

## **Results-based Action Plan**

### **Implementation of Section 41 of the *Official Languages Act***

**April 01, 2008 to March 31, 2011**



## Background

Section 41 of the *Official Languages Act* (OLA) commits federal institutions to take positive measures to:

- enhance the vitality of the English and French linguistic minority communities in Canada and support and assist their development; and
- foster the full recognition and use of both English and French in Canadian society.

Federal institutions subject to the Accountability Framework for the Implementation of Sections 41 and 42 of the OLA (commonly called “designated institutions”) are required to submit an annual or multi-year action plan as well as an annual report on results to the Department of Canadian Heritage.

## General information

### Federal institution

Western Economic Diversification Canada  
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1500, 9700 Jasper Ave. Edmonton, AB  
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Website : [www.wd-deo.gc.ca](http://www.wd-deo.gc.ca)

### Minister responsible

Minister of State, Lynne Yelich

### Senior official(s) responsible for implementation of section 41 of OLA

Oryssia Lennie, Deputy Minister  
Janet King, ADM OL Champion

### General mandate of federal institution

To promote the development and diversification of the western Canadian economy, coordinate federal economic activities in the West, and reflect western Canadian interests in national decision-making.

### National coordinator responsible for implementation of section 41

Linda Quan-Interim National OL Coordinator (August 2008-April 2009)

Jean Laberge-National OL Coordinator (May 2009-April 2011)

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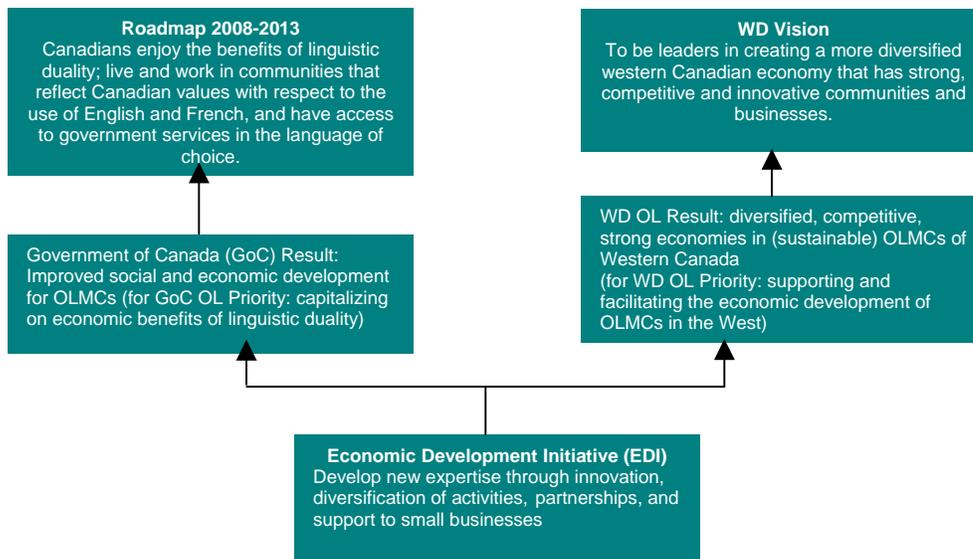


## Summary of progress expected during the period covered by the Action Plan

Western Economic Diversification Canada (WD) recognizes the value and contribution of francophone Official Language Minority Communities (OLMCs) in the economy of Western Canada. Within the context of our mandate support for their economic development and diversification, as with all western Canadian communities, is a priority.

WD has developed a multi-year official languages (OL) strategy, of which this Results-Based Action Plan for the Implementation of Section 41 of the *Official Languages Act (OLA)* (Section 41 Action Plan) is a part, to coherently deliver and report on its OL activities. The Section 41 Action Plan summarizes the department's efforts to advance French and English, within the scope of its mandate and activities. That is, what we do to contribute to the vitality of the OLMCs and how we contribute to fostering the full recognition of French and English in our society. The strategy and the Section 41 Action Plan follow the WD planning cycle and are updated annually.

