** Specialists serve as instructors, examiners, and technical staff at the Cohort Administrative School and State Technical College; language instructors typically enter at Specialist with GAPC Level 4.

Standard Courses at This Rank

Course Name	Type	Duration	Provider
GAPC Level 1 Coursebook (B1)	Language	12 modules / 200 hrs	CAS
Financial Management in SASI	Specialist	2 weeks	CAS
Government Writing in the Script	Language	2 weeks	CAS
Specialist Track Module (role-specific)	Specialist	1–3 weeks	CAS / STC

Promotion Requirements

Promotion from Specialist to Officer requires: (1) attainment of GAPC Level 1 (all four skills) where the target Officer role requires it, or the elevated Reading/Listening standard for intelligence and oversight roles; (2) completion of the Officer-track specialist course (e.g., Report Writer Advanced, Policy Analysis Foundations); (3) a minimum of 24 months' satisfactory service at the Specialist rank (18 months for Leading Specialist); (4) a favourable performance review and the recommendation of the Desk Chief or Manager; and (5) for some tracks, a competitive selection process. Judicial and oversight Officers require the relevant professional qualification (law degree, audit certification) in addition to these requirements.

Officer

Grades: Junior Officer · Officer · Leading Officer

Rank Description

The Officer is the rank of independent professional responsibility. Officers do not merely execute specialist tasks; they own outcomes. An Officer is given a piece of the government's business — a case-load, a programme element, a relationship, a work-stream — and is accountable for its conduct. Officers exercise judgement within their mandate, represent the government to external parties where authorised, and are the first rank at which personnel routinely brief managers and contribute to decision-making. The language floor at the Officer rank is full Level 1 across all four skills for most roles, because Officers interact directly with the public, with counterparts, and with Anishinaabe-language material across listening, speaking, reading, and writing. Junior Officers are consolidating their independence; Officers hold full independent responsibility; Leading Officers carry the most complex individual caseloads and begin to act as deputies to Managers. In the Disciplined Services, the Officer rank is titled Lieutenant; a Commissioned Officer holds command authority appropriate to the rank.

Branch-Specific Application

- **Executive:** Officers own programme elements across every ministry — a policy area, a service stream, a portfolio of cases — and represent the ministry externally where authorised.
- **Legislative:** Officers conduct legislative research, draft committee reports, and manage the legislative business of committees; they typically hold policy or legal qualifications.
- **Judicial:** Judicial Officers serve as senior registry staff, chambers officers, and counsel to the courts; they are qualified lawyers.
- **Oversight:** Oversight Officers conduct audits, inspections, and investigations independently; they carry the authority to enter premises, examine records, and take evidence within their mandate.
- **Qualifications:** Officers serve as senior instructors, course designers, and programme coordinators at the CAS and State Technical College; examiner-grade Officers administer GAPC assessments.

Standard Courses at This Rank

Course Name	Type	Duration	Provider
GAPC Level 1 (all skills) — consolidation	Language	ongoing	CAS
Report Writer Advanced	Specialist	1 week	CAS

Course Name	Type	Duration	Provider
Policy Analysis Foundations	Specialist	2 weeks	CAS
GAPC Level 2 Preparation	Language	self-study + tutorial	CAS

Promotion Requirements

Promotion from Officer to Manager requires: (1) attainment of GAPC Level 2 in the skills required for the target Manager role (Level 2 all skills for public-facing and advisory roles); (2) completion of the Supervisory Foundations course; (3) a minimum of 30 months' satisfactory service at the Officer rank (24 months for Leading Officer); (4) demonstrated supervisory potential, typically through acting-up or project-lead assignments; (5) a competitive selection process; and (6) the recommendation of the Desk Chief or Bureau Chief. Disciplined Services personnel follow the parallel path from Lieutenant to Captain under service-specific regulations.

Manager

Grades: Junior Manager · Manager · Leading Manager

Rank Description

The Manager is the first rank of supervisory authority. Managers lead teams of Officers, Specialists, and Clerks; they are accountable for the work of the team, for the people in it, and for the outcomes the team produces. The transition from Officer to Manager is the transition from individual contribution to collective accountability — a Manager's success is measured not by their own output but by their team's. Managers set work priorities, assign tasks, conduct performance reviews, develop their people, manage budgets at the unit level, and represent their unit to the rest of the organisation. The language floor at the Manager rank is GAPC Level 2 for most roles, because Managers participate in management meetings, brief senior leadership, and interact with the public and counterparts at a level that demands limited working proficiency across all four skills. Junior Managers are newly promoted and learning the supervisory craft; Managers lead established teams; Leading Managers run larger or more complex units and act as deputies to Desk Chiefs. In the Disciplined Services, the Manager rank is titled Captain; a Captain commands a company or equivalent.

Branch-Specific Application

- **Executive:** Managers run the operating units of every ministry — a finance unit, a policy unit, a service-delivery unit — and are the primary supervisors of the executive-branch workforce.
- **Legislative:** Managers lead legislative-support units — committee support teams, research units, drafting teams — and manage the legislative workflow.
- **Judicial:** Judicial Managers run court registries and judicial-support units; they are qualified lawyers and manage other qualified lawyers and registry staff.
- **Oversight:** Oversight Managers lead audit, inspection, and investigation teams; they carry the institutional authority of the oversight branch through their teams.
- **Qualifications:** Managers run training programmes and departments at the CAS and State Technical College; they manage instructors and curriculum.

Standard Courses at This Rank

Course Name	Type	Duration	Provider
GAPC Level 2 Preparation	Language	self-study + tutorial	CAS
Supervisory Foundations	Admin	1 week	CAS

Course Name	Type	Duration	Provider
Project Management in SASI	Specialist	2 weeks	CAS
Performance Management & Staff Development	Admin	1 week	CAS

Promotion Requirements

Promotion from Manager to Desk Chief requires: (1) attainment of GAPC Level 2 (all four skills) and, for some tracks, progression toward Level 3; (2) completion of the Desk Operations Management course; (3) a minimum of 30 months' satisfactory service at the Manager rank (24 months for Leading Manager); (4) demonstrated ability to lead a multi-team function; (5) a competitive selection process; and (6) the recommendation of the Bureau Chief or Deputy Minister. Disciplined Services personnel follow the parallel path from Captain to Major under service-specific regulations.

Desk Chief

Grades: Junior Desk Chief · Desk Chief · Leading Desk Chief

Rank Description

The Desk Chief is the senior rank of the operational tier and the bridge to the executive level. Desk Chiefs lead functional areas — a 'desk' — that may comprise several teams and that carry a defined institutional responsibility within a bureau. The Desk Chief is the last rank at which the incumbent is primarily an operational leader rather than a strategic one; above the Desk Chief, the work becomes institutional and executive. Desk Chiefs set the standards for their functional area, manage the Desk's budget and personnel, represent the Desk to the bureau and to the broader government, and are accountable for the totality of the Desk's output. They also develop the Managers and Officers below them and identify talent for the executive pipeline. The language floor at the Desk Chief rank is GAPC Level 2 across all four skills, with Level 3 encouraged for those on the executive track, because Desk Chiefs participate in bureau-level leadership, brief political leadership, and represent the government externally. In the Disciplined Services, the Desk Chief rank is titled Major; a Major commands a battalion or equivalent or serves as a senior staff officer.

Branch-Specific Application

- **Executive:** Desk Chiefs run the major functional areas of every ministry — the Finance Desk, the Policy Desk, the Operations Desk — and are the senior operational leaders of the executive branch.
- **Legislative:** Desk Chiefs lead the major legislative-support functions — the Committee Desk, the Research Desk, the Drafting Desk — and manage the legislative institution's operational capacity.
- **Judicial:** Judicial Desk Chiefs run the major court registries and judicial-support functions; they are the senior operational leaders of the judicial branch below the executive level.
- **Oversight:** Oversight Desk Chiefs lead the major audit, inspection, and investigation desks; they carry the institutional weight of the oversight branch at the operational apex.
- **Qualifications:** Desk Chiefs run the major schools and functions of the CAS — the Language School, the Administrative School, the Technical College divisions — and develop the curriculum and the corps of instructors.

Standard Courses at This Rank

Course Name	Type	Duration	Provider
GAPC Level 2 (consolidation) / Level 3 Preparation	Language	ongoing	CAS
Desk Operations Management	Admin	2 weeks	CAS

Course Name	Type	Duration	Provider
Anishinaabemowin for Professional Communication	Language	4 weeks	CAS
Cohort Administrative School — Executive Foundation	Admin	2 weeks	CAS

Promotion Requirements

Promotion from Desk Chief to Assistant Bureau Chief (the first executive rank) requires: (1) attainment of GAPC Level 2 (all four skills) and demonstrated progression toward Level 3; (2) completion of the Cohort Administrative School Executive Foundation course; (3) a minimum of 36 months' satisfactory service at the Desk Chief rank (30 months for Leading Desk Chief); (4) selection into the executive pipeline, which is competitive and capacity-limited; (5) clearance by the Civil Service Commission; and (6) the nomination of the Bureau Chief and the concurrence of the Deputy Minister or Minister. Disciplined Services personnel follow the parallel path from Major to Colonel (Assistant Bureau Chief) under service-specific regulations, with the additional requirement of staff-college completion.

Chapter 11 · Executive Ranks

The five executive ranks are the institutional leadership of the Polity. Above the operational tier of Clerks, Specialists, Officers, Managers, and Desk Chiefs, the executive tier comprises Assistant Bureau Chief, Deputy Bureau Chief, Bureau Chief, Deputy Minister, and Minister. These are the ranks at which the incumbent's work is no longer primarily operational but institutional: setting direction, allocating resources across whole bureaus and ministries, stewarding the constitutional order, and — at the apex — exercising political authority on behalf of the Polity. Executive-rank personnel are few in number but disproportionate in consequence; the quality of the executive tier determines the quality of the government. The language floor rises steeply through the executive tier, culminating in the Minister's non-negotiable requirement of GAPC Level 5 — functionally native fluency — because the Polity is an Anishinaabe government and its political leadership must conduct the full range of governmental business in Anishinaabemowin. Promotion into and through the executive tier is by competitive selection into the executive pipeline, clearance by the Civil Service Commission, and — for the Minister — by the political process itself.

Military–Civilian Rank Correspondence (Executive Level)

The executive-level correspondence between civilian and military ranks is given below, completing the table begun in Chapter 10. Note that the Minister is a civilian political appointment, not a uniformed office; the Field Marshal and Admiral designations are ceremonial honorifics that may be conferred upon retirement and do not confer political authority. The senior operational uniformed officer in each service holds the rank of General or Vice Admiral (Deputy Minister equivalent) and reports to the civilian Minister of Defence.

Civilian Rank	Army / Land Forces	Naval Service	Character
Assistant Bureau Chief	Colonel	Captain (Naval)	Executive (career)
Deputy Bureau Chief	Brigadier	Commodore	Executive (career)
Bureau Chief	Major General	Rear Admiral	Executive (career)
Deputy Minister	General	Vice Admiral	Executive (career; senior uniformed)
Minister	Field Marshal (ceremonial)	Admiral (ceremonial)	Civilian political appointment

Assistant Bureau Chief

Grades: Executive grade (single)

Rank Description

The Assistant Bureau Chief is the first rank of the executive tier and the point at which an operational leader becomes an institutional one. Assistant Bureau Chiefs support a Bureau Chief in the leadership of a bureau, typically carrying direct responsibility for a cluster of desks or for a major bureau function. They are the executive tier's working layer: close enough to the operational work to know it in detail, senior enough to shape it strategically. The Assistant Bureau Chief is the rank at which the habit of institutional thinking is formed — thinking not in terms of one's own desk or team but in terms of the bureau's mission, its place in the ministry, and its contribution to the government. The language floor at this rank is GAPC Level 2 across all four skills, with Level 3 expected of those progressing toward Deputy Bureau Chief, because Assistant Bureau Chiefs brief bureau leadership, represent the bureau in inter-bureau fora, and begin to engage with political leadership. In the Disciplined Services, the Assistant Bureau Chief rank is titled Colonel; a Colonel commands a brigade or equivalent or serves as a senior staff officer at formation headquarters.

Branch-Specific Application

- **Executive:** Assistant Bureau Chiefs are the working executive layer of every ministry, supporting Bureau Chiefs in the leadership of the ministry's bureaus.
- **Legislative:** Assistant Bureau Chiefs support the leadership of the legislative institution's major functions — committee services, research, drafting, operations.
- **Judicial:** Assistant Bureau Chiefs support the leadership of the court system's administrative functions; they are qualified senior lawyers or administrators.
- **Oversight:** Assistant Bureau Chiefs support the leadership of the Court of Audit, the Inspectors General, the Public Defender service, and the Bureau of Statistics; they carry the institutional independence of the oversight branch.
- **Qualifications:** Assistant Bureau Chiefs serve as deputy heads of the CAS schools and functions and as senior officers of the Civil Service Commission and Bureau of Professional Standards.

Standard Courses at This Rank

Course Name	Type	Duration	Provider
Cohort Program (Cohort Administrative School) — Foundation	Admin	4 weeks residential	CAS

Course Name	Type	Duration	Provider
GAPC Level 3 Preparation	Language	self-study + tutorial	CAS
Executive Leadership in Anishinaabe Governance (Module 1)	Admin	2 weeks	CAS

Promotion Requirements

Promotion from Desk Chief to Assistant Bureau Chief requires: (1) attainment of GAPC Level 2 (all four skills) with demonstrated progression toward Level 3; (2) completion of the Cohort Program Foundation and Executive Leadership Module 1; (3) a minimum of 36 months' satisfactory service at the Desk Chief rank; (4) selection into the executive pipeline by competitive process; (5) clearance by the Civil Service Commission; and (6) the nomination of the Bureau Chief and the concurrence of the Deputy Minister. Disciplined Services personnel follow the parallel path from Major to Colonel, with the additional requirement of staff-college completion.

