



# **RESULTS-BASED ACTION PLAN**

**April 1, 2011 to March 31, 2016**

## **IMPLEMENTATION OF THE *OFFICIAL LANGUAGES ACT***

**Results Based Action Plan 2011–16**

**Table of Contents**

Context ..... 3

Within WD..... 4

WD’s Role with OLMCs..... 4

Annex A: Official Languages Action Plan – Logic Model ..... 7

Annex B: Official Languages Action Plan – Summary of Activities ..... 8

Annex C: Official Languages Related Reporting Requirements .....20

Annex D: Departmental Information .....21

## Framework for OL Action Plan 2011–16

### Context

The *Canadian Constitution*, the *Canadian Charter of Rights and Freedoms* and the *Official Languages Act* (OLA) all recognize the advantages of having a bilingual country and maintaining two viable linguistic communities across the country.

To reflect its vision of the country, the OLA sets forth certain requirements and commitments for which each federal institution must be held accountable in the implementation of its various programs.

All federal institutions must take the necessary steps to meet their OLA obligations. Every institution must:

- ensure that it formulates internal policies and procedures consistent with Treasury Board OL policies or, in the case of institutions for which the Treasury Board is not the employer, take the measures necessary to meet their official languages obligations;
- have a main responsibility centre to inform and advise senior management on any relevant matter involving official languages (OL) and to provide a liaison with the central agencies and other parties concerned;
- keep an up-to-date list of its offices that are required to provide services to the public in both official languages, advise the Treasury Board Secretariat (TBS) of any change in this list and inform the public of the location of these offices;
- make OL policies known to its employees and inform them of their rights and responsibilities;
- ensure that, in the context of the institution's objectives, managers report on the implementation of policies relating to service to the public, language of work and equitable participation of members of the two OL communities;
- manage program support mechanisms such as language training and translation effectively, efficiently and economically and institute appropriate control systems;
- submit to the TBS the information it requires to provide general direction and coordination of the OL program in federal institutions; and
- provide regular reports on the results of implementation of the OL program in its organization, notably to enable the Deputy Minister of Canadian Heritage to report every year on the OL situation in federal institutions.

The OLA also requires that federal institutions serve the public in the language of choice in certain offices designated for that purpose (Part IV). Federal institutions must also ensure that in bilingual regions, the workplace is conducive to the effective use of both official languages and employees have the right to use either official language (Part V). Under Part VI, federal institutions are committed to ensuring the composition of their workforce tends to reflect the presence of English-speaking and French-speaking Canadians in Canada. Section 41 of the OLA, found in Part VII, establishes that every federal institution has a responsibility to a) enhance the vitality of the English and French linguistic minority communities in Canada and support and assist in their development, and b) foster the full recognition and use of both English and French in Canadian society.

As a federal department, WD subscribes to the implementation of the OLA and works with central agencies, other government departments, partners and the western Official Language Minority Communities (OLMCs) to fulfill its OL obligations.

In the previous three audits undertaken by the Commissioner of Official Languages, WD has been identified as having exemplary ratings in all areas of its program management. WD strives to maintain positive results in the areas of development of OLMCs and promotion of linguistic duality. For the coming cycle, the department will focus on the following areas for improvement as identified in this year's report card: assessment of how language-of-work rights are respected in WD offices, and promotion of active offer to all employees who provide bilingual services to the public.

### **Within WD**

Part IV	Communications with and Services to the Public
Part V	Language of Work
Part VI	Participation of English-Speaking and French-Speaking Canadians
Part VII	Advancement of English and French

Within WD, the Official Languages (OL) Champion's (the Champion) role is to enhance the visibility of the OL program within the Department. Although at the heart of OL issues within the department, the Champion does not replace the manager and shall not constitute another management level. The Champion is supported in this regard by a National OL Coordinator and representatives from each of WD regions and directorates (A full listing of WD OL contacts is provided at Annex D).

Due to their mandate, certain corporate units play a strategic support role to the department and have specific responsibilities in the area of official languages as follows: Corporate Communications with respect to Parts IV, V, VI and VII; Finance and Corporate Management (specifically Human Resources) for Parts IV, V, VI; and Policy and Strategic Direction (PSD) with regard to Parts IV and VII.

Under the OL ADM Champion lead, PSD has the key responsibility to define WD's position and policies with regard to Part VII in consultation with both the other directorates and the regions. Regional assistant deputy ministers, directors general, directors and managers also have specific responsibilities in the area of official languages.