WD's OL related activities are aligned with our departmental priorities and strategic outcomes, and the OLA, as well as the government's "Official Languages Strategy: A Roadmap for Canada's Linguistic Duality 2008-2013" (the Roadmap), that was launched in June 2008. The Economic Development Initiative (EDI) was created in order to fulfill the Roadmap priority of "capitalizing on economic benefits of linguistic duality." WD will work with OLMCs to develop new expertise through innovation, diversification of activities, partnerships, and support to small businesses. This effort supports achievement of the government's vision of "Canadians enjoy the benefits of linguistic duality, live and work in communities that reflect Canadian values with respect to the use of English and French, and have access to government services in the language of their choice." The EDI falls under the WD OL priority of "supporting and facilitating the economic development of OLMCs in the West."



WD collaborates with other federal institutions (such as Canadian Heritage, Industry Canada, and the other Regional Development Agencies), and our Western Canada Business Service Network (WCBSN) partners, such as the Francophone Economic Development Organizations (FEDOs) to maximize the impacts from resources committed and to maximize economic results for OLMCs.



The Section 41 Action Plan requires that departmental OL activities be grouped under the following six expected results:

## **Awareness**

- WD will continue its efforts to raise and maintain employee awareness of the department's obligations under the OLA, so they not only understand their roles and responsibilities in supporting the department to fulfill these obligations, but to encourage them to be proactive. This will be done through training and awareness sessions, intranet updates to all staff, regular OL Team interaction with staff, and ADM OL Champion interaction (formal and informal) with WD senior management.
- WD will implement internal activities to support a workplace culture of learning and awareness of western OLMCs.
- WD will encourage the application of an OL lens to departmental business processes (decision making processes) to foster further integration of the OL lens throughout the department.

## **Consultation**

- WD will continue to maintain its close working relationship with the FEDOs, one our WCBSN partners, through ongoing formal and informal consultations within each region and across regions, and with other OL stakeholders such as post secondary institutions and the provinces to seek areas for collaboration to further the economic well being of OLMCs.
- WD will continue to build and maintain dialogue, do outreach and information sharing, and collaborate with OLMCs to look for opportunities to build partnerships and pool resources to maximize project results.
- WD will continue its participation with other government department (OGD) committees, that have economic development and/or official languages priorities, and join in internal/external consultations with OLMCs led by other OL stakeholders such as other government departments (OGDs), Réseau de développement économique et d'employabilité (RDEE Canada), the Regional Federal Councils and Canadian Heritage.
- WD will continue to consult on a regular basis with OGDs and in particular, Industry Canada, FedNor, Atlantic Canada Opportunities Agency and Canada Economic Development for Quebec Regions to share in best practices for economic development of OLMCs.

## **Communications**

- WD will review its existing communications materials and tools, to determine those that can be improved or given wider distribution in order to assist 1) our employees in their work with OLMCs, and 2) our external stakeholders to enable them to better understand the WD programs and services available. Communications will be used for both federal visibility and information sharing with OLMCs, and internal education and awareness.
- WD will create opportunities for our FEDOs to share information, and work together with the WCBSN and other stakeholders to increase communications and collaboration.

## **Coordination and liaison**

- WD will continue to reach out to other OLMC stakeholders to build or maintain networks and to share best practices that can be used within WD to further our OL activities.
- WD's regional OL coordinators will be provided with opportunities to take leadership in coordination and liaison activities to raise the profile of these regional OL coordinators with OLMC stakeholders internal and external to government, and to provide them with a deeper understanding of OL issues, plus provide the department with multiple points of contact for a variety of OL issues.



### Funding and program delivery

- WD will deliver its approved funding for the FEDOs to provide business and community economic development services to the OLMCs in Western Canada. Where appropriate, WD will provide funding for projects with the FEDOs or with other OLMC organizations that support WD priorities and those of OLMCs.
- WD will participate in horizontal initiatives, such as implementation of the Roadmap –EDI, but also look to leverage this program with other funding partners to address needs of the western OLMCs and to better position them for future opportunities.

### Accountability

- WD will formalize the departmental accountability framework for WD OL activities and integrate these OL activities into WD's strategic planning framework.
- WD's governance for the OL Team will be strengthened by the development of a Terms of Reference for the OL Team, and the formalization and funding of the National OL Coordinator position. As well, the OL Team will be provided with a budget for which it will be responsible to manage.
- WD will continue to respond effectively to the mandatory planning and reporting requirements related to official languages.