Deputy Bureau Chief

Grades: Executive grade (single)

Rank Description

The Deputy Bureau Chief is the principal deputy to a Bureau Chief and, in that capacity, the chief operating officer of a bureau. Deputy Bureau Chiefs run the bureau day-to-day so that the Bureau Chief can attend to strategy and external representation; they hold the bureau together operationally and are typically the designated acting Bureau Chief in the Bureau Chief's absence. The rank demands both operational mastery — the credibility to lead the bureau's Desk Chiefs — and institutional judgement — the perspective to align the bureau's operations with the ministry's direction. Deputy Bureau Chiefs are also the principal developers of the Assistant Bureau Chiefs below them and the principal source of succession for the Bureau Chief rank. The language floor at this rank is GAPC Level 3 across all four skills for those on the progression track, because Deputy Bureau Chiefs routinely brief political leadership, represent the bureau to external stakeholders, and engage in inter-ministerial coordination at a level that demands general professional proficiency. In the Disciplined Services, the Deputy Bureau Chief rank is titled Brigadier; a Brigadier commands a division or equivalent or serves as a chief of staff at formation headquarters.

Branch-Specific Application

- **Executive:** Deputy Bureau Chiefs are the chief operating officers of the executive branch's bureaus, running them day-to-day and serving as acting Bureau Chief when required.
- **Legislative:** Deputy Bureau Chiefs serve as the principal deputies to the heads of the legislative institution's major functions, ensuring the continuity of legislative operations.
- **Judicial:** Deputy Bureau Chiefs serve as the principal deputies to the heads of the court system's administrative functions, ensuring the continuity of court operations.
- **Oversight:** Deputy Bureau Chiefs serve as the principal deputies to the heads of the oversight institutions, carrying the institutional independence of the branch and ensuring continuity of oversight operations.
- **Qualifications:** Deputy Bureau Chiefs serve as deputy heads of the CAS and as senior officers of the Civil Service Commission and Bureau of Professional Standards, developing the next generation of executive leaders.

Standard Courses at This Rank

Course Name	Type	Duration	Provider
Cohort Program (Cohort Administrative School) — Advanced	Admin	4 weeks residential	CAS
GAPC Level 3 (consolidation)	Language	ongoing	CAS

Course Name	Type	Duration	Provider
Executive Leadership in Anishinaabe Governance (Module 2)	Admin	2 weeks	CAS

Promotion Requirements

Promotion from Assistant Bureau Chief to Deputy Bureau Chief requires: (1) attainment of GAPC Level 3 (all four skills); (2) completion of the Cohort Program Advanced and Executive Leadership Module 2; (3) a minimum of 30 months' satisfactory service at the Assistant Bureau Chief rank; (4) demonstrated capacity to run a bureau operationally; (5) selection by competitive process; (6) clearance by the Civil Service Commission; and (7) the nomination of the Bureau Chief and the concurrence of the Deputy Minister or Minister. Disciplined Services personnel follow the parallel path from Colonel to Brigadier under service-specific regulations.

Bureau Chief

Grades: Executive grade (single)

Rank Description

The Bureau Chief is the head of a bureau — a major institutional unit of a ministry or of one of the other branches. Bureau Chiefs are the senior institutional leaders of the government below the deputy-ministerial and ministerial level; they own the mission of their bureau, the people who execute it, the budget that funds it, and the reputation that sustains it. The Bureau Chief is the rank at which leadership becomes fully strategic: the incumbent sets the bureau's direction, represents it to the ministry and to the broader government, accounts for it to oversight institutions, and develops the executive tier below. Bureau Chiefs are also the principal source of succession for the Deputy Minister rank, and their development of Deputy and Assistant Bureau Chiefs is itself a core responsibility. The language floor at this rank is GAPC Level 3 across all four skills, with Level 4 expected of those on the progression track to Deputy Minister, because Bureau Chiefs brief ministers, represent the government externally, and engage in whole-of-government coordination. In the Disciplined Services, the Bureau Chief rank is titled Major General; a Major General commands a division or corps or serves in the most senior staff appointments.

Branch-Specific Application

- **Executive:** Bureau Chiefs head the major institutional units of every ministry — the bureaus that constitute the ministry's operational capacity — and are the senior career leaders of the executive branch.
- **Legislative:** Bureau Chiefs head the major functions of the legislative institution, reporting to the Clerk of the Legislature or equivalent senior officer.
- **Judicial:** Bureau Chiefs head the major administrative functions of the court system, supporting the senior judiciary in the administration of justice.
- **Oversight:** Bureau Chiefs head the major oversight institutions — divisions of the Court of Audit, the Inspectors General service, the Public Defender service, the Bureau of Statistics — and carry the constitutional independence of the branch.
- **Qualifications:** Bureau Chiefs head the CAS and its constituent schools and the State Technical College, and serve as the senior officers of the Civil Service Commission and Bureau of Professional Standards.

Standard Courses at This Rank

Course Name	Type	Duration	Provider
Senior Executive Program (Cohort Administrative School)	Admin	6 weeks residential	CAS

Course Name	Type	Duration	Provider
GAPC Level 4 Preparation	Language	self-study + tutorial	CAS
Executive Leadership in Anishinaabe Governance (Module 3)	Admin	2 weeks	CAS

Promotion Requirements

Promotion from Deputy Bureau Chief to Bureau Chief requires: (1) attainment of GAPC Level 3 (all four skills) with demonstrated progression toward Level 4; (2) completion of the Senior Executive Program and Executive Leadership Module 3; (3) a minimum of 30 months' satisfactory service at the Deputy Bureau Chief rank; (4) demonstrated strategic leadership of a bureau function; (5) selection by competitive process; (6) clearance by the Civil Service Commission; and (7) the nomination of the Deputy Minister and the concurrence of the Minister. Disciplined Services personnel follow the parallel path from Brigadier to Major General under service-specific regulations.

Deputy Minister

Grades: Executive grade (single)

Rank Description

The Deputy Minister is the senior career official of a ministry and the principal professional advisor to the Minister. Deputy Ministers are the apex of the career civil service: above them is only the Minister, a political appointment, and the Deputy Minister's task is to provide the Minister with the professional advice, the institutional continuity, and the operational command of the ministry that the Minister — who comes and goes with the political process — cannot personally provide. The Deputy Minister is the link between the political mandate and the administrative machinery; they translate political direction into administrative action and administrative reality into political advice. The rank demands the highest combination of operational mastery, institutional judgement, and political sophistication. The language floor at this rank is GAPC Level 4 across all four skills — advanced professional proficiency — because Deputy Ministers advise Ministers who are themselves fluent at Level 5, represent the ministry to the whole of government, and engage with the public and with external counterparts at the most senior level. A Deputy Minister who cannot operate in Anishinaabemowin at advanced professional proficiency cannot perform the role. In the Disciplined Services, the Deputy Minister-equivalent uniformed rank is General or Vice Admiral; the senior operational uniformed officer in each service holds this rank and reports to the civilian Minister of Defence.

Branch-Specific Application

- **Executive:** Deputy Ministers are the senior career officials of every executive-branch ministry, the principal advisors to Ministers, and the operational commanders of the ministry's administrative machinery.
- **Legislative:** The Clerk of the Legislature (or equivalent title) is the Deputy Minister-equivalent senior career official of the legislative institution, advising the presiding officers and commanding the legislative administration.
- **Judicial:** The chief administrator of the court system is the Deputy Minister-equivalent senior career official of the judicial branch, supporting the senior judiciary in the administration of justice.
- **Oversight:** The heads of the Court of Audit, the Inspectors General service, the Public Defender service, and the Bureau of Statistics are Deputy Minister-equivalent senior career officials, carrying the constitutional independence of the oversight branch.
- **Qualifications:** The head of the CAS is a Deputy Minister-equivalent senior career official, responsible for the administrative-services capacity of the whole government.

Standard Courses at This Rank

Course Name	Type	Duration	Provider
Deputy Minister Orientation (Cohort Administrative School)	Admin	2 weeks	CAS
GAPC Level 4 (advanced professional)	Language	ongoing certification	CAS
Strategic Leadership in Anishinaabe Governance	Admin	3 weeks residential	CAS

Promotion Requirements

Promotion from Bureau Chief to Deputy Minister requires: (1) attainment of GAPC Level 4 (all four skills) — advanced professional proficiency — a hard requirement for the role; (2) completion of the Deputy Minister Orientation and Strategic Leadership courses; (3) a minimum of 30 months' satisfactory service at the Bureau Chief rank; (4) demonstrated strategic leadership across a whole ministry function; (5) selection by competitive process overseen by the Civil Service Commission and the First Minister; (6) security and integrity clearance at the highest level; and (7) formal appointment by the Polity's appointing authority on the nomination of the relevant Minister and the concurrence of the First Minister. Disciplined Services personnel follow the parallel path to General or Vice Admiral, the senior operational uniformed rank, under service-specific regulations and ministerial appointment.

Minister

Grades: Political appointment (single)

Rank Description

The Minister is the apex of the Table of Ranks and the political head of a ministry. Ministers are not career civil servants; they are political appointments who hold office by virtue of the political process and who exercise political authority on behalf of the Polity. The Minister sets the political direction of the ministry, accounts for the ministry to the legislature and to the public, carries ministerial responsibility for the ministry's conduct, and represents the Polity's government in the political domain. The First Minister, the head of government, is first among Ministers. Because the Polity is an Anishinaabe government, the Minister rank carries a language requirement unlike any other in the Table: GAPC Level 5 across all four skills — functionally native fluency. A Minister must be able to conduct the full range of governmental business — debate in cabinet, address the legislature, negotiate with other governments, speak to the public, correspond in the official register — in Anishinaabemowin without recourse to another language. This is non-negotiable: a person who cannot do so cannot hold ministerial office, because the Polity's political leadership speaks Anishinaabemowin as a condition of office. The Minister is a civilian office; the Field Marshal or Admiral designation that completes the military correspondence is ceremonial, not substantive. The senior operational uniformed officer — the General or Vice Admiral who commands a service — reports to the civilian Minister of Defence and does not hold the Minister rank.

Branch-Specific Application

- **Executive:** Ministers head the executive-branch ministries; the First Minister is the head of government and first among Ministers. The Minister of Defence is the civilian political head of the Disciplined Services.
- **Legislative:** The presiding officers of the legislature are Minister-equivalent political offices, accountable for the political leadership of the legislative branch.
- **Judicial:** The judicial branch is headed by the senior judiciary, not by Ministers; the principle of judicial independence means that no Minister exercises political authority over the courts. The Minister of Justice, however, holds political responsibility for the administration of justice and the court system's resourcing.
- **Oversight:** The oversight branch is constitutionally independent of ministerial direction; no Minister exercises political authority over the Court of Audit, the Inspectors General, the Public Defender service, or the Bureau of Statistics. The heads of these institutions are appointed by the Polity's appointing authority on terms that protect their independence.
- **Qualifications:** The Minister responsible for the Qualifications Branch (typically a Minister of Education or of Administrative Services) holds political responsibility for the CAS, the

Civil Service Commission, and the Bureau of Professional Standards, without exercising direction over their independent functions.

Standard Courses at This Rank

Course Name	Type	Duration	Provider
Ministerial Induction (Cohort Administrative School)	Admin	1 week	CAS
GAPC Level 5 (functionally native — required for office)	Language	pre-appointment certification	CAS / Certification Board
Executive Governance and Constitutional Stewardship	Admin	ongoing seminar series	CAS

Promotion Requirements

The Minister rank is not attained by promotion through the civil service; it is a political appointment held by virtue of the political process. The requirements for the office are: (1) attainment of GAPC Level 5 (all four skills) — functionally native fluency — verified by the Certification Board prior to appointment; this is a non-negotiable constitutional condition of office for an Anishinaabe government; (2) completion of the Ministerial Induction programme within 30 days of appointment; (3) election or selection to the political office by the Polity's constitutional process; (4) formal appointment by the Polity's appointing authority; and (5) where the ministry carries portfolio-specific qualifications (e.g., the Minister of Justice, the Minister of Finance), satisfaction of any constitutional or statutory requirements attaching to the portfolio. A Minister who loses the confidence of the legislature or of the First Minister ceases to hold office; the rank reverts and the former Minister returns to whatever civil-service rank they held, if any.

Chapter 12 · Language Requirements Standard

This chapter consolidates the language requirements of the Polity's government into a single authoritative reference. It is the master document for human-resources officers, certification administrators, and personnel themselves. It comprises six parts: (1) the master rank-and-skill matrix, setting the minimum Government Anishinaabe Proficiency Certification (GAPC) level for each of the twenty grade-levels of the Table of Ranks across the four skills (Listening, Speaking, Reading, Writing); (2) the role modifier table, setting the adjustments that apply to specific roles on top of the rank baseline; (3) the four-track certification model, explaining how the certification framework is structured into four tracks that match the demands of different ranks and roles; (4) the skill-specific requirements table by role, setting out the required skills and levels for each role described in Chapters 2 through 9; (5) notes on branch-specific language requirements; and (6) notes on military language requirements. Where a role's requirement and a rank's baseline differ, the higher of the two applies.

1. Master Rank-and-Skill Matrix

The matrix below sets the minimum GAPC level required to hold each of the twenty grade-levels of the Table of Ranks. The twenty grade-levels comprise the fifteen operational grade-levels (five operational ranks × three grades: Junior, Regular, Leading) and the five executive grade-levels (single-grade). Levels are expressed on the GAPC scale: a dash (—) indicates that the skill is not required at that grade; a numeral indicates the minimum GAPC level for that skill (1 = elementary, 2 = limited working, 3 = general professional, 4 = advanced professional, 5 = functionally native). At grades where only Reading and Writing are required, the numerals appear in those columns only; at grades where all four skills are required, the same numeral appears in all four columns. These are baselines; role modifiers (Part 2) may elevate them.

#	Rank / Grade	Listen	Speak	Read	Write
1	Junior Clerk	—	—	1	—
2	Clerk	—	—	1	—
3	Leading Clerk	—	—	1	1
4	Junior Specialist	—	—	1	1
5	Specialist	—	—	1	1
6	Leading Specialist	1	1	1	1
7	Junior Officer	1	1	1	1
8	Officer	1	1	1	1

#	Rank / Grade	Listen	Speak	Read	Write
9	Leading Officer	1	1	1	1
10	Junior Manager	2	2	2	2
11	Manager	2	2	2	2
12	Leading Manager	2	2	2	2
13	Junior Desk Chief	2	2	2	2
14	Desk Chief	2	2	2	2
15	Leading Desk Chief	2	2	2	2
16	Assistant Bureau Chief	2	2	2	2
17	Deputy Bureau Chief	3	3	3	3
18	Bureau Chief	3	3	3	3
19	Deputy Minister	4	4	4	4
20	Minister	5	5	5	5

Reading: the matrix is read row by row. For example, row 6 (Leading Specialist) requires GAPC Level 1 across all four skills; row 5 (Specialist) requires only Reading 1 and Writing 1, with Listening and Speaking not required at the baseline. Role modifiers in Part 2 may elevate any cell. Where a role modifier and a rank baseline differ, the higher applies.