### **WD's Role with OLMCs**

Through a number of mechanisms, including the Western Diversification Program (WDP), the Economic Development Initiative under the *Roadmap for Canada's Linguistic Duality 2008-13: Acting for the Future* (the Roadmap), WD has allocated and will continue to allocate direct funding for projects with Official Languages Minority Communities (OLMCs) related to community economic development, projects with francophone academic institutions and services to francophone entrepreneurs.

<p><b>Roadmap 2008-2013</b>          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 choice.</p> <p>Government of Canada (GC) Result: Improved social and economic development for OLMCs (for GC OL Priority: capitalizing on economic benefits of linguistic duality)</p>	<p><b>WD Vision</b>          To be leaders in creating a more diversified western Canadian economy that has strong, competitive and innovative communities and businesses.</p> <p>WD OL Result: diversified, competitive, strong economies in (sustainable) OLMCs of Western Canada (for WD OL Priority: supporting and facilitating the economic development of OLMCs in the West)</p>
<p><b>Economic Development Initiative (EDI)</b>          Develop new expertise through innovation, diversification of activities, partnerships, and support to small businesses</p>	

Although growing in population, OLMCs across Western Canada continue to face both challenges and opportunities in the areas of community economic development and services to francophone entrepreneurs, and within francophone academic institutions. Population demographics indicate the following distribution of francophones across Western Canada:

Region	Mother Tongue					
	Total	English	French	Other languages		
				Total	Aboriginal	Non-Aboriginal
Number in thousands						
Manitoba	1,133.5	845.6	45.5	242.4	35.7	200.6
Saskatchewan	953.8	815.4	16.8	121.7	34.1	84.3
Alberta	3,256.4	2,593.4	64.7	598.2	27.0	556.5
British Columbia	4,074.4	2,900.9	58.9	1,114.6	13.1	1,078.5
<b>Canada</b>	<b>31,241.0</b>	<b>18,055.7</b>	<b>6,892.2</b>	<b>6,293.1</b>	<b>210.1</b>	<b>5,937.8</b>
Composition in %						
Manitoba	100.0	74.6	4.0	21.4	3.2	17.7
Saskatchewan	100.0	85.5	1.8	12.8	3.6	8.8
Alberta	100.0	79.6	2.0	18.4	0.8	17.1
British Columbia	100.0	71.2	1.4	27.4	0.3	26.5
<b>Canada</b>	<b>100.0</b>	<b>57.8</b>	<b>22.1</b>	<b>20.1</b>	<b>0.7</b>	<b>19.0</b>
<b>Note:</b>	The statistics in the last two columns refer to single responses. This is why their totals are slightly lower than the figures in the preceding columns.					
<b>Source:</b>	Statistics Canada, 2006 Census of Population.					

It is also interesting to note that the number of francophones has increased at an average annual rate of 0.6 percent from 1971 to 2006, and such a trend is expected to continue.<sup>1</sup>

WD recognizes the value and contribution of francophone OLMCs to the economy of Western Canada. Within the context of the department's mandate, support for their economic development and diversification is a priority.

Historically, WD has been very active in the development of a strengthened OLMC and francophone economic development and capacity in the West. Initially, this was through the inclusion of Francophone Economic Development Organizations (FEDOs)<sup>2</sup> in April 2001. FEDOs enhance the vitality of minority language communities in Western Canada and assist in their economic development. These independent entities have their own boards of directors with broad representation from their respective provinces. Board members are knowledgeable about business as well as the challenges facing francophone entrepreneurs. Support from WD enables these regional organizations to provide enhanced services to Francophone entrepreneurs including training, business and community economic development, access to capital, information services, marketing advice, networking and mentoring.

WD has also successfully engaged OLMCs in Special Economic Development Initiatives, partnership arrangements with other federal and provincial departments and agencies, as well as academic institutions and projects specifically responding to identified OLMC needs. Integrating the program development and delivery component, WD recognizes the need for tools to assist project officers in the development of initiatives focused on OLMCs or projects that have an impact on OLMC.

WD project officers can actively contribute to the economic advancement of the francophone community through project review. An established "OL lens", now part of WD's project due diligence, has been developed specifically to assist in determining whether and how to support the economic development of the francophone community in every project considered by WD.