## Detailed action plan

### A. Awareness (In-house activities)

Training, information, orientation, awareness, communication and other activities carried out in-house in order to educate employees and/or senior managers of the federal institution about linguistic duality and the priorities of OLMCs; senior manager performance contracts and recognition programs; consideration of the viewpoints of OLMCs in research, studies and investigations carried out in-house.

<b>Expected result:</b> Creation of lasting changes in federal institution organizational culture; employees and management are aware of and understand their responsibilities regarding section 41 of the <i>Official Languages Act</i> and OLMCs.		
<b>Planned activities to achieve the expected result</b>	<b>Expected outputs</b>	<b>Indicators to measure progress in achieving the expected result</b>
<b>Awareness Activities related to Planning</b>		
Integrate OL perspective into corporate planning processes	OL team members are on departmental planning team  Templates for corporate planning documents assessed for OL consideration	OL is integrated into corporate and regional business plan templates
<b>Awareness Activities related to Program Delivery</b>		
Apply an OL lens to: 1. Memorandum to Cabinet (MC) and Treasury Board (TB) submission processes  2. Policy and program development and implementation  3. Grants and contributions (Gs&Cs) and project due diligence processes	OL Team recommendations are considered and/or incorporated into MC, TB submissions and Gs&Cs programs and/or projects  OLMC consideration in new initiatives (e.g. Budget 2009)	Number of programs, or policies or projects that include OLMC considerations
Promote the implementation of new or review of policies and procedures (e.g. active offer, set up budget for OL expenditures-integrate into WD budget process, and results of Gs&Cs due diligence update for OL Lens)  4. Develop a regional office "Annual Checklist" to	Awareness activities, briefing sessions and training sessions held in each region of WD	Number of types of awareness activities Number of types of training held Number of regions covered



<p>determine WD service levels and gaps with respect to service to the public</p> <p>5. In-house training to update staff on any new or updated policies and procedures</p>		
<p>Assign regional leads on national OL initiatives that had traditionally been led by the National OL Coordinator with file rotation once every two years to allow all coordinators to gain knowledge on a wider variety of initiatives</p>	<p>Regional coordinators assigned leadership for national OL initiatives on rotational basis</p> <p>OL Team members have exposure to horizontal OL issues</p>	<p>OL Team members gain increased awareness/wider perspective and are better informed on national OL initiatives</p> <p>Increased profile for WD's perspective on OLMCs</p> <p>(Team survey)</p>
<p><b>Awareness activities related to the Workplace</b></p>		
<p>Briefing sessions in each region to:</p> <ol style="list-style-type: none"> <li>1. Explain relevant OLA sections and WD obligations</li> <li>2. Updates on OL Team activities</li> <li>3. Promote WD's second language training policy</li> <li>4. Raise awareness of Bulletin 41-42 to program officers (Section 41-42 Bulletin is sent directly to regional OL coordinators for distribution to the ADM and staff)</li> </ol>	<p>Briefings or communications to regional staff and management</p> <p>Process is formalized to ensure ADMs and staff receive a copy</p>	<p>Number of communications products developed</p> <p>Number of sessions held</p> <p>Number of regions covered</p>
<p>Federal Priorities: 2010</p> <ul style="list-style-type: none"> <li>• Organize an Office of the Commissioner of OL (OCOL) 2010 briefing to WD staff in 2009</li> <li>• Take leadership in briefing to OGDs related to 2010 updates and opportunities for OLMCs</li> <li>• Promote potential national OLMC projects for 2010 with federal stakeholders</li> </ul>	<p>Briefing held, information shared</p> <p>OL Team members have exposure to horizontal OL issues</p>	<p>Number of participants on and attendance at 2010 committees</p> <p>Number of projects considered</p> <p>Improved understanding and awareness of OCOL requirements and WD activities related to 2010</p> <p>(Team survey)</p>
<p>Rendez Vous de la Francophonie (RVF):</p> <ul style="list-style-type: none"> <li>▪ Develop a coordinated department-wide action plan to promote and foster participation in RVF.</li> <li>▪ Develop an approach to engage staff other than the OL team in running RVF in the future.</li> </ul>	<p>RVF national plan developed and implemented</p> <p>OL team members participation</p> <p>Staff participation</p>	<p>Number of events, activities, participants</p> <p>Number of OL team members that participated</p> <p>Number of non-OL Team staff have role in organizing RVF</p> <p>(Staff survey or feedback requested/received)</p>