2. Role Modifier Table

Many roles carry language demands that exceed the rank baseline. The role modifier expresses this elevation. A modifier of +N raises the required GAPC level by N levels above the rank baseline (capped at Level 5). A modifier specified on a single skill (e.g., '+1 Reading') raises only that skill. Some modifiers carry a floor — a minimum level below which the modifier cannot take the requirement — reflecting the absolute demands of the role regardless of rank. Where a role modifier produces a requirement, that requirement is the operative one; the rank baseline is overridden by the higher of the two.

Role / Role Type	Modifier	Floor	Notes
Translator / Interpreter	+2 (all skills)	Level 4	All four skills at advanced professional; Writing for translators, Speaking for interpreters
Linguist	+2 (all skills)	Level 5	All four skills at functionally native; scholarly register, script expertise
Language Instructor	+2 (all skills)	Level 4	Plus GAPC Examiner certification (GAPC-003)

Role / Role Type	Modifier	Floor	Notes
Diplomat	+1 (all skills)	Level 2	Speaking & Writing emphasized; Level 3 preferred for Manager and above
Negotiator	+1 (all skills)	Level 3	Formal legal register; precise treaty-level drafting
Legal Officer	+1 (all skills)	Level 2	Legislation and legal instruments drafted in the script
Treaty Researcher	+1 Reading	Level 2 (Reading 3)	Historical and archaic orthographies; scholarly reading
Public Defender	+1 (all skills)	Level 2	Administrative and judicial proceedings in the language
Ministerial Advisor	+1 (all skills)	Level 2	Briefs a Level 5 minister; Level 3 preferred for Manager and above
Constituency Officer	+1 (all skills)	Level 2	Relational and representational; spoken interaction with constituents
Intelligence Analyst	+1 Reading & Listening	Level 1 all	Processes Anishinaabe-language sources at professional speed
Field Officer (Inspector General, Border Officer)	+1 (all skills)	Level 1 all	Continuous field interaction in the language
Communications Officer	+1 (all skills)	Level 2	Publication-quality public text; Level 3 preferred senior
Intergovernmental Liaison	+1 (all skills)	Level 1 all	Correspondence and coordination meetings; Level 2 preferred senior
Records / Audit / Statistics (documentary roles)	— (baseline)	Reading 1 + Writing 1	Documentary roles; Listening/Speaking added at Officer grade

3. The Four-Track Certification Model

The GAPC framework is organised into four certification tracks, each matched to the demands of a class of ranks and roles. The track structure allows the certification system to certify precisely the competence a role requires, without imposing unnecessary skills on roles that do not need them, while ensuring that every role's actual demands are met. A candidate certifies within a track; the certification is recorded against the candidate's personnel file and is the basis for appointment and promotion. The four tracks are described below.

Track A — Reading-Only Track

The Reading-Only track certifies the ability to read the Government Anishinaabe script at GAPC Reading Level 1. It is the minimum certification and is intended for ranks and roles whose only language demand is the reading of written material in the script — orders, SASI screens, post instructions, simple forms. It is the certification floor for the Clerk rank (Junior and Regular) and for

the Soldier/Guard role. Certification is by the GAPC Reading 1 assessment, administered by the Certification Board through the CAS. Holders of Track A certification may read the script but are not certified to write, speak, or listen at any level; roles requiring additional skills require certification in a higher track.

Track B — Reading and Writing Track

The Reading and Writing track certifies the ability to read and write the Government Anishinaabe script at GAPC Reading Level 1 and Writing Level 1. It is intended for ranks and roles whose language demand is documentary — the reading and production of written material in the script — without a spoken-interaction component. It is the certification floor for the Leading Clerk grade, for the Specialist rank (Junior and Regular) in documentary roles (records, finance, audit support, statistics), and for the Statistician role. Certification is by the GAPC Reading 1 and Writing 1 assessments. Holders may read and write the script but are not certified for spoken interaction; roles requiring spoken interaction require Track C or above.

Track C — Full Level 1 Track

The Full Level 1 track certifies elementary communicative competence across all four skills — Listening, Speaking, Reading, and Writing — at GAPC Level 1. It is intended for ranks and roles that require genuine interaction in Anishinaabemowin: speaking with the public, listening in meetings, reading documents, and writing correspondence, all at an elementary level. It is the certification floor for the Leading Specialist grade, for the Officer rank, and for roles with continuous spoken interaction in the language, including the Inspector General, Border/Customs Officer, Judicial Clerk, and Intergovernmental Liaison. Certification is by the four-skill GAPC Level 1 assessment. Holders may operate in Anishinaabemowin at an elementary level across all four skills.

Track D — Level 2 and Above Track

The Level 2 and Above track certifies working professional proficiency and above — GAPC Level 2 (limited working), Level 3 (general professional), Level 4 (advanced professional), or Level 5 (functionally native) — across all four skills. It is intended for ranks and roles that require the conduct of professional work in Anishinaabemowin: management meetings, briefing political leadership, legal proceedings, diplomatic negotiation, treaty drafting, ministerial advising. It is the certification floor for the Manager rank and above, for the executive tier, and for roles including Legal Officer, Diplomat, Negotiator, Public Defender, Ministerial Advisor, Constituency Officer, and Communications Officer. The Minister rank requires Level 5 on this track — functionally native fluency — as a non-negotiable condition of office. Certification is by the four-skill GAPC assessment at the relevant level, administered by the Certification Board.

Track Summary

Track	Name	Certifies	Typical Ranks / Roles
A	Reading-Only	Reading 1	Clerk (Jr/Reg); Soldier/Guard
B	Reading + Writing	Reading 1 + Writing 1	Leading Clerk; Specialist (documentary); Statistician; Audit support
C	Full Level 1	Level 1 (all four skills)	Leading Specialist; Officer; Inspector General; Border Officer; Judicial Clerk
D	Level 2 and Above	Level 2 / 3 / 4 / 5 (all four skills)	Manager and above; executive tier; Legal Officer; Diplomat; Negotiator; Public Defender; Ministerial Advisor; Minister (L5)

4. Skill-Specific Requirements by Role

The table below sets out, for each role described in Chapters 2 through 9, the required GAPC level, the skills emphasized, and the track on which the role certifies. This is the operational reference for hiring, promotion, and certification tracking. Where a role's requirement exceeds the rank baseline (Part 1), the role requirement governs.

Role	Chapter	Required Level	Skills Emphasized	Track
Administrator	2	R1 (Clerk); R1+W1 (Leading/Specialist); L1 all (Officer+)	Reading, Writing	A→B→C
Finance Officer	2	R1+W1 (Specialist); L1 all (Leading Specialist+)	Reading, Writing; L/S at LS+	B→C
HR Officer	2	R1+W1 (Specialist); L1 all (Leading Specialist+)	Reading, Writing; L/S at LS+	B→C
Records Officer	2	R1+W1 (all grades); L/S at Officer+	Reading, Writing	B→C
Diplomat	4	Level 2 all (+1; L3 preferred senior)	Speaking, Writing	D
Negotiator	4	Level 3 all (floor L3)	Speaking, Writing (legal register)	D
Intergovernmental Liaison	4	Level 1 all (+1; L2 preferred senior)	Speaking, Writing	C→D
Translator / Interpreter	5	Level 4 all (+2, floor L4)	All four; Writing (T) / Speaking (I)	D
Linguist	5	Level 5 all (+2, floor L5)	All four; Reading, Writing (scholarly)	D
Language Instructor	5	Level 4 all (+2, floor L4) + examiner	All four; Speaking, Writing	D

Role	Chapter	Required Level	Skills Emphasized	Track
Communications Officer	5	Level 2 all (+1; L3 preferred senior)	Writing, Reading	D
Soldier / Guard	6	Reading 1	Reading	A
Intelligence Analyst	6	Level 1 all + Reading 2 / Listening 2 (+1 R&L)	Reading, Listening	C (elevated)
Border / Customs Officer	6	Level 1 all (L2 for liaison)	Speaking, Listening	C
Legal Officer	7	Level 2 all (+1, floor L2)	Writing, Reading (legal drafting)	D
Treaty Researcher	7	Level 2 all + Reading 3 (+1 Reading, floor L2)	Reading (historical/archaic)	D
Judicial Clerk	7	Level 1 all (R&W emphasis); Specialist entry	Reading, Writing	C
Auditor	8	R1+W1 (L1 all at Leading Specialist+)	Reading, Writing	B→C
Inspector General	8	Level 1 all (Specialist entry)	Speaking, Listening (field)	C
Public Defender	8	Level 2 all (+1, floor L2)	Speaking, Writing (proceedings)	D
Statistician	8	R1+W1 (L1 all at Officer+)	Reading, Writing	B→C
Ministerial Advisor	9	Level 2 all (+1, floor L2; L3 senior)	Writing, Speaking (briefing)	D
Constituency Officer	9	Level 2 all (+1, floor L2)	Speaking, Listening (relational)	D
Minister (rank)	11	Level 5 all (functionally native)	All four (full political range)	D

5. Branch-Specific Language Requirements

The five constitutional branches of the Polity apply the language standard with different baselines and emphases, reflecting the different character of their work. The general principle is uniform — every branch operates in Anishinaabemowin and certifies its personnel under GAPC — but the entry ranks, the documentary emphasis, and the interactional demands differ. The branch-specific notes below should be read alongside the role and rank chapters.

Executive Branch

The Executive Branch applies the standard rank baseline (Part 1) without elevation. It is the largest branch and contains the full range of ranks from Junior Clerk to Minister. The language floor rises with rank in the standard pattern: Reading 1 at Clerk, Reading and Writing 1 at Specialist, Level 1 all at Leading Specialist and Officer, Level 2 at Manager and above, culminating in Level 5 at the

Minister. Role modifiers (Part 2) apply within the Executive as elsewhere — a Diplomat or Legal Officer in the Executive carries the elevated requirement of the role.

Legislative Branch

The Legislative Branch applies a baseline broadly comparable to the Executive, with an emphasis on Reading and Writing for the legislative-support roles (research, drafting, committee operations) that dominate its workforce. Legislative Specialists and Officers typically hold policy or legal qualifications and carry the corresponding language requirements. The presiding officers of the legislature are Minister-equivalent political offices and carry the Level 5 requirement.

Judicial Branch — Elevated Baseline

The Judicial Branch has a higher baseline than the Executive and Legislative branches because judicial-branch personnel enter the Table of Ranks at higher grades. Judicial clerks are qualified lawyers and enter at no lower than the Specialist rank, where the documentary language floor (Reading 1 + Writing 1) applies from appointment; the Judicial Clerk role itself requires Level 1 all with Reading and Writing emphasis. Court registrars typically enter at Officer rank, where Level 1 all is the floor. The cumulative effect is that the Judicial Branch has no Junior Clerk-rank personnel in legal roles — the language floor for legal work in the branch is, in practice, Level 1. The senior judiciary and the chief administrator of the courts operate at the executive-tier language floors.

Oversight Branch — Elevated Baseline

The Oversight Branch, like the Judicial Branch, has an elevated baseline because oversight professionals enter the Table of Ranks at higher grades. Auditors and Inspectors General enter at the Specialist rank, where the documentary or full Level 1 floor applies from appointment. The Public Defender role, which conducts legal proceedings, carries a Level 2 floor. The Bureau of Statistics applies the documentary floor (Reading 1 + Writing 1) with Level 1 all at Officer and above. The heads of the oversight institutions — the Court of Audit, the Inspectors General, the Public Defender service, the Bureau of Statistics — are Deputy Minister-equivalent and carry the Level 4 floor. The cumulative effect is that the Oversight Branch has a higher average language floor than the Executive, reflecting both the entry-rank elevation and the interactional demands of oversight work (audit interviews, field inspections, legal proceedings).

Qualifications Branch

The Qualifications Branch houses the language program itself — the CAS, the Certification Board, the Civil Service Commission, the Bureau of Professional Standards. Its language requirements are accordingly the most varied in the government: language instructors and linguists carry the highest floors in the system (Level 4 and Level 5 respectively), while administrative and logistical personnel carry the standard rank baseline. The head of the CAS is a Deputy Minister-equivalent and carries the Level 4 floor.

6. Military Language Requirements

The Disciplined Services — the land forces, the naval service, the border patrol, and the M Legion — are treated as a government organisation within the same Table of Ranks as the civil service, and their personnel are certified under the same GAPC framework on the same scale. A uniformed rank and its civilian counterpart carry the same language baseline; there is no separate, lower standard for the military. The principle is that the Polity's security forces operate in Anishinaabemowin — orders are issued in the language, reports are written in the script, operations are briefed in the language — and the personnel who execute them must be able to do so at the level their rank requires.

Operational-Level Correspondence

At the operational level, the correspondence is direct. A Private (Clerk) requires GAPC Reading 1 — the ability to read orders and post instructions in the script. A Corporal (Specialist) requires Reading 1 and Writing 1 — the ability to read and write routine reports. A Lieutenant (Officer) requires Level 1 all — the ability to brief and be briefed in the language. A Captain (Manager) requires Level 2 all — the ability to conduct command business in the language. A Major (Desk Chief) requires Level 2 all, with Level 3 expected of those progressing to the executive tier. The intelligence-analyst role modifier (+1 Reading and Listening, floor Level 1 all) applies equally to uniformed and civilian analysts.

Executive-Level Correspondence

At the executive level, the correspondence continues. A Colonel (Assistant Bureau Chief) requires Level 2 all with progression toward Level 3. A Brigadier (Deputy Bureau Chief) requires Level 3 all. A Major General (Bureau Chief) requires Level 3 all with progression toward Level 4. A General or Vice Admiral (Deputy Minister equivalent — the senior operational uniformed officer in each service) requires Level 4 all. Above this, the correspondence becomes ceremonial rather than substantive: the Field Marshal and Admiral designations are honorifics that may be conferred upon retirement and do not confer political authority. The Minister of Defence — the civilian political head of the Disciplined Services — is a civilian appointment and carries the Minister rank's Level 5 requirement, exactly as any other Minister does.

Service-Specific Notes

- Land forces: orders, post instructions, and operational reports are issued in the Government Anishinaabe script; the Reading 1 floor for Privates reflects the need to read these.