WD collaborates with other federal institutions (such as Canadian Heritage, Industry Canada, and the other regional development agencies), and its Western Canada Business Service Network partners, such as the FEDOs, to maximize the impacts from resources committed and the economic results for OLMCs.

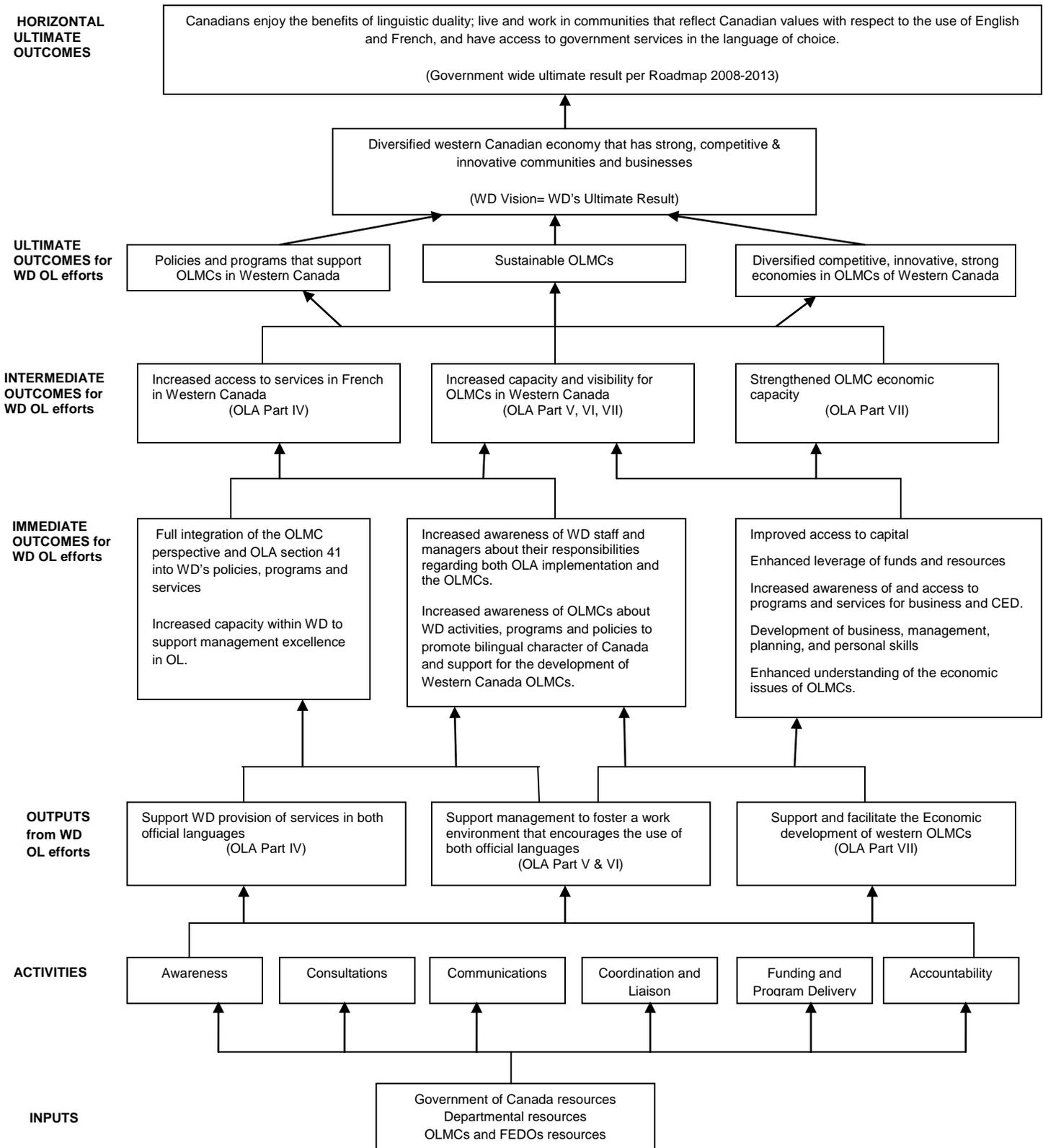
This Action Plan aims to coherently deliver and report on all of WD's OL activities, which are aligned with our departmental priorities and strategic outcomes, and are reported on annually