	Non-OL Team staff have role in organizing RVF	
Establish dialogue with WD's research and/or policy units to encourage a OL lens on WD sponsored research	Briefings, meetings with research or policy units	Number of discussions held Number of new ideas for the Research Agenda and/or OLMC considered in WD Research Agenda
<b>Awareness activities related to HR Management</b>		
WD will continue to include OL commitments in senior management performance contracts as well as in those of the OL regional and national coordinators	Employee performance contracts contain OL responsibilities	Number of performance contracts for senior managers, and staff engaged in OL that discuss OL responsibilities.
Promote OL in the context of Renewal (internal)  Support Government of Canada career fairs and/or promote public service renewal to francophone education institutions (external)	Briefings held or career fairs attended	Enhanced awareness of horizontality of OL and linkage to national public service priorities.
WD policy advocacy/ communications in Ottawa encourages the use of an OL Lens within the department, on Cabinet items and departmental communications	A Strategic Policy and Advocacy (SPA) analyst and a Consulting, Marketing and Communications (CMC) officer are on the OL Team	Policy advocacy on Cabinet items and/or WD communications considers OLMCs where appropriate
Develop and implement a funded OL training policy	OL training policy for both French and English approved and implemented	\$ spent on training Number of staff obtain training Number of staff meet the language profile of their positions



## B. Consultations (Sharing of ideas and information with OLMCs)

Activities (e.g. committees, discussions and meetings) through which the federal institution consults the OLMCs and interacts with them to identify their needs and priorities or to understand potential impacts on their development; activities (e.g. round tables and working groups) to explore possibilities for cooperation within the existing mandate of the federal institution or as part of developing a new program or new policy; participation in consultations with OLMCs coordinated by other government bodies; consultation of OLMCs by regional offices to determine their concerns and needs.

Expected result: Creation of lasting changes in federal institution organizational culture; employees and management are aware of and understand their responsibilities regarding section 41 of the <i>Official Languages Act</i> and OLMCs.		
Planned activities to achieve the expected result	Expected outputs	Indicators to measure progress in achieving the expected result
<b>WD led consultations</b>		
Conduct formal and informal consultations with OLMCs stakeholders such as: <ul style="list-style-type: none"> <li>▪ All Partners meetings</li> <li>▪ ADM Champion-FEDOs meetings</li> <li>▪ EDI consultations with WD project officers</li> <li>▪ National OL Coordinator outreach to OLMC organizations such as FEDOs and others</li> <li>▪ Participation in FEDO board meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ ADM OL Champion attendance at WD –led All Partners meeting</li> <li>▪ ADM OL Champion meeting with FEDOs</li> <li>▪ National OL Coordinator and Regional OL Coordinators' attendance at outreach or FEDO board meetings</li> </ul>	Number of consultations/meetings held and input utilized in policy, program and project development
Consultations in the development or update of programs: <ol style="list-style-type: none"> <li>1. EDI program</li> <li>2. Budget 2009 stimulus programs</li> <li>3. WD program reviews and updates of guidelines such as for the 2008 Transfer Payments Policy</li> </ol>	<ul style="list-style-type: none"> <li>▪ Consultation in development of EDI program</li> <li>▪ Dialogue and meetings between WD officers and FEDOs , other OLMC stakeholders, universities, etc.</li> </ul>	Number of meetings attended and/or held Number of consultations held and input utilized in policy, program and project development  Number of policies/projects specific to OLMCs  (EDI indicator: Number of projects, initiatives or studies leading to diversification or expansion of the economic base of OLMCs)
Communications and consultations to strengthen working relationships with WCBSN partners such as the CFDCs to raise profile of OLMC issues, priorities and find ways to raise OLMC awareness of WD and WCBSN services and make their services more accessible to OLMCs	<ul style="list-style-type: none"> <li>▪ Discussions and/or partnerships initiated, developed or maintained</li> </ul>	Number of meetings attended and/or held Number of partnerships initiated, developed or maintained