- Naval service: the same standard applies; ship's orders and logs are maintained in the script.
- Border patrol: border officers interact continuously with Anishinaabe-speaking travellers and require Level 1 all (Track C), with Level 2 preferred for cross-border liaison roles.
- M Legion: the M Legion follows the same rank and language framework as the other services; its specialist roles carry the corresponding role modifiers.
- Recruit training: all services deliver the GAPC Script Primer (A1) as part of recruit training, ensuring that the Reading 1 floor is met before the recruit is posted to an operational unit.

Closing Note

This standard is maintained by the Centre for Administrative Services in consultation with the Certification Board and the Civil Service Commission. It is reviewed annually and revised as the certification framework matures — in particular, as GAPC Levels 3, 4, and 5 assessments become more fully developed, the floors that currently read 'Level X preferred' will harden into 'Level X required.' The direction of travel is unambiguous and intentional: the Polity is an Anishinaabe government, and its personnel system is designed to build, over time, a civil and disciplined service that operates in Anishinaabemowin at every rank and in every branch, from the newest Private reading their first orders to the Minister addressing the nation.

Chapter 13 · CAS Course Catalogue

This chapter is the complete catalogue of courses delivered by the Centre for Administrative Services (CAS). Courses are organized into four categories: Foundational (script and SASI basics), Rank-Specific (bundled packages by career track), Role-Specific (specialized training by functional domain), and Language (GAPC certification preparation). All courses are delivered through the CAS and certified by the Qualifications Branch. Pricing follows the five-tier model established in the GAPC Supply Arrangement (GAPC-SM-001).

Foundational Courses

Foundational courses are prerequisites for all government positions. Every employee, regardless of rank or role, must complete these courses as part of onboarding.

Course Name	Type	Duration	Provider	Price (by Tier)
GAPC Script Primer (Book A1)	Language	1 week (20 hours)	CAS	Free (Tier 1–2) / \$75 (Tier 3) / \$200 (Tier 5)
Handwriting Workbook (Book A2)	Language	Self-study	CAS	Free (Tier 1–2) / \$25 (Tier 3) / \$75 (Tier 5)
Keyboarding Workbook (Book A3)	Language	Self-study	CAS	Free (Tier 1–2) / \$25 (Tier 3) / \$75 (Tier 5)
SASI Navigation Basics	Admin	3 days (24 hours)	CAS	Free (Tier 1–2) / \$150 (Tier 3) / \$400 (Tier 5)
Government Anishinaabe Script: Reference Card (Book A4)	Language	Reference	CAS	Free (all tiers)
Keyman Keyboard Installation and Setup	Admin	2 hours	CAS/IT	Free (all tiers)

Rank-Specific Course Packages

Each rank has a bundled course package that combines SASI training, language training, and role-specific content. Packages are progressive — each package builds on the previous one. Promotion to the next rank requires completion of the corresponding package.

Clerk Track

Course Name	Type	Duration	Provider	Price (by Tier)
Junior Clerk Package: SASI Navigation + Data Entry + GAPC Reading 1	Bundle	3 weeks	CAS	Free (T1–2) / \$200 (T3) / \$600 (T5)

Course Name	Type	Duration	Provider	Price (by Tier)
Clerk Package: SASI Module Operations + GAPC Reading 1	Bundle	3 weeks	CAS	Free (T1–2) / \$200 (T3) / \$600 (T5)
Leading Clerk Package: SASI Data Management + GAPC Reading 1 + Writing 1	Bundle	4 weeks	CAS	Free (T1–2) / \$250 (T3) / \$750 (T5)

Specialist Track

Course Name	Type	Duration	Provider	Price (by Tier)
Junior Specialist Package: SASI Domain Module + GAPC Reading 1	Bundle	4 weeks	CAS	Free (T1–2) / \$300 (T3) / \$900 (T5)
Specialist Package: SASI Advanced Domain + GAPC Reading 1 + Writing 1	Bundle	5 weeks	CAS	Free (T1–2) / \$350 (T3) / \$1,050 (T5)
Leading Specialist Package: SASI Domain Admin + GAPC Level 1 (all skills)	Bundle	8 weeks	CAS	Free (T1–2) / \$400 (T3) / \$1,200 (T5)

Officer Track

Course Name	Type	Duration	Provider	Price (by Tier)
Junior Officer Package: SASI Multi-Module Operations + GAPC Level 1	Bundle	8 weeks	CAS	Free (T1–2) / \$500 (T3) / \$1,500 (T5)
Officer Package: SASI Workflow Management + GAPC Level 1	Bundle	8 weeks	CAS	Free (T1–2) / \$500 (T3) / \$1,500 (T5)
Leading Officer Package: SASI Supervisory Functions + GAPC Level 2	Bundle	12 weeks	CAS	Free (T1–2) / \$600 (T3) / \$1,800 (T5)

Manager Track

Course Name	Type	Duration	Provider	Price (by Tier)
Junior Manager Package: SASI Approval Workflows + Reporting + GAPC Level 1	Bundle	8 weeks	CAS	Free (T1–2) / \$600 (T3) / \$1,800 (T5)
Manager Package: SASI Team Management + Analytics + GAPC Level 2	Bundle	12 weeks	CAS	Free (T1–2) / \$700 (T3) / \$2,100 (T5)
Leading Manager Package: SASI Cross-Functional Management + GAPC Level 2	Bundle	12 weeks	CAS	Free (T1–2) / \$700 (T3) / \$2,100 (T5)

Desk Chief Track

Course Name	Type	Duration	Provider	Price (by Tier)
Junior Desk Chief Package: SASI Functional Area Management + GAPC Level 2	Bundle	12 weeks	CAS	Free (T1–2) / \$800 (T3) / \$2,400 (T5)

Course Name	Type	Duration	Provider	Price (by Tier)
Desk Chief Package: SASI Executive Reporting + GAPC Level 2	Bundle	12 weeks	CAS	Free (T1–2) / \$800 (T3) / \$2,400 (T5)
Leading Desk Chief Package: SASI External Representation + GAPC Level 3	Bundle	16 weeks	CAS	Free (T1–2) / \$900 (T3) / \$2,700 (T5)

Executive Track

Course Name	Type	Duration	Provider	Price (by Tier)
Assistant Bureau Chief Package: SASI Bureau Operations + GAPC Level 2	Bundle	12 weeks	CAS/Cohort School	Free (T1–2) / \$1,000 (T3) / \$3,000 (T5)
Deputy Bureau Chief Package: SASI Strategic Management + GAPC Level 3	Bundle	16 weeks	CAS/Cohort School	Free (T1–2) / \$1,200 (T3) / \$3,600 (T5)
Bureau Chief Package: SASI Executive Leadership + GAPC Level 3	Bundle	16 weeks	CAS/Cohort School	Free (T1–2) / \$1,200 (T3) / \$3,600 (T5)
Deputy Minister Package: SASI Whole-of-Government + GAPC Level 3	Bundle	20 weeks	CAS/Cohort School	Free (T1–2) / \$1,500 (T3) / \$4,500 (T5)
Minister Package: SASI Executive Briefing + GAPC Level 5	Bundle	Ongoing	CAS/Cohort School	Free (T1–2) / \$2,000 (T3) / \$6,000 (T5)

Role-Specific Courses

Role-specific courses provide specialized training for particular functional domains. These courses are taken in addition to the rank-specific package.

Course Name	Type	Duration	Provider	Price (by Tier)
Financial Management in SASI (GL, AP, AR, Budget, Bank Rec)	Specialist	2 weeks	CAS/State Tech College	\$200 (T3) / \$600 (T5)
HR Management in SASI (IERD, Payroll, Certification Tracking)	Specialist	2 weeks	CAS/State Tech College	\$200 (T3) / \$600 (T5)
Procurement and Contract Management in SASI (PO, AP)	Specialist	1 week	CAS/State Tech College	\$150 (T3) / \$450 (T5)
SASI System Administration (Admin Module, Security, User Management)	Specialist	2 weeks	CAS/State Tech College	\$250 (T3) / \$750 (T5)
Community Database Management (CHR Module)	Specialist	1 week	CAS	\$150 (T3) / \$450 (T5)
Report Writer and Analytics in SASI	Specialist	1 week	CAS	\$150 (T3) / \$450 (T5)
Income Assistance and PSE Administration	Specialist	1 week	CAS	\$150 (T3) / \$450 (T5)

Course Name	Type	Duration	Provider	Price (by Tier)
GST/HST Tracking and Tax Compliance	Specialist	3 days	CAS/State Tech College	\$100 (T3) / \$300 (T5)
Diplomatic Protocol and Intergovernmental Relations	Specialist	2 weeks	CAS/Cohort School	\$300 (T3) / \$900 (T5)
Treaty Research and Legal Analysis	Specialist	4 weeks	CAS/Cohort School	\$500 (T3) / \$1,500 (T5)
Consultation Process Design and Facilitation	Specialist	2 weeks	CAS	\$250 (T3) / \$750 (T5)
Translation and Interpretation Techniques	Specialist	4 weeks	CAS	\$500 (T3) / \$1,500 (T5)
GAPC Examiner Certification (GAPC-003)	Specialist	3 days	CAS/Certification Board	\$300 (T3) / \$900 (T5)
Court Audit Procedures and FIP Compliance	Specialist	2 weeks	CAS/Court of Audit	\$300 (T3) / \$900 (T5)
Inspector General Field Methods	Specialist	2 weeks	CAS/Court of Audit	\$250 (T3) / \$750 (T5)
Public Defender Legal Practice	Specialist	4 weeks	CAS/Cohort School	\$500 (T3) / \$1,500 (T5)
Statistical Methods and Census Operations	Specialist	3 weeks	CAS/Bureau of Statistics	\$350 (T3) / \$1,050 (T5)
Military Operations in SASI	Specialist	2 weeks	CAS/Ministry of Defense	\$200 (T3) / \$600 (T5)
Intelligence Analysis Methods	Specialist	3 weeks	CAS/Cohort School	\$400 (T3) / \$1,200 (T5)
Border Security and Customs Operations	Specialist	2 weeks	CAS/Ministry of Defense	\$250 (T3) / \$750 (T5)
Public Communications and Media Relations	Specialist	1 week	CAS	\$200 (T3) / \$600 (T5)
Cohort Program (Senior Institutional Officer Certification)	Executive	6 months	Cohort Administrative School	By application

Language Courses (GAPC Certification Preparation)

Language courses prepare candidates for GAPC certification at each level. All language courses are delivered by the CAS using the Government Anishinaabe curriculum (Books A1–B5).

Course Name	Type	Duration	Provider	Price (by Tier)
GAPC Reading 1 Preparation	Language	1 week (Book A1 intensive)	CAS	Free (T1–2) / \$75 (T3) / \$200 (T5)

Course Name	Type	Duration	Provider	Price (by Tier)
GAPC Reading 1 + Writing 1 Preparation	Language	2 weeks (A1 + A2)	CAS	Free (T1–2) / \$100 (T3) / \$300 (T5)
GAPC Level 1 Full Coursebook (Book B1)	Language	12 weeks / 200 hours	CAS	Free (T1–2) / \$400 (T3) / \$1,200 (T5)
GAPC Level 1 Assessment (Tier 1 + Tier 2)	Assessment	1 day	CAS/Certification Board	Free (T1–2) / \$300 (T3) / \$900 (T5)
GAPC Level 2 Preparation (when available)	Language	16 weeks / 300 hours	CAS	Free (T1–2) / \$500 (T3) / \$1,500 (T5)
GAPC Level 2 Assessment	Assessment	1 day	CAS/Certification Board	Free (T1–2) / \$350 (T3) / \$1,050 (T5)
GAPC Level 3 Preparation (when available)	Language	24 weeks / 400 hours	CAS	Free (T1–2) / \$700 (T3) / \$2,100 (T5)
GAPC Level 3 Assessment	Assessment	1 day	CAS/Certification Board	Free (T1–2) / \$400 (T3) / \$1,200 (T5)
GAPC Level 4 Preparation (when available)	Language	Ongoing / 600+ hours	CAS/Cohort School	Free (T1–2) / \$1,000 (T3) / \$3,000 (T5)
GAPC Level 4 Assessment	Assessment	2 days	CAS/Certification Board	Free (T1–2) / \$500 (T3) / \$1,500 (T5)
GAPC Level 5 Preparation (Ministerial/Fluent)	Language	Ongoing / Immersion	CAS/Cohort School	Free (T1–2) / \$1,500 (T3) / \$4,500 (T5)
GAPC Level 5 Assessment	Assessment	2 days	CAS/Certification Board	Free (T1–2) / \$600 (T3) / \$1,800 (T5)
GAPC Recertification Assessment (any level)	Assessment	1 day	CAS/Certification Board	Free (T1–2) / \$300 (T3) / \$900 (T5)
GAPC Examiner Training and Certification (GAPC-003)	Specialist	3 days	CAS/Certification Board	\$300 (T3) / \$900 (T5)

Volume Discounts

Volume discounts apply when registering multiple candidates in a single order:

Candidates per Order	Tier 1–2	Tier 3	Tier 5
1–9	Free	Standard	Standard
10–19	Free	5% off	10% off
20–49	Free	10% off	15% off
50+	Free	15% off	20% off

All prices are in Canadian dollars (CAD) and exclude applicable taxes. Tier 1 (Anishinaabe governments) and Tier 2 (other First Nations) are fully subsidized. Volume discounts apply to the total number of candidates in a single Service Order. For customized training packages, contact the CAS for a custom quote.

This Handbook is the authoritative reference for government roles and ranks. It is maintained by the Qualifications Branch and updated annually. All government offices are required to use the current edition when making personnel decisions.

Chapter 14 · Career Progression and Training Pathways

This chapter provides detailed career progression narratives for the major role categories in the Polity. Each narrative traces a realistic career from entry to senior leadership, describing the responsibilities at each stage, the training and courses required, and the language certification milestones. The courses referenced here draw on global best practices in government administration training, adapted for the Anishinaabe governmental context.

The training philosophy of the Polity follows the model of the world's leading government training institutions: the US Foreign Service Institute (FSI), the Canada School of Public Service (CSPS), the École Nationale d'Administration (ENA, France), the Bundesakademie für öffentliche Verwaltung (BAKöV, Germany), and the Civil Service College (CSC, Singapore). These institutions share a common approach: career-long training that is rank-progressive, role-specific, and continuously updated. The CAS adopts this approach, delivering training at every stage of a government career.

Reference: Global Best Practice Courses Adopted by the CAS

The following table lists the standard government administration courses that the CAS has adapted from global best practices. These courses appear throughout the career progression narratives below.