---

<sup>1</sup> [www.pch.gc.ca/pgm/lo-ol/pubs/npc/109-eng.cfm](http://www.pch.gc.ca/pgm/lo-ol/pubs/npc/109-eng.cfm) ,New Canadian Perspectives Languages in Canada,2006 Census

<sup>2</sup> [www.wd.gc.ca/eng/257.asp](http://www.wd.gc.ca/eng/257.asp)

## Annex A: Official Languages Action Plan – Logic Model



**Note:** A detailed listing of activities is provided at Annex B

**Annex B: Official Languages Action Plan – Summary of Activities**

<b>Awareness</b>			
<b>Description:</b> Internal activities directed at making employees and management of the federal institution aware of their responsibilities regarding the Official Languages Act.			
<b>Expected Result:</b> Creates lasting changes on the federal institution's organizational culture; employees and management are aware of and understand their responsibilities regarding the OLA section 41 and Official Languages Minority Communities.			
<b>Planned Activities</b>	<b>Expected Outputs</b>	<b>Indicators</b>	<b>Results</b>
<b>Training</b>			
General employee information sessions are held on Part IV, V and VII of the OLA.	<ul style="list-style-type: none"> <li>• Annually</li> <li>• Staff participate in information sessions on the OLA</li> </ul>	<ul style="list-style-type: none"> <li>• # of sessions held</li> <li>• # of staff in attendance</li> </ul>	
Training on new departmental programs includes an OL Component	<ul style="list-style-type: none"> <li>• As required</li> <li>• Training on new departmental programs includes information on OL considerations/impact</li> </ul>	<ul style="list-style-type: none"> <li>• # of sessions held</li> <li>• Curriculum contains OL section</li> </ul>	
Training on the OL Act is included in new Employee Orientation Sessions	<ul style="list-style-type: none"> <li>• Annually</li> <li>• A review of OL obligations is included in the new employee training package</li> </ul>	<ul style="list-style-type: none"> <li>• # of sessions held</li> <li>• Training package includes an OL component</li> </ul>	
OL Lens Training is included in Development Officer curriculum	<ul style="list-style-type: none"> <li>• Annually</li> <li>• The Development officer curriculum contains an OL component</li> </ul>	<ul style="list-style-type: none"> <li>• of sessions held</li> <li>• Curriculum contains OL section</li> </ul>	
Conduct information sessions to managers and senior managers on WD obligations as well as third party contracts (partners included.)	<ul style="list-style-type: none"> <li>• Annually</li> <li>• Managers and senior managers are aware of our (as well as third party contracts) obligations with respect to communications with and services to the public.</li> </ul>	<ul style="list-style-type: none"> <li>• # of information sessions</li> <li>• # of managers, senior managers and partners who attend an information session</li> </ul>	
<b>Communications</b>			
The departmental OL Champion promotes Official Languages and communicates via all-staff email and/or intranet site for all national bilingual recognition events such as Semaine de la Francophonie, Linguistic Duality Day and Rendezvous de la Francophonie.	<ul style="list-style-type: none"> <li>• Annually - as events are scheduled</li> <li>• WD staff are aware of national bilingual recognition events and have an opportunity to participate as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• # of all-staff email messages and/or intranet bulletins</li> <li>• # of staff that participate in national/regional recognition events</li> </ul>	
Emails/Newsletters sent to employees to inform them of obligations related to Part VII of the OLA	<ul style="list-style-type: none"> <li>• Create an OL Bulletin - produce a minimum of six editions per year</li> <li>• WD staff are provided with regular communications on responsibilities related to Part VII of the OLA</li> </ul>	<ul style="list-style-type: none"> <li>• # of bulletins produced</li> </ul>	