<b>WD participation in OGD led consultations:</b>		
<p>WD participation in national or regional consultations led by OGDs such as:</p> <ul style="list-style-type: none"><li>▪ Canadian Heritage</li><li>▪ Human Resources and Skills Development Canada</li><li>▪ Citizenship and Immigration Canada</li><li>▪ Industry Canada</li><li>▪ RDEE Canada</li><li>▪ Regional Federal Councils</li></ul>	<p>Consultations held (regional and national)</p>	<p>Number of consultations held and input utilized in policy, programs and project development</p> <p>EDI Indicators such as: Number of projects, initiatives or studies leading to the diversification or expansion of the economic base of OLMCs \$ leveraged by project</p>



### C. Communications (Transmission of information to OLMCs)

External communications activities to inform OLMCs about the activities, programs and policies of the federal institution and to promote the bilingual character of Canada; inclusion of OLMCs in all information and distribution lists; use of the federal institution's Web site to communicate with OLMCs.

<b>Expected result:</b> Creation of lasting changes in federal institution organizational culture; employees and management are aware of and understand their responsibilities regarding section 41 of the <i>Official Languages Act</i> and OLMCs.		
<b>Planned activities to achieve the expected result</b>	<b>Expected outputs</b>	<b>Indicators to measure progress in achieving the expected result</b>
<b>External Communications Activities</b>		
Develop and implement a WD OL communications strategy (Includes EDI communications plan) <ul style="list-style-type: none"> <li>▪ WD's OL strategy (Section 41 Action Plan) to be posted on WD web site</li> </ul>	Update or develop a WD OL communications strategy  Communications products produced	Communication strategy developed and implemented  Number of communications products(internal/external) produced
WD OL Team provides OLMC perspective in communications strategy for WD programs	WD program communications strategies are informed by OLMC considerations	Number of communications products(internal/external) produced  Number of hits on WD's French language site
Posting to WD web site and/or briefings to OLMCs on the 2008 FEDO Impact Assessment (promotion of WD best practices –FEDO model of delivery)	FEDO Impact Assessment posted on WD web site	Positive feedback from OLMCs (eg. OLMC awareness of FEDO impact assessment and of the work the FEDOs perform in their communities) (Informal survey)  Number of hits on WD web site for the FEDO report
<b>Internal communications activities or tools that support communications with OLMCs</b>		
Evaluation of the utility and possible implementation of a "community of practice" web site for the OL Team  Update internal OL Team shared drive	A community of practice model is evaluated and decision made on implementation  Existing OL shared folder is improved to facilitate efficient access to OL Team information	Number of OL Team members who use shared folders  Satisfaction of WD OL Team members with departmental communication tools (Team survey)



<p>Develop internal information tools (e.g. officers training, Federal Identity Program and OL guidelines)</p> <ul style="list-style-type: none"><li>▪ Review of WD's Federal Identity Program and OL approach</li><li>▪ Hold info sessions for staff</li></ul>	<p>Policies, procedures, and guidelines created</p>	<p>Number of communications products (internal/external) produced</p>
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**D. Coordination and Liaison (Does not include funding – Internal coordination and liaison with other government institutions)**

Coordination activities (research, studies, meetings, etc.) carried out by the federal institution itself along with other federal institutions or other orders of government; participation in activities organized by other federal institutions, other orders of government, etc.; participation of official languages champions, national and regional coordinators, and others in various government forums.]