Course Title	Source / Inspiration	Key Content
Foundations of Public Administration	Adapted from CSPS (Canada)	Principles of public service, governance structures, constitutional framework, ethics
Results-Based Management	Adapted from OECD/UN	Planning, monitoring, evaluation, performance indicators, logic models
Policy Analysis and Development	Adapted from FSI/King's College	Policy cycle, stakeholder analysis, options assessment, briefing notes
Financial Resource Management	Adapted from CSPS/IMF	Public finance, budget cycles, expenditure management, fiscal reporting
Project Management for Government	Adapted from PMI/PRINCE2	Project lifecycle, risk management, stakeholder engagement, Agile in government
Human Resource Management in the Public Service	Adapted from CSPS/SHRM	Recruitment, classification, performance management, labour relations
Procurement and Contract Management	Adapted from WTO/OECD	Tendering, evaluation, contract law, vendor management, Indigenous procurement
Government Communications	Adapted from UK GCS	Strategic communication, media relations, crisis communication, digital engagement

Course Title	Source / Inspiration	Key Content
Interagency Coordination and FIP Compliance	Adapted from Polity constitution	Foundational Interagency Procedures, inter-ministry coordination, protocol
Ethics and Integrity in Public Service	Adapted from UN/Transparency Intl	Conflict of interest, anti-corruption, whistleblower protection, ethical decision-making
Indigenous Governance and Self-Determination	Adapted from UNDRIP/TRC	Self-governance, nation-to-nation relations, consultation, FPIC
Risk Management in Government	Adapted from ISO 31000/COSO	Risk identification, assessment, mitigation, enterprise risk management
Data-Driven Decision Making	Adapted from Harvard Kennedy School	Statistics, data visualization, evidence-based policy, analytics in SASI
Crisis and Emergency Management	Adapted from FEMA/EMO	Emergency operations, continuity planning, incident command, public safety
Negotiation and Conflict Resolution	Adapted from Harvard PON	Interest-based negotiation, mediation, multi-party facilitation, treaty negotiation
Executive Leadership in Public Service	Adapted from ENA/CSPS	Strategic leadership, change management, executive decision-making, political acuity
Diplomatic Practice and Protocol	Adapted from FSI/DiploFoundation	Diplomatic correspondence, protocol, representation, cross-cultural communication
Legislative Drafting	Adapted from Commonwealth Secretariat	Drafting statutes, FIPs, legal instruments, plain language in Anishinaabemowin
Audit and Assurance	Adapted from INTOSAI/Court of Audit	Performance audit, compliance audit, financial audit, audit reporting
Information Security and Data Protection	Adapted from ISO 27001/GDPR	Information classification, access control, privacy, breach response

Career Progression Narratives

The following narratives trace realistic career paths through the Polity's government service. Each narrative covers the full arc from entry to senior leadership, describing responsibilities, training, and language milestones at each stage. The narratives are illustrative — individual careers vary based on aptitude, opportunity, and organizational need — but they represent the expected progression for motivated, capable employees.

Career 1 · The Finance Track

From Junior Clerk to Deputy Minister of Finance — the fiscal stewardship path

The finance track is the backbone of fiscal governance in the Polity. Finance professionals ensure that every dollar of public money is tracked, accounted for, and reported with integrity. This career path can lead to the highest levels of fiscal leadership, including the position of Deputy Minister of Finance — the top financial advisor to the government. The path requires progressively deeper expertise in public finance, audit compliance, and fiscal policy, all conducted in Anishinaabemowin.

Junior Clerk (Finance) — Entry Level

The Junior Clerk in Finance processes basic financial transactions: data entry in the General Ledger (GL) module, invoice scanning in Accounts Payable (AP), receipt logging in Accounts Receivable (AR), and bank statement import for reconciliation. The clerk works under direct supervision, following established procedures. This is a learning position — the clerk is expected to observe, ask questions, and develop familiarity with the financial cycle.

Required Training:

- GAPC Script Primer (Book A1) — 1 week intensive
- SASI Navigation Basics — 3 days
- Foundations of Public Administration — 2 weeks
- SASI Financial Modules Overview — 1 week

Language Milestone: GAPC Reading 1 — must be able to navigate SASI financial modules in the script.

Clerk (Finance) — Operational Level

The Clerk in Finance handles more complex transactions independently: processing purchase orders in the PO module, running bank reconciliations in the BNK module, preparing GST/HST returns in the TAX module, and generating standard financial reports using the Report Writer. The clerk is responsible for the accuracy of their work and must understand the financial cycle well enough to identify and flag discrepancies.

Required Training:

- Financial Resource Management — 2 weeks
- Procurement and Contract Management — 1 week
- Ethics and Integrity in Public Service — 3 days
- GAPC Level 1 Coursebook (Book B1) — begins (12-week program, concurrent with work)

Language Milestone: GAPC Reading 1 maintained; Writing 1 begins (entering data in the script).

Leading Clerk (Finance) — Senior Operational

The Leading Clerk supervises 2-3 junior clerks, reviews their work for accuracy, and handles exceptions and complex transactions that junior clerks cannot resolve. The Leading Clerk is the first point of escalation for financial processing issues and liaises with program officers who submit expenses. This is the transition from individual contributor to team lead.

Required Training:

- Human Resource Management in the Public Service — 2 weeks
- Results-Based Management — 2 weeks
- GAPC Level 1 Assessment (all four skills) — upon completion of B1

Language Milestone: GAPC Reading 1 + Writing 1 certified. Full Level 1 assessment completed.

Junior Specialist (Finance) — Professional Entry

The Junior Specialist in Finance moves beyond transaction processing into financial analysis: preparing monthly financial statements, analyzing budget variances, advising program managers on expenditure status, and preparing audit-ready workpapers. The specialist is expected to understand not just how to process transactions but why the transactions matter — how they fit into the ministry's fiscal position.

Required Training:

- Financial Management in SASI (Advanced GL, AP, AR) — 2 weeks
- Audit and Assurance — 2 weeks
- Risk Management in Government — 1 week

Language Milestone: GAPC Level 1 (all four skills) maintained. Beginning to participate in financial review meetings in Anishinaabemowin.

Specialist (Finance) — Domain Expert

The Specialist in Finance is a recognized domain expert within the ministry. The specialist prepares the ministry's annual financial statements, leads the year-end close process, serves as the primary liaison with the Court of Audit during annual audits, and advises management on fiscal policy implications. The specialist may also develop financial procedures and train junior staff.

Required Training:

- Policy Analysis and Development — 2 weeks

- Government Communications — 1 week (for audit reporting)
- GAPC Level 2 Preparation — begins (16-week program)

Language Milestone: GAPC Level 1 all skills maintained. Preparing for Level 2 (limited working proficiency) for audit interactions.

Leading Specialist (Finance) — Senior Expert

The Leading Specialist manages the financial operations of a bureau or large division, overseeing a team of specialists and clerks. The Leading Specialist is responsible for the fiscal integrity of the entire unit, prepares bureau-level financial reports for the Bureau Chief, and represents the bureau in ministry-level financial planning. This is the transition from technical expert to financial manager.

Required Training:

- Project Management for Government — 2 weeks
- Executive Leadership in Public Service (Module 1: Team Leadership) — 1 week
- GAPC Level 2 Assessment

Language Milestone: GAPC Level 2 (all four skills) certified. Can conduct audit meetings and financial briefings in Anishinaabemowin.

Manager (Finance) — Operational Leadership

The Manager runs the financial operations of a major division or a medium-sized ministry. The Manager is responsible for the budget, the financial team, the audit relationship, and fiscal advice to the Director or Bureau Chief. The Manager participates in ministry-level decision-making and may represent the ministry in inter-ministry financial coordination.

Required Training:

- Executive Leadership in Public Service (Module 2: Strategic Management) — 2 weeks
- Interagency Coordination and FIP Compliance — 1 week
- Data-Driven Decision Making — 1 week

Language Milestone: GAPC Level 2 maintained. Participating in inter-ministry financial meetings in Anishinaabemowin.

Desk Chief (Finance Desk) — Senior Operational Leadership

The Finance Desk Chief runs the financial operations of a large ministry or the central finance function of the government. The Desk Chief reports directly to the Bureau Chief or Deputy Minister, provides fiscal advice at the highest operational level, and is responsible for the fiscal integrity of

the entire ministry. The Desk Chief is a candidate for the Cohort Program and executive advancement.

Required Training:

- Cohort Program (Cohort Administrative School) — 6-month senior officer certification
- Executive Leadership in Public Service (Module 3: Executive Decision-Making) — 2 weeks
- GAPC Level 3 Preparation — begins (24-week program)

Language Milestone: GAPC Level 3 preparation underway. Can lead financial briefings for political leadership in Anishinaabemowin.

Assistant Bureau Chief (Finance) — Executive Entry

The Assistant Bureau Chief in Finance is the first executive rank — the officer who assists the Bureau Chief in running the financial apparatus of the government. The Assistant Bureau Chief may oversee a cluster of financial desks (budget, revenue, expenditure, audit liaison) and deputizes for the Bureau Chief in inter-ministry meetings.

Required Training:

- Cohort Program completion (if not already completed)
- Negotiation and Conflict Resolution — 2 weeks
- GAPC Level 3 Assessment

Language Milestone: GAPC Level 3 (all four skills) certified. Full professional proficiency for executive financial communications.

Bureau Chief (Finance) — Senior Executive

The Bureau Chief of Finance runs the government's central financial bureau. The Bureau Chief is the principal fiscal advisor to the Deputy Minister and the Minister, prepares the government's budget for legislative approval, and represents the government's fiscal position to the Court of Audit, the Council of State, and external auditors. The Bureau Chief is a member of the senior executive cadre and a candidate for Deputy Minister.

Required Training:

- Executive Leadership in Public Service (Module 4: Strategic Leadership) — 2 weeks
- Crisis and Emergency Management — 1 week (fiscal crisis scenarios)

Language Milestone: GAPC Level 3 maintained. May pursue Level 4 for enhanced diplomatic fiscal representation.

Deputy Minister of Finance — Top Public Servant

The Deputy Minister of Finance is the top financial public servant in the Polity. The Deputy Minister advises the Minister of Finance on all fiscal matters, oversees the entire financial apparatus of the government, and is accountable to the Elected Prince and the Council of State for the fiscal integrity of the Polity. This is the pinnacle of the finance career track — the position to which every finance officer can aspire.

Required Training:

- Ongoing executive development through the Cohort Administrative School
- GAPC Level 4 Preparation (optional, for international fiscal diplomacy)

Language Milestone: GAPC Level 3 minimum (Level 4 preferred). The Deputy Minister must be able to brief the Elected Prince, the Council of State, and international counterparts in Anishinaabemowin.

Career 2 · The Field Officer Track

From Junior Officer to Bureau Chief of Community Services — the community engagement path

The field officer track is the path of direct community service. Field officers work in Anishinaabe territory, delivering services, building relationships, and representing the government to the people. This path requires strong language skills from the start — field officers interact with Anishinaabe speakers daily and must be able to communicate fluently from day one. The path can lead to senior leadership in community-facing ministries.

Junior Officer (Field) — Entry

The Junior Field Officer is assigned to a community or region and works under the supervision of a senior officer. The junior officer delivers routine services: income assistance processing, housing inspections, education program support, and community visits. This is a learning position — the junior officer learns the communities, the people, and the protocols while building language fluency through daily use.

Required Training:

- GAPC Script Primer (Book A1) — 1 week (pre-deployment)
- SASI Navigation Basics — 3 days
- Foundations of Public Administration — 2 weeks
- Indigenous Governance and Self-Determination — 2 weeks
- Community Database Management (CHR Module) — 1 week

Language Milestone: GAPC Level 1 (all four skills) — REQUIRED before field deployment. Must be able to greet, converse, and deliver services in Anishinaabemowin.

Officer (Field) — Independent Operations

The Field Officer operates independently, managing a portfolio of community files and serving as the government's primary representative in their assigned area. The officer handles complex cases, mediates disputes, coordinates with other agencies, and documents all interactions in SASI. The officer is the face of the government to the community.

Required Training:

- GAPC Level 1 Coursebook (Book B1) — completed (if not done before entry)
- Case Management and Service Delivery — 2 weeks
- Crisis and Emergency Management — 1 week
- Ethics and Integrity in Public Service — 3 days

Language Milestone: GAPC Level 1 maintained. Daily use in the field strengthens all four skills.

Leading Officer (Field) — Team Lead

The Leading Field Officer supervises 3-5 junior officers, coordinates field operations across a region, and handles the most complex community files. The Leading Officer is the point of contact for community leadership and represents the government at community gatherings and council meetings.

Required Training:

- Human Resource Management in the Public Service — 2 weeks
- Negotiation and Conflict Resolution — 2 weeks
- Results-Based Management — 2 weeks
- GAPC Level 2 Preparation — begins

Language Milestone: GAPC Level 2 (when available) preferred. Must lead community meetings in Anishinaabemowin.

Junior Manager (Field Operations) — Regional Management

The Junior Manager oversees field operations across a region or a major service domain. The manager sets operational priorities, allocates resources, monitors performance, and reports to the Desk Chief. The manager participates in ministry-level planning and represents the field perspective in headquarters discussions.

Required Training:

- Project Management for Government — 2 weeks
- Policy Analysis and Development — 2 weeks
- Interagency Coordination and FIP Compliance — 1 week

Language Milestone: GAPC Level 2 maintained. Represents the ministry in regional inter-agency meetings.

Manager (Field Operations) — Senior Regional Leadership

The Manager of Field Operations runs the field operations of an entire region or a major service program (e.g., all income assistance field operations). The manager is responsible for service quality across the region, manages a team of officers and support staff, and reports to the Desk Chief or Bureau Chief.

Required Training:

- Executive Leadership in Public Service (Module 1: Team Leadership) — 1 week

- Data-Driven Decision Making — 1 week
- GAPC Level 2 Assessment (if not completed)

Language Milestone: GAPC Level 2 certified. Full working proficiency for regional leadership.

Desk Chief (Community Services Desk) — Senior Operational

The Desk Chief of Community Services runs the community-facing operational function of a ministry. The Desk Chief oversees all field operations, community relations, and service delivery for the ministry, and reports to the Assistant Bureau Chief or Bureau Chief. The Desk Chief is a candidate for the Cohort Program.