Raise awareness and provide general information about Part V (Language of Work) of the OLA by sending reminder on Language of Work obligations to employees and managers in Ottawa, WD's only bilingual designated office for language of work purposes.	<ul style="list-style-type: none"> <li>• Semi-annual</li> <li>• Staff and management in Ottawa have participated in and/or received information on Part V of the OLA.</li> </ul>	<ul style="list-style-type: none"> <li>• # of communications to Ottawa-based employees and managers about Part V of the OLA.</li> </ul>	
Promote the use of the Leadership Competencies Profile for Official Languages (tool developed by OCOL) to assess progress on Part V-Language of Work.	<ul style="list-style-type: none"> <li>• Annual</li> <li>• All managers and supervisors are sent the Leadership Competency Profile at the beginning of the planning cycle.</li> <li>• Presentation will be given to Ottawa Management Team on how to use the profile.</li> </ul>	<ul style="list-style-type: none"> <li>• Information sent and presentations are done to Ottawa management team on the Leadership Competencies Profile for Official Languages.</li> </ul>	
Promote the use of existing tools on how to conduct bilingual meetings and activities.	<ul style="list-style-type: none"> <li>• Annual - OL Bulletin•Employees and managers have access to tools and information on how to conduct bilingual meetings and activities.</li> </ul>	<ul style="list-style-type: none"> <li>• OL Bulletin about bilingual meetings and activities. • Tools are posted on the WD Intranet site</li> </ul>	
Knowledge of Anglophone/francophone/bilingual demographic profile of the West.	<ul style="list-style-type: none"> <li>• Information from the Census and Census updates are reviewed once available</li> </ul>	<ul style="list-style-type: none"> <li>• Report is produced and shared with OL Coordinators for action as appropriate</li> </ul>	
Ensure the OL team is represented during the corporate planning cycle as appropriate	<ul style="list-style-type: none"> <li>• As required (minimum of two/year)</li> </ul>	<ul style="list-style-type: none"> <li>• # of updates provided</li> </ul>	
WD will continue to include OL commitments in senior management performance contracts as well as those of the OL regional and national coordinators	<ul style="list-style-type: none"> <li>• Annually</li> <li>• Performance agreements contain a section related to OL obligations</li> </ul>	<ul style="list-style-type: none"> <li>• # of performance management agreements that contain an OL component</li> </ul>	
Promote the role of the OL Champion and communicate their responsibilities to the department	<ul style="list-style-type: none"> <li>• Annually</li> <li>• WD staff are aware of the role of the OL Champion</li> </ul>	<ul style="list-style-type: none"> <li>• # of all-staff email messages and/or intranet bulletins</li> </ul>	
Assess ability to partner with OGD's on research studies or undertake a unilateral research study as required.	<ul style="list-style-type: none"> <li>• Annually</li> </ul>	<ul style="list-style-type: none"> <li>• A determination of whether a research study is appropriate is undertaken annually.</li> </ul>	
Create and update a regional and pan-west summary of issues facing OLMCs	<ul style="list-style-type: none"> <li>• Annually</li> </ul>	<ul style="list-style-type: none"> <li>• Summary report produced</li> </ul>	
Bulletin 41/42	<ul style="list-style-type: none"> <li>• Post link on intranet site quarterly when distributed by Canadian Heritage</li> <li>• Provide an article for inclusion in the bulletin – annually</li> </ul>	<ul style="list-style-type: none"> <li>• Links to the bulletin are available on the intranet</li> <li>• # of articles provided by WD for inclusion in the bulletin</li> </ul>	

Promote Official Languages tools available on active offer.	<ul style="list-style-type: none"> <li>• Annually - OL bulletin</li> <li>• Tools on active offer are available and used, and have been promoted in the OL Bulletin as well as on WNet.</li> </ul>	<ul style="list-style-type: none"> <li>• Tools are posted</li> <li>• # of messages sent to employees and managers.</li> </ul>	
Recognize efforts of staff to implement Section VII - instant, formal, regional, corporate	<ul style="list-style-type: none"> <li>• Introduce the reward program in message from OL Champion encouraging nominations - annually.</li> <li>• Follow-up message in OL Bulletin - highlight individual who had been recognized - annually.</li> </ul>	<ul style="list-style-type: none"> <li>• Email message from OL Champion has been sent</li> <li>• OL Bulletin contains an article recognizing staff efforts</li> </ul>	
The Department will undertake an internal questionnaire in year one to measure departmental employees' knowledge of the OLA and then again in year five in order to compare results from the year one questionnaire.	<ul style="list-style-type: none"> <li>• Design and deliver a questionnaire on staff knowledge on OLA in year one and year five</li> <li>• Baseline data on employee's awareness will be acquired.</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement/ increased awareness of the OLA over the five-year period</li> </ul>	
<b>Other Activities:</b>			
<b>Best Practices:</b>			

<b>Consultations</b>			
<b>Description:</b> <i>Sharing of ideas and information between federal institutions and OLMC's to better understand each other's priorities and mandate, and to identify areas for OLMC