<b>Expected result:</b> Creation of lasting changes in federal institution organizational culture; employees and management are aware of and understand their responsibilities regarding section 41 of the <i>Official Languages Act</i> and OLMCs.		
<b>Planned activities to achieve the expected result</b>	<b>Expected outputs</b>	<b>Indicators to measure progress in achieving the expected result</b>
<b>WD led coordination and liaison</b>		
WD OL Team meetings and conference calls on regular basis <ul style="list-style-type: none"> <li>Strategic results planning for OL implementation</li> </ul>	Common goals developed, best practices and lessons learned shared  OL Team that has clear understanding of its requirements and functions effectively	Number OL Team meetings Number Pan-West conference calls with WD OL team  OL Team with a shared vision that delivers on its goals in a coordinated manner (eg. Team building) (Team survey)
<b>Canadian Heritage or OGD led coordination and liaison</b>		
Participate in horizontal and intergovernmental committees on OL such as: <ul style="list-style-type: none"> <li>Council of Networks of OL Champions</li> <li>Best Practices Forum</li> <li>Regional Federal Councils</li> </ul>	Meetings attended	Number of meetings attended  Number of WD interventions (collaboration, information sharing, projects etc.)
Committee of Assistant Deputy Ministers on OL (CADMOL)  CADMOL sub-committees: <ul style="list-style-type: none"> <li>Interdepartmental Management Committee for OL Program (IMCOLP)–Director General level</li> <li>Working Group for IMCOLP</li> <li>Communications</li> </ul> Supreme Court Decision on The Centre d'avancement et de leadership en développement économique	ADM attendance with alternates that can include the director of SPA and CMC, so a diversity of management follow this committee  Director General of Finance participation  Policy, Programs, Audit and Evaluation branches participation	Number of meetings attended CADMOL work plan reflects WD and/or western OLMC interests  GC OL strategy takes into consideration the perspective of western OLMCs.



<p>communautaire de la Huronie (CALDECH):</p> <ul style="list-style-type: none"> <li>▪ Communications working group</li> <li>▪ Policy working group</li> </ul>	<p>CMC participation</p> <p>Meetings attended</p>	
<ul style="list-style-type: none"> <li>▪ Two-year rotation of regional OL coordinators as leads on national committees/national initiatives under the guidance of National OL Coordinator</li> </ul>	<p>Matrix team approach for OL team to provide back up capacity and succession planning for OL Team</p> <p>WD attendance</p>	<p>Increased depth of knowledge of national initiatives, better quality interventions, and better information for OLMCs</p> <p>Increased profile for WD OL coordinators and understanding of OL affairs (Survey of OL Team)</p>
<ul style="list-style-type: none"> <li>▪ Participation in national OL coordinators' conferences (e.g. Feb 25, 2009, June 4, 2009)</li> </ul>	<p>WD National OL Coordinator (or OL Team alternate) attends meetings</p>	<p>Number of meetings attended (Networks, relationships built, information, and best practices shared)</p>
<ul style="list-style-type: none"> <li>• Participation in regional coordinators' network conferences (e.g. AB, SK, MB, BC)</li> </ul>	<p>Regional OL coordinators attend conferences</p>	<p>Number of meetings attended (Networks, relationships built, information, and best practices shared)</p>
<ul style="list-style-type: none"> <li>• Participation in the Coordinating Committee on OL Research (CCRLO) and bilateral discussions with Canadian Heritage statistical unit to consider western focused OLMC research</li> </ul>	<p>Meetings attended</p> <p>Relationships established, areas of collaboration explored</p>	<p>Number of meetings attended  (Networks, relationships built, information, and best practices shared)</p>



### E. Funding and Program Delivery

Implementation of the federal institution's programs and delivery of its services; funding, alone or in cooperation with other federal institutions, of OLMC projects; inclusion of the needs of OLMCs in the delivery of the federal institution's programs and services.

<b>Expected result:</b> Creation of lasting changes in federal institution organizational culture; employees and management are aware of and understand their responsibilities regarding section 41 of the <i>Official Languages Act</i> and OLMCs.		
<b>Planned activities to achieve the expected result</b>	<b>Expected outputs</b>	<b>Indicators to measure progress in achieving the expected result</b>
<b>Implementation of WD funding</b>		
Provide core funding to FEDOs  Develop and support projects with OLMCs  Consider the development and support of Pan West projects  FEDO direct business service delivery of services for OLMCs	Deliver existing approved core funding for OLMC organization to deliver direct business services   Projects funded	Number of policies/projects specific to OLMCs  Number of policies, programs, projects that incorporate OLMCs considerations  WD performance indicators such as those for: Innovation, BDE and CED stated in WD OL Strategy
<b>Implementation of Roadmap funding:</b>		
Provide funding for OLMC projects  Seek opportunities to collaborate in joint research studies  Seek opportunities to develop projects within interdepartmental agreements eg: EDI Interdepartmental Implementation Team activities	Projects funded under EDI Collaboration with RDAs and IC	EDI indicators such as: <ul style="list-style-type: none"> <li>▪ Number of partnerships developed/maintained</li> <li>▪ Number of business created, maintained or expanded</li> <li>▪ \$ levered by project</li> <li>▪ Number of projects, initiatives or studies leading to the diversification or expansion of the economic base of OLMCs</li>   <li>▪ Number of meeting attended for EDI implementation and collaboration on national projects.</li> </ul>