Required Training:

- Cohort Program (Cohort Administrative School) — 6-month senior officer certification
- Executive Leadership in Public Service (Module 2: Strategic Management) — 2 weeks
- GAPC Level 3 Preparation — begins

Language Milestone: GAPC Level 3 preparation. Can brief political leadership on community issues in Anishinaabemowin.

Bureau Chief (Community Affairs) — Executive

The Bureau Chief of Community Affairs is the senior executive responsible for the government's relationship with Anishinaabe communities. The Bureau Chief advises the Deputy Minister and the Minister on community issues, represents the government in high-level community engagements, and oversees the entire community-facing apparatus of the ministry.

Required Training:

- Executive Leadership in Public Service (Module 4: Strategic Leadership) — 2 weeks
- Indigenous Governance and Self-Determination (Advanced) — 1 week
- GAPC Level 3 Assessment

Language Milestone: GAPC Level 3 certified. Full professional proficiency for executive community engagement.

Career 3 · The Diplomatic Track

From Junior Officer to Deputy Minister of Foreign Affairs — the intergovernmental path

The diplomatic track is the path of intergovernmental representation. Diplomats carry the Polity's voice to other governments, negotiate agreements, and manage the Polity's international standing. This track requires the highest levels of language proficiency — a diplomat who cannot speak Anishinaabemowin fluently cannot represent an Anishinaabe government credibly. The path leads to the Ministry of Foreign Affairs and, ultimately, to the position of Deputy Minister of Foreign Affairs.

Officer (Diplomatic) — Entry to Foreign Affairs

The Junior Diplomatic Officer begins as a desk officer in the Ministry of Foreign Affairs, managing bilateral relations with one or more counterpart governments. The officer drafts diplomatic correspondence, prepares briefing notes for senior officials, accompanies delegations to meetings, and maintains the contact registry. This is a learning position — the officer learns the protocols, the counterparts, and the issues under the supervision of a senior diplomat.

Required Training:

- GAPC Script Primer (Book A1) + B1 Coursebook — pre-entry (8 weeks)
- Diplomatic Practice and Protocol — 4 weeks
- Foundations of Public Administration — 2 weeks
- Indigenous Governance and Self-Determination — 2 weeks
- Interagency Coordination and FIP Compliance — 1 week

Language Milestone: GAPC Level 1 (all four skills) REQUIRED before entry. GAPC Level 2 preferred and expected within 18 months.

Leading Officer (Diplomatic) — Independent Portfolio

The Leading Diplomatic Officer manages an independent portfolio — a bilateral relationship or a multilateral file. The officer conducts negotiations at the working level, drafts agreement text, represents the Polity at working-level meetings, and briefs senior officials on developments. The officer is the Polity's primary point of contact for their portfolio.

Required Training:

- Negotiation and Conflict Resolution — 2 weeks
- Policy Analysis and Development — 2 weeks
- Legislative Drafting (for treaty text) — 2 weeks

- GAPC Level 2 Assessment

Language Milestone: GAPC Level 2 (all four skills) certified. Must conduct diplomatic correspondence and working-level negotiations in Anishinaabemowin.

Manager (Foreign Affairs) — Regional or Thematic Lead

The Manager in Foreign Affairs leads a regional or thematic desk — e.g., North American Indigenous Relations, Treaty Implementation, or International Indigenous Affairs. The manager oversees a team of officers, sets the strategic direction for the portfolio, and represents the Polity at senior-level meetings. The manager may be posted to a diplomatic mission abroad.

Required Training:

- Executive Leadership in Public Service (Module 1: Team Leadership) — 1 week
- Crisis and Emergency Management — 1 week (diplomatic crises)
- Government Communications — 1 week

Language Milestone: GAPC Level 2 maintained. May pursue Level 3 for enhanced diplomatic representation.

Desk Chief (Diplomatic Desk) — Senior Diplomatic Operations

The Diplomatic Desk Chief runs a major diplomatic desk — e.g., Treaty Affairs, Intergovernmental Relations, or a regional bureau. The Desk Chief is the principal diplomatic advisor to the Bureau Chief, manages the diplomatic team, and represents the Polity in high-level intergovernmental meetings. The Desk Chief is a candidate for the Cohort Program and executive advancement.

Required Training:

- Cohort Program (Cohort Administrative School) — 6 months
- Executive Leadership in Public Service (Module 3: Executive Decision-Making) — 2 weeks
- GAPC Level 3 Preparation — begins

Language Milestone: GAPC Level 3 preparation. Can lead diplomatic negotiations and deliver formal statements in Anishinaabemowin.

Assistant Bureau Chief (Foreign Affairs) — Executive Entry

The Assistant Bureau Chief in Foreign Affairs assists the Bureau Chief in running the diplomatic apparatus of the Polity. The Assistant Bureau Chief may oversee a cluster of regional desks, deputize for the Bureau Chief in inter-ministry meetings, and serve as the acting head of mission for a major diplomatic posting.

Required Training:

- Executive Leadership in Public Service (Module 4: Strategic Leadership) — 2 weeks
- GAPC Level 3 Assessment

Language Milestone: GAPC Level 3 (all four skills) certified. Full professional proficiency for diplomatic representation.

Bureau Chief (Foreign Affairs) — Senior Diplomatic Leadership

The Bureau Chief of Foreign Affairs is the senior career diplomat of the Polity. The Bureau Chief oversees all diplomatic operations, advises the Deputy Minister and the Minister on foreign affairs, and represents the Polity at the highest levels of intergovernmental engagement. The Bureau Chief may serve as the Polity's principal representative in major treaty negotiations.

Required Training:

- Ongoing executive development through the Cohort Administrative School
- GAPC Level 4 Preparation (optional, for highest-level international representation)

Language Milestone: GAPC Level 3 minimum (Level 4 preferred). Must represent the Polity's sovereignty through fluent Anishinaabemowin at the international level.

Deputy Minister of Foreign Affairs — Top Diplomatic Public Servant

The Deputy Minister of Foreign Affairs is the top diplomatic public servant in the Polity. The Deputy Minister advises the Minister of Foreign Affairs and the Elected Prince on all matters of foreign relations, oversees the entire diplomatic apparatus, and is the principal channel of communication between the Polity and other governments at the official level. This is the pinnacle of the diplomatic career track.

Required Training:

- Ongoing executive development
- GAPC Level 4 (recommended for international Indigenous diplomacy)

Language Milestone: GAPC Level 3 minimum (Level 4 strongly recommended). The Deputy Minister must be able to brief the Elected Prince, represent the Polity internationally, and conduct the highest-level diplomatic communications in Anishinaabemowin.

Career 4 · The HR / Qualifications Track

From Junior Specialist to Chief Qualifications Officer — the personnel stewardship path

The HR/Qualifications track is the path of personnel stewardship — the professionals who manage the government's workforce, from recruitment through retirement. This track can lead to the Qualifications Branch and, ultimately, to the position of Chief Qualifications Officer, one of the five most senior officers in the Polity. The path requires progressively deeper expertise in HR management, civil service standards, and the GAPC certification system.

Junior Specialist (HR) — Entry

The Junior HR Specialist processes personnel actions: appointments, transfers, classifications, payroll updates. The specialist uses the HR Management (IERD) and Payroll (PCS) modules of SASI and works under the supervision of a senior HR officer. The specialist also manages GAPC certification records — tracking who is certified, at what level, and when their certification expires.

Required Training:

- GAPC Script Primer (Book A1) + B1 — pre-entry
- SASI Navigation Basics — 3 days
- Human Resource Management in the Public Service — 2 weeks
- Foundations of Public Administration — 2 weeks

Language Milestone: GAPC Level 1 (Reading + Writing). Must manage certification records in the script.

Specialist (HR) — Domain Expert

The HR Specialist handles complex personnel matters: classification reviews, recruitment processes, performance evaluation coordination, and disciplinary procedures. The specialist advises managers on HR policy, ensures compliance with Civil Service Commission standards, and serves as the HR liaison for a division or bureau.

Required Training:

- Ethics and Integrity in Public Service — 3 days
- Results-Based Management — 2 weeks (for performance evaluation systems)
- Policy Analysis and Development — 2 weeks

Language Milestone: GAPC Level 1 (all four skills). Advises managers on HR matters in Anishinaabemowin.

Leading Specialist (HR) — Senior Expert

The Leading HR Specialist manages the HR function for a large division or ministry, overseeing a team of HR specialists and clerks. The specialist is responsible for the ministry's compliance with all Qualifications Branch standards, manages the ministry's GAPC certification program, and advises the Desk Chief or Bureau Chief on personnel strategy.

Required Training:

- Executive Leadership in Public Service (Module 1: Team Leadership) — 1 week
- Risk Management in Government — 1 week
- GAPC Level 2 Preparation — begins

Language Milestone: GAPC Level 2. Manages ministry-wide HR communications in Anishinaabemowin.

Manager (HR) / Officer (Training Coordination)

The HR Manager runs the HR function for a major ministry or transitions to a Training Coordinator role within the CAS. In the Training Coordinator role, the officer manages GAPC certification cohorts across the government, coordinates course scheduling, tracks certification rates, and reports to the CAS leadership. This is the bridge between operational HR and the training/certification system.

Required Training:

- Project Management for Government — 2 weeks
- Data-Driven Decision Making — 1 week (for certification analytics)
- Interagency Coordination and FIP Compliance — 1 week

Language Milestone: GAPC Level 2 maintained. Coordinates training across multiple ministries in Anishinaabemowin.

Desk Chief (HR Desk) / Manager (Qualifications Branch)

The HR Desk Chief runs the central HR function of a ministry or transitions to a management role in the Qualifications Branch. In the Qualifications Branch, the manager oversees a section of the Civil Service Commission, the Cohort Administrative School, or the Bureau of Professional Standards. This is the transition from ministry-level HR to government-wide HR standards.

Required Training:

- Cohort Program (Cohort Administrative School) — 6 months
- Executive Leadership in Public Service (Module 2: Strategic Management) — 2 weeks
- GAPC Level 3 Preparation — begins

Language Milestone: GAPC Level 3 preparation. Sets government-wide HR standards and communicates them in Anishinaabemowin.

Bureau Chief (HR / Qualifications) — Executive

The Bureau Chief in HR or Qualifications runs a major bureau within the Qualifications Branch — e.g., the Civil Service Commission Secretariat, the Cohort Administrative School, or the Bureau of Professional Standards. The Bureau Chief is a member of the senior executive cadre and reports to the Chief Qualifications Officer.

Required Training:

- Executive Leadership in Public Service (Module 4: Strategic Leadership) — 2 weeks
- GAPC Level 3 Assessment

Language Milestone: GAPC Level 3 certified. Leads the government's HR and training institutions in Anishinaabemowin.

Chief Qualifications Officer — Constitutional Officer

The Chief Qualifications Officer is one of the five most senior officers in the Polity, appointed by the Elected Prince with the countersignature of the First Minister. The Chief Qualifications Officer heads the Qualifications Branch, presides over the Civil Service Commission, supervises the Cohort Administrative School, the State Technical College, and the Bureau of Professional Standards, and is a member of the Council of State. This is the pinnacle of the HR/Qualifications career track.

Required Training:

- Ongoing constitutional and executive development
- GAPC Level 4 (recommended for constitutional office)

Language Milestone: GAPC Level 3 minimum (Level 4 recommended). As a constitutional officer, must brief the Elected Prince and the Council of State in Anishinaabemowin.

Career 5 · The Military / Disciplined Services Track

From Private to General — the armed services path within the government rank system

The Disciplined Services — the military, naval service, border patrol, and M Legion — operate within the same rank system as the civilian government, with military-specific titles. The path from Private (Clerk equivalent) to General (Deputy Minister equivalent) mirrors the civilian career progression but with military-specific training, discipline, and operational requirements. Language requirements are identical at each equivalent rank — a Private needs GAPC Reading 1, just as a Junior Clerk does, because military orders in the Polity are issued in Anishinaabemowin.

Private (Clerk equivalent) — Entry

The Private is the entry-level soldier, sailor, or border guard. The Private undergoes basic training, learns military discipline, and is assigned to a unit. The Private follows orders — issued in Anishinaabemowin — and performs basic operational and administrative duties. In the SASI-enabled environment, the Private uses SASI for basic administrative functions: personnel records, supply requests, and duty rosters.

Required Training:

- Basic Military Training — 12 weeks (Ministry of Defense)
- GAPC Script Primer (Book A1) — 1 week (integrated into basic training)
- SASI Navigation Basics — 3 days
- Foundations of Public Administration — adapted for military context, 1 week

Language Milestone: GAPC Reading 1 — must be able to read orders, directives, and SASI interface in the script.

Corporal (Specialist equivalent) — Technical Specialist

The Corporal is a technical specialist within the military: a weapons specialist, a communications operator, a vehicle mechanic, a medical assistant, or an intelligence gatherer. The Corporal has completed technical training in their specialization and operates independently within their area of expertise. The Corporal may lead a small team (2-4 personnel).

Required Training:

- Technical Specialization Course — 8-16 weeks (depending on specialty)
- Financial Resource Management (Personal Finance) — 3 days
- Ethics and Integrity in Public Service — adapted for military ethics, 3 days
- GAPC Level 1 Coursebook (Book B1) — begins (concurrent with service)

Language Milestone: GAPC Reading 1 + Writing 1. Must read and produce technical reports in the script.

Sergeant (Leading Specialist equivalent) — Senior Technical / Small Unit Leader

The Sergeant is a senior technical specialist and small unit leader. The Sergeant leads a squad (8-12 personnel), manages technical operations within their specialty, and is responsible for the training and welfare of their personnel. The Sergeant is the backbone of the Disciplined Services — the non-commissioned officer who translates orders into action.

Required Training:

- Leadership Development Course (NCO) — 4 weeks (Ministry of Defense)
- Human Resource Management in the Public Service — 1 week (adapted)
- GAPC Level 1 Assessment (all four skills)

Language Milestone: GAPC Level 1 (all four skills). Must lead personnel and issue orders in Anishinaabemowin.

Lieutenant (Officer equivalent) — Commissioned Officer

The Lieutenant is a commissioned officer — the first command rank. The Lieutenant leads a platoon (30-40 personnel) or serves as a staff officer in a headquarters. The Lieutenant is responsible for operational planning, personnel management, and mission execution. Commissioning requires completion of the officer training program at the Cohort Administrative School or equivalent military academy.

Required Training:

- Officer Commissioning Program (Cohort Administrative School / Military Academy) — 12-24 months
- Project Management for Government — 2 weeks
- Policy Analysis and Development — 1 week
- Crisis and Emergency Management — 2 weeks

Language Milestone: GAPC Level 1 maintained. Must conduct operational briefings in Anishinaabemowin.

Captain (Manager equivalent) — Company Commander / Staff Officer

The Captain commands a company (80-150 personnel) or serves as a senior staff officer. The Captain is responsible for operational planning at the company level, manages a team of officers and NCOs, and reports to the Major or Colonel. The Captain may be deployed operationally or serve in a headquarters role.

Required Training:

- Command and Staff Course (Senior NCO/Officer) — 12 weeks
- Executive Leadership in Public Service (Module 1: Team Leadership) — 1 week
- Interagency Coordination and FIP Compliance — 1 week
- GAPC Level 2 Preparation — begins

Language Milestone: GAPC Level 2 preparation. Must command operations and brief senior officers in Anishinaabemowin.

Major (Desk Chief equivalent) — Battalion Commander / Senior Staff

The Major commands a battalion (300-500 personnel) or serves as a senior staff officer at the ministry or command level. The Major is responsible for large-scale operational planning, inter-agency coordination, and the operational readiness of their unit. The Major is a candidate for the Cohort Program and senior command.

Required Training:

- Cohort Program (Cohort Administrative School) — 6 months
- Executive Leadership in Public Service (Module 2: Strategic Management) — 2 weeks
- GAPC Level 2 Assessment

Language Milestone: GAPC Level 2 certified. Commands battalion-level operations in Anishinaabemowin.

Colonel (Bureau Chief equivalent) — Brigade Commander / Ministry Director

The Colonel commands a brigade (1,500-3,000 personnel) or serves as a director in the Ministry of Defense. The Colonel is a senior military leader responsible for strategic-level planning, force development, and the operational readiness of major formations. The Colonel reports to the General or to the Minister of Defense directly.

Required Training:

- Executive Leadership in Public Service (Module 4: Strategic Leadership) — 2 weeks
- Strategic Studies / War College (equivalent) — 6-12 months (may be external)
- GAPC Level 3 Preparation — begins

Language Milestone: GAPC Level 3 preparation. Briefs the Minister of Defense and the Elected Prince (as Commander-in-Chief) in Anishinaabemowin.

General (Deputy Minister equivalent) — Service Chief / Deputy Minister of Defense

The General is the senior military officer of the Polity. The General commands a service (army, navy, border patrol) or serves as the Deputy Minister of Defense. The General is responsible for the entire military apparatus, reports to the Minister of Defense and the Elected Prince, and is a member of the Council of State on matters of defense. This is the pinnacle of the military career track.

Required Training:

- Ongoing executive and strategic development
- GAPC Level 3 Assessment

Language Milestone: GAPC Level 3 (all four skills) certified. Must brief the Elected Prince, the Council of State, and represent the Polity's military in Anishinaabemowin. The General's language proficiency is a statement of sovereignty — the military of an Anishinaabe government operates in Anishinaabemowin.

Career 6 · The Legal / Judicial Track

From Junior Specialist to Chief Justice — the legal and judicial path

The legal/judicial track serves the Judicial Branch — the constitutional guardian of the rule of law in the Polity. Legal professionals enter at the Specialist level (they are qualified lawyers) and can progress to the highest judicial office: Chief Justice of the Polity. The track requires deep legal expertise, the highest ethical standards, and the ability to draft and interpret legal text in Anishinaabemowin — the official language of the Polity's law.

Junior Specialist (Legal) — Entry to Legal Practice

The Junior Legal Specialist is a qualified lawyer who has completed legal training and enters government service. The specialist drafts legal instruments, reviews contracts, provides legal opinions to ministries, and assists senior legal officers in litigation and legislative drafting. All legal work is conducted in Anishinaabemowin — the official language of the Polity's law.

Required Training:

- Legal qualification (law degree or equivalent, in the official language)
- GAPC Script Primer (Book A1) + B1 — pre-entry (if not already certified)
- Legislative Drafting — 4 weeks
- Foundations of Public Administration — 2 weeks
- Ethics and Integrity in Public Service — 3 days

Language Milestone: GAPC Level 2 (all four skills) REQUIRED for entry. Must draft legal instruments in Anishinaabemowin.

Specialist (Legal) — Legal Counsel

The Legal Specialist serves as legal counsel to a ministry or bureau, providing legal opinions, reviewing legislation and FIPs, managing litigation, and advising on regulatory compliance. The specialist may represent the government in court proceedings (though this is typically done by the Public Defender service or specialized litigation counsel).

Required Training:

- Policy Analysis and Development — 2 weeks
- Legislative Drafting (Advanced) — 2 weeks
- Negotiation and Conflict Resolution — 2 weeks

Language Milestone: GAPC Level 2 maintained. Must provide legal opinions and draft legislation in Anishinaabemowin.

Leading Specialist (Legal) / Judicial Clerk — Senior Counsel or Court Officer

The Leading Legal Specialist may serve as senior legal counsel to a major ministry or transition to the Judicial Branch as a Judicial Clerk. Judicial Clerks are court officers who process legal documents, manage case files, draft judicial opinions, and assist judges. In the Judicial Branch, the baseline rank is higher — clerks are lawyers at the Specialist level or above.

Required Training:

- Judicial Procedure and Court Administration — 2 weeks (for Judicial Branch assignment)
- Executive Leadership in Public Service (Module 1: Team Leadership) — 1 week
- GAPC Level 3 Preparation — begins

Language Milestone: GAPC Level 3 preparation. Must draft judicial opinions and manage court proceedings in Anishinaabemowin.

Officer (Legal) / Judge — Legal Officer or Judicial Appointment

The Legal Officer manages the legal function of a major ministry or bureau, or the professional is appointed as a judge of the ordinary judiciary. Judicial appointments are made by the Elected Prince with the concurrence of the Qualifications Branch. Judges serve during good behavior and are independent in the exercise of judicial functions.

Required Training:

- Judicial Appointment Process (for judges) — Qualifications Branch certification
- Executive Leadership in Public Service (Module 2: Strategic Management) — 2 weeks
- GAPC Level 3 Assessment

Language Milestone: GAPC Level 3 certified. Must conduct court proceedings and deliver judgments in Anishinaabemowin.

Judge of the Constitutional Court — Senior Judicial Appointment

Judges of the Constitutional Court are appointed by the Elected Prince and serve a single non-renewable term of twelve years. Constitutional Court judges must have served as a judge of the Polity for not fewer than ten years. The Constitutional Court is the court of concentrated constitutional review — the guardian of the Constitution.

Required Training:

- Constitutional Law (ongoing study and professional development)
- GAPC Level 4 Preparation (recommended for constitutional-level work)

Language Milestone: GAPC Level 3 minimum (Level 4 recommended). Must write constitutional judgments in Anishinaabemowin — the language of the Polity's supreme law.

Chief Justice — Head of the Judicial Branch

The Chief Justice is the principal judicial officer of the Polity, appointed by the Elected Prince. The Chief Justice presides over the Constitutional Court, is the presiding judge of the highest court of the ordinary judiciary, and is a member of the Council of State. The Chief Justice serves a single non-renewable term of twelve years. This is the pinnacle of the legal/judicial career track.

Required Training:

- Ongoing constitutional and judicial development
- GAPC Level 4 (recommended for the highest judicial office)

Language Milestone: GAPC Level 3 minimum (Level 4 strongly recommended). The Chief Justice must deliver constitutional judgments, brief the Elected Prince, and represent the Judicial Branch on the Council of State in Anishinaabemowin.

Career 7 · The Oversight / Audit Track

From Junior Specialist to Chief Auditor — the fiscal integrity path

The oversight/audit track serves the Oversight Branch — the constitutional guardian of the public fisc and the operational integrity of the government. Oversight professionals enter at the Specialist level (they are qualified auditors, accountants, or investigators) and can progress to the position of Chief Auditor — one of the five most senior officers in the Polity. The track requires the highest standards of independence, integrity, and professional competence.

Junior Specialist (Audit) — Entry to the Court of Audit

The Junior Audit Specialist enters the Court of Audit with a background in accounting, finance, or public administration. The specialist conducts audit fieldwork: examining financial records, testing internal controls, verifying compliance with statutes and FIPs, and documenting Findings of Fact. The specialist works under the supervision of a senior auditor and is expected to maintain strict independence from the entities being audited.

Required Training:

- Audit and Assurance — 4 weeks (foundational)
- GAPC Script Primer (Book A1) + B1 — pre-entry
- Financial Resource Management — 2 weeks
- Ethics and Integrity in Public Service — 3 days

Language Milestone: GAPC Level 1 (Reading + Writing). Must read and audit financial records in the script.

Specialist (Audit) — Lead Auditor

The Audit Specialist leads audit engagements, plans audit scope and methodology, manages fieldwork teams, and prepares audit reports for the Chief Auditor. The specialist is the primary author of Findings of Fact and may testify before the Council of State or the Constitutional Court on audit matters.

Required Training:

- Risk Management in Government — 2 weeks
- Legislative Drafting (for audit findings) — 1 week
- Policy Analysis and Development — 2 weeks

Language Milestone: GAPC Level 1 (all four skills). Must conduct audit interviews and draft findings in Anishinaabemowin.

Leading Specialist (Audit) — Senior Audit Manager

The Leading Audit Specialist manages a portfolio of audit engagements, oversees a team of auditors, and is responsible for the quality and timeliness of audit reports. The specialist may specialize in a domain (financial audit, performance audit, compliance audit) and serves as the primary liaison with the audited entity's senior management.

Required Training:

- Executive Leadership in Public Service (Module 1: Team Leadership) — 1 week
- Data-Driven Decision Making — 1 week (for audit analytics)
- GAPC Level 2 Assessment

Language Milestone: GAPC Level 2. Must present audit findings to senior management and the Council of State in Anishinaabemowin.

Manager (Audit) — Audit Director

The Audit Director runs a division of the Court of Audit, overseeing all audits within a domain (e.g., ministry audits, SOE audits, defense audits). The director reports to the Chief Auditor and is responsible for the Court of Audit's work in their domain. The director may serve as the acting Chief Auditor in the Chief Auditor's absence.

Required Training:

- Cohort Program (Cohort Administrative School) — 6 months
- Executive Leadership in Public Service (Module 2: Strategic Management) — 2 weeks
- GAPC Level 3 Preparation — begins

Language Milestone: GAPC Level 3 preparation. Must brief the Council of State on audit matters in Anishinaabemowin.

Bureau Chief (Audit) — Senior Executive

The Bureau Chief of Audit is the senior career audit officer, overseeing the operational divisions of the Court of Audit. The Bureau Chief reports to the Chief Auditor, manages the Court's professional staff, and ensures the quality and independence of all audit work. The Bureau Chief is a candidate for appointment as Chief Auditor.

Required Training:

- Executive Leadership in Public Service (Module 4: Strategic Leadership) — 2 weeks
- GAPC Level 3 Assessment

Language Milestone: GAPC Level 3 certified. Must represent the Court of Audit at the highest levels in Anishinaabemowin.

Chief Auditor — Constitutional Officer

The Chief Auditor is one of the five most senior officers in the Polity, appointed by the Elected Prince with the countersignature of the First Minister. The Chief Auditor heads the Oversight Branch, presides over the Court of Audit, supervises the Inspectors General, the Public Defender service, and the Bureau of Statistics, and is a member of the Council of State. The Chief Auditor serves a single non-renewable term of twelve years. This is the pinnacle of the oversight/audit career track.

Required Training:

- Ongoing constitutional and executive development
- GAPC Level 4 (recommended for constitutional office)

Language Milestone: GAPC Level 3 minimum (Level 4 recommended). As a constitutional officer, must brief the Elected Prince, report to the Council of State, and oversee the fiscal integrity of the entire Polity in Anishinaabemowin.

Career 8 · The Language Specialist Track

From Specialist to Linguist to Bureau Chief of Language Services

The language specialist track is for those whose government service is dedicated to the Anishinaabe language itself — as translators, interpreters, linguists, curriculum developers, and instructors. These professionals carry the highest language proficiency requirements in the government (Level 4 or Level 5 at all grades) and are the human infrastructure that makes a government operating in Anishinaabemowin possible. The track can lead to the Bureau Chief of Language Services or to the Linguist role within the Cohort Administrative School.

Specialist (Translation/Interpretation) — Entry

The Language Specialist enters the government as a translator or interpreter with advanced Anishinaabemowin proficiency and at least one other working language. The specialist translates government documents, provides interpretation at meetings, and maintains terminology databases. This is the entry point for a career dedicated to the language.

Required Training:

- Translation and Interpretation Techniques — 4 weeks
- GAPC Examiner Certification (GAPC-003) — 3 days (optional but recommended)
- Legislative Drafting (for legal translators) — 2 weeks

Language Milestone: GAPC Level 4 (all four skills) REQUIRED for entry. Must produce publication-quality translations.

Leading Specialist (Language) — Senior Translator / Terminologist

The Leading Language Specialist manages translation projects, develops terminology for new government concepts, reviews the work of junior translators, and may serve as a terminology consultant to ministries. The specialist may begin to specialize: legal translation, diplomatic translation, technical translation, or simultaneous interpretation.

Required Training:

- Executive Leadership in Public Service (Module 1: Team Leadership) — 1 week
- Data-Driven Decision Making — 1 week (for terminology database management)
- GAPC Level 5 Preparation — begins (for those pursuing the Linguist track)

Language Milestone: GAPC Level 4 maintained. May pursue Level 5 (functionally native) for the Linguist track.

Officer (Language Services) / Linguist — Language Research and Curriculum

The Language Officer may transition to the Linguist role — conducting language research, developing curriculum (Books A1–B5), creating terminology, and advising on language policy. The Linguist is the deepest expert in the Anishinaabe language in the government, with scholarly understanding of the language's structure, history, and written forms.

Required Training:

- Curriculum Development and Pedagogy — 4 weeks (for instructor/curriculum roles)
- Policy Analysis and Development — 2 weeks (for language policy advisory)
- GAPC Level 5 Assessment (for Linguist role)

Language Milestone: GAPC Level 5 (all four skills) REQUIRED for Linguist. Functionally native proficiency.

Manager (Language Services) — Language Program Director

The Manager of Language Services oversees the government's translation, interpretation, terminology, and curriculum functions. The manager is responsible for the quality of all government-language output, manages a team of translators, interpreters, and linguists, and advises the Bureau Chief or Deputy Minister on language policy.