## F. Accountability

Activities through which the federal institution integrates its work on the implementation of section 41 of the OLA into departmental planning and accountability mechanisms (e.g. report on plans and priorities, departmental performance report, departmental business plan and status report on implementation of section 41 of the OLA); internal audits and evaluations of programs and services; regular review of programs and services as well as policies by senior managers of the federal institution to ensure implementation of section 41 of the OLA.

<b>Expected result:</b> Creation of lasting changes in federal institution organizational culture; employees and management are aware of and understand their responsibilities regarding section 41 of the <i>Official Languages Act</i> and OLMCs.		
<b>Planned activities to achieve the expected result</b>	<b>Expected outputs</b>	<b>Indicators to measure progress in achieving the expected result</b>
<b>Accountability Activities related to Planning &amp; Governance</b>		
Establish an accountability framework for OL (TOR, Job description for National OL coordinator with salary and O&M budgets, in departmental organization chart, and OL Team governance & processes formalized.)	WD OL activities integrated in WD organization structure (Exec Committee approvals)	Completion of a clear accountability framework & resources secured for position.  Clear governance framework and role and responsibilities for OL team members are established.
Review planning process & develop comprehensive multi-year WD OL Strategy  Develop a WD OL logic model that is integrated into WD's strategic framework as well as the federal OL Strategy "The Roadmap"	-Systematic OL planning cycle synchronized with departmental planning cycle and framework  -Strengthened and clarified linkage to overall departmental priorities	Comprehensive 3 Year OL strategy that reflects OL priorities.
Training support (eg: Policy Palooza) for OL Team members to better support OL implementation.	-Courses offered and/or taken -attendance at courses or other training	OL Team members understand GOC policy decision making process and can provide better advice to the department & be more effective in championing OLMCs.  Number of courses taken by Team members Number of OL Team members take course(s)
Assess regional office OL team org structures to determine best management of OL program in WD (eg: consider new organization structure of 1 overall regional coordinator and 1 officer focused on FEDO requirements)	Best practices evaluated and implemented	Allocation of responsibilities Improved coordination, focused expertise for FEDOs and OLMCs and their issues. (Team survey)



<b>Accountability Activities related to Reporting</b>		
ADM OL Champion briefs Executive Committee on a regular basis and provides OL guidance, advice or recommendations for WD	Systematic OL integration and communication process between OL Team and Executive	Number of briefings provided Number of feedback, recommendations or approvals received from Executive to OL Team
Information tracking for effective management of OL Team resources and future budgeting	Regular tracking of OL Team O&M costs by region for travel, events, salaries and time spent on OL	OL expenses tracked and used as a management tool by OL Team
External to WD Reports: <ul style="list-style-type: none"> <li>▪ departmental RPP, DPR</li> <li>▪ Produce an annual report on OL for TBS</li> <li>▪ Produce a Section 41 Action Plan for OL &amp; Annual Status Reports for PCH</li> <li>▪ The Roadmap: EDI evaluation in accordance with HRMAF</li> <li>▪ FEDO Impact Assessment</li> <li>▪ Respond to OCOL: OL complaints</li> </ul> External Audits or reports on WD: <ul style="list-style-type: none"> <li>▪ OCOL Report Card</li> </ul>	Reports completed and submitted  FEDO Impact Assessment completed  EDI program evaluation completed	RPP – OL commitment included DPR –OL performance included Number of reporting and accountability requirements met