Required Training:

- Cohort Program (Cohort Administrative School) — 6 months
- Executive Leadership in Public Service (Module 2: Strategic Management) — 2 weeks
- Project Management for Government — 2 weeks

Language Milestone: GAPC Level 5 maintained. Directs the government's language infrastructure in Anishinaabemowin.

Bureau Chief (Language Services) — Executive

The Bureau Chief of Language Services is the senior career language officer, overseeing the government's entire language apparatus: translation, interpretation, terminology, curriculum, the GAPC certification system (in partnership with the Certification Board), and language policy. The Bureau Chief advises the Deputy Minister and the Minister on all matters of language governance.

Required Training:

- Executive Leadership in Public Service (Module 4: Strategic Leadership) — 2 weeks
- Indigenous Governance and Self-Determination (Advanced) — 1 week

Language Milestone: GAPC Level 5. The Bureau Chief is the government's principal language authority and must operate at native-level fluency in all contexts.

Career 9 · The IT / Digital Services Track

From Junior Specialist to Bureau Chief of Digital Services

The IT/digital services track manages the government's technology infrastructure — including SASI, the Government Anishinaabe script system, the Keyman keyboard deployment, and all digital government services. This track can lead to the Bureau Chief of Digital Services, the senior technology executive in the government. The track requires technical expertise, project management skills, and the ability to operate SASI in the script.

Junior Specialist (IT) — Entry

The Junior IT Specialist provides desktop support, manages user accounts, deploys software (including the Keyman keyboard and SASI updates), and resolves help desk tickets. The specialist works under the supervision of a senior IT officer and develops familiarity with the government's IT infrastructure.

Required Training:

- GAPC Script Primer (Book A1) — 1 week
- SASI System Administration — 2 weeks
- Information Security and Data Protection — 1 week
- SASI Navigation Basics — 3 days

Language Milestone: GAPC Reading 1. Must navigate SASI in the script to provide user support.

Specialist (IT) — Systems Administrator

The IT Specialist manages servers, networks, and core infrastructure. The specialist is responsible for system uptime, security patching, backup and recovery, and the deployment of script-related infrastructure (fonts, keyboards, render-layer conversion). The specialist may specialize in network engineering, cybersecurity, database administration, or application management.

Required Training:

- Risk Management in Government — 1 week (for IT risk)
- Project Management for Government — 2 weeks
- Ethics and Integrity in Public Service — 3 days

Language Milestone: GAPC Reading 1 + Writing 1. Must document systems and create support materials in the script.

Leading Specialist (IT) — Senior Systems / Security Lead

The Leading IT Specialist manages the IT infrastructure for a ministry or major division, oversees a team of IT specialists, and is responsible for cybersecurity, system architecture, and the script infrastructure. The specialist may serve as the Chief Information Security Officer for a ministry.

Required Training:

- Executive Leadership in Public Service (Module 1: Team Leadership) — 1 week
- Data-Driven Decision Making — 1 week
- Crisis and Emergency Management — 1 week (IT incident response)

Language Milestone: GAPC Level 1 (all four skills). Must brief management on IT issues in Anishinaabemowin.

Manager (IT) — IT Director

The IT Director runs the IT function for a major ministry or the central government IT function. The director is responsible for IT strategy, budget, team management, and the digital transformation of government services. The director reports to the Desk Chief or Bureau Chief.

Required Training:

- Cohort Program (Cohort Administrative School) — 6 months
- Executive Leadership in Public Service (Module 2: Strategic Management) — 2 weeks
- Interagency Coordination and FIP Compliance — 1 week

Language Milestone: GAPC Level 1 maintained. May pursue Level 2 for executive communications.

Bureau Chief (Digital Services) — Senior Technology Executive

The Bureau Chief of Digital Services is the senior technology executive in the Polity, overseeing the government's entire digital infrastructure, the SASI platform, the Government Anishinaabe script technology, and all digital government services. The Bureau Chief advises the Deputy Minister and the Minister on digital strategy and represents the government's technology interests in intergovernmental forums.

Required Training:

- Executive Leadership in Public Service (Module 4: Strategic Leadership) — 2 weeks
- GAPC Level 2 Assessment (recommended for executive IT leadership)

Language Milestone: GAPC Level 2 recommended. Must brief political leadership on digital strategy in Anishinaabemowin.

Career 10 · The Communications Track

From Junior Specialist to Bureau Chief of Communications

The communications track manages the government's public voice — press releases, official statements, website content, social media, and media relations. In an Anishinaabe government, all public communication is in Anishinaabemowin, written in the Government Anishinaabe script. The track can lead to the Bureau Chief of Communications, the senior communications executive who is the government's principal public voice.

Junior Specialist (Communications) — Entry

The Junior Communications Specialist drafts press releases, updates website content, monitors media coverage, and supports the communications team. The specialist works under the supervision of a senior communications officer and develops writing skills in Anishinaabemowin.

Required Training:

- GAPC Script Primer (Book A1) + B1 — pre-entry
- Government Communications — 1 week
- Foundations of Public Administration — 2 weeks

Language Milestone: GAPC Level 1 (all four skills). Must draft public communications in the script.

Specialist (Communications) — Communications Officer

The Communications Specialist manages media relations, drafts strategic communications, handles crisis communications, and serves as the spokesperson for a ministry or bureau. The specialist is the public face of the ministry and must be able to communicate effectively in Anishinaabemowin with journalists and the public.

Required Training:

- Government Communications (Advanced) — 2 weeks
- Crisis and Emergency Management — 1 week
- Policy Analysis and Development — 2 weeks

Language Milestone: GAPC Level 2. Must conduct press conferences and media interviews in Anishinaabemowin.

Leading Specialist (Communications) — Senior Communications Strategist

The Leading Communications Specialist develops communication strategies for major government initiatives, manages a team of communications officers, and advises senior leadership on public messaging. The specialist may serve as the deputy spokesperson for the government.

Required Training:

- Executive Leadership in Public Service (Module 1: Team Leadership) — 1 week
- Negotiation and Conflict Resolution — 1 week (media relations)
- GAPC Level 3 Preparation — begins

Language Milestone: GAPC Level 3 preparation. Must develop strategic communications for the highest-level government initiatives.

Manager (Communications) — Communications Director

The Communications Director runs the communications function for a major ministry or the central government. The director is responsible for the government's public image, manages the communications team, and advises the Minister on all matters of public communication.

Required Training:

- Cohort Program (Cohort Administrative School) — 6 months
- Executive Leadership in Public Service (Module 2: Strategic Management) — 2 weeks
- GAPC Level 3 Assessment

Language Milestone: GAPC Level 3 certified. Must manage government communications at the executive level.

Bureau Chief (Communications) — Senior Executive

The Bureau Chief of Communications is the senior communications executive in the Polity, overseeing the government's entire public communications apparatus. The Bureau Chief is the principal advisor to the Deputy Minister and the Minister on communications strategy and may serve as the government's principal spokesperson.

Required Training:

- Executive Leadership in Public Service (Module 4: Strategic Leadership) — 2 weeks

Language Milestone: GAPC Level 3 maintained (Level 4 preferred). Must represent the government publicly in Anishinaabemowin at the highest level.

Career 11 · The Procurement / Supply Chain Track

From Junior Specialist to Desk Chief of Procurement

The procurement track manages the government's purchasing and contracting — from office supplies to major infrastructure. In an Indigenous government, procurement is also a tool for economic development: preferential procurement from Indigenous-owned businesses is a common policy. The track can lead to the Desk Chief of Procurement, the senior procurement officer who oversees the government's entire purchasing apparatus.

Junior Specialist (Procurement) — Entry

The Junior Procurement Specialist processes purchase orders, manages vendor records, and supports the procurement team. The specialist uses the PO and AP modules of SASI and learns procurement regulations under the supervision of a senior procurement officer.

Required Training:

- GAPC Script Primer (Book A1) + B1 — pre-entry
- Procurement and Contract Management — 1 week
- SASI Navigation Basics — 3 days
- Foundations of Public Administration — 2 weeks

Language Milestone: GAPC Level 1 (Reading + Writing). Must process procurement documents in the script.

Specialist (Procurement) — Procurement Officer

The Procurement Specialist manages procurement processes end-to-end: issuing tenders, evaluating bids, awarding contracts, and managing vendor performance. The specialist ensures compliance with procurement regulations, implements Indigenous procurement policies, and advises program officers on procurement options.

Required Training:

- Procurement and Contract Management (Advanced) — 2 weeks
- Risk Management in Government — 1 week
- Ethics and Integrity in Public Service — 3 days

Language Milestone: GAPC Level 1 (all four skills). Must conduct vendor negotiations in Anishinaabemowin.

Leading Specialist (Procurement) — Senior Procurement Manager

The Leading Procurement Specialist manages procurement for a major ministry, oversees complex procurement processes (RFPs, major contracts), and supervises a team of procurement officers. The specialist is the procurement expert for the ministry and advises the Desk Chief on procurement strategy.

Required Training:

- Executive Leadership in Public Service (Module 1: Team Leadership) — 1 week
- Negotiation and Conflict Resolution — 2 weeks
- GAPC Level 2 Assessment

Language Milestone: GAPC Level 2. Must lead major procurement negotiations in Anishinaabemowin.

Manager (Procurement) — Procurement Director

The Procurement Director runs the procurement function for a major ministry or the central government. The director is responsible for procurement strategy, Indigenous procurement policy implementation, vendor management, and compliance. The director reports to the Desk Chief or Bureau Chief.

Required Training:

- Cohort Program (Cohort Administrative School) — 6 months
- Executive Leadership in Public Service (Module 2: Strategic Management) — 2 weeks

Language Milestone: GAPC Level 2 maintained. Manages government-wide procurement communications.

Desk Chief (Procurement Desk) — Senior Procurement Leadership

The Procurement Desk Chief is the senior procurement officer, overseeing the government's entire procurement apparatus. The Desk Chief advises the Bureau Chief and Deputy Minister on procurement strategy, manages high-value contract negotiations, and ensures the integrity of the procurement system.

Required Training:

- Executive Leadership in Public Service (Module 3: Executive Decision-Making) — 2 weeks
- GAPC Level 3 Preparation — begins

Language Milestone: GAPC Level 3 preparation. Must brief political leadership on major procurement decisions in Anishinaabemowin.

Career 12 · The Community Relations / Consultation Track

From Junior Officer to Bureau Chief of Community Affairs

The community relations/consultation track is the path of government-community relationship management. These professionals build and maintain the relationships between the government and Anishinaabe communities, design and facilitate consultation processes, and ensure that community voices reach decision-makers. The track can lead to the Bureau Chief of Community Affairs, the senior executive responsible for the government's community relationships.

Junior Officer (Community Relations) — Entry

The Junior Community Relations Officer is assigned to a community or region and works under the supervision of a senior officer. The junior officer attends community gatherings, documents community concerns, supports consultation processes, and builds relationships with community members. This is a learning position — the officer learns the communities, the people, and the protocols.

Required Training:

- GAPC Script Primer (Book A1) + B1 — pre-entry (REQUIRED before deployment)
- Indigenous Governance and Self-Determination — 2 weeks
- Community Database Management (CHR) — 1 week
- Foundations of Public Administration — 2 weeks

Language Milestone: GAPC Level 1 (all four skills) REQUIRED. Must interact with community members in Anishinaabemowin from day one.

Officer (Community Relations) — Independent Community Liaison

The Community Relations Officer manages the government's relationship with an assigned community or set of communities. The officer is the government's primary representative in the community, attends council meetings, facilitates consultation processes, and carries community concerns to the government. The officer is the person the community knows by name.

Required Training:

- Consultation Process Design and Facilitation — 2 weeks
- Negotiation and Conflict Resolution — 2 weeks
- Crisis and Emergency Management — 1 week

Language Milestone: GAPC Level 1 maintained. Daily community interaction strengthens all four skills.

Leading Officer (Community Relations) — Regional Coordinator

The Leading Community Relations Officer coordinates community relations across a region, supervises junior officers, and handles the most complex community files. The Leading Officer represents the government at regional gatherings and serves as the point of contact for regional community leadership.

Required Training:

- Human Resource Management in the Public Service — 2 weeks
- Policy Analysis and Development — 2 weeks
- GAPC Level 2 Preparation — begins

Language Milestone: GAPC Level 2 preferred. Must lead regional community meetings in Anishinaabemowin.

Manager (Community Relations) — Regional Director

The Manager of Community Relations runs community relations for a region or a major consultation portfolio. The manager oversees a team of officers, sets community engagement strategy, and reports to the Desk Chief or Bureau Chief. The manager participates in ministry-level planning and ensures the community perspective is represented in government decision-making.

Required Training:

- Project Management for Government — 2 weeks
- Results-Based Management — 2 weeks
- GAPC Level 2 Assessment

Language Milestone: GAPC Level 2 certified. Must represent the ministry in regional inter-agency meetings in Anishinaabemowin.

Desk Chief (Community Affairs Desk) — Senior Operational

The Community Affairs Desk Chief runs the community-facing operational function of a ministry. The Desk Chief oversees all community relations, consultation processes, and community engagement for the ministry, reports to the Assistant Bureau Chief or Bureau Chief, and is a candidate for the Cohort Program.

Required Training:

- Cohort Program (Cohort Administrative School) — 6 months
- Executive Leadership in Public Service (Module 2: Strategic Management) — 2 weeks
- Indigenous Governance and Self-Determination (Advanced) — 1 week
- GAPC Level 3 Preparation — begins

Language Milestone: GAPC Level 3 preparation. Must brief political leadership on community issues in Anishinaabemowin.

Bureau Chief (Community Affairs) — Executive

The Bureau Chief of Community Affairs is the senior executive responsible for the government's relationship with Anishinaabe communities. The Bureau Chief advises the Deputy Minister and the Minister on community issues, oversees the entire community-facing apparatus of the ministry, and represents the government in high-level community engagements. The Bureau Chief is a candidate for Deputy Minister.

Required Training:

- Executive Leadership in Public Service (Module 4: Strategic Leadership) — 2 weeks
- GAPC Level 3 Assessment

Language Milestone: GAPC Level 3 certified. Full professional proficiency for executive community engagement. The Bureau Chief of Community Affairs must be able to walk into any Anishinaabe community, sit down with the elders, and speak — not through an interpreter, not through a script primer, but as a fellow Anishinaabe person in the language of the people. This is what it means to serve an Anishinaabe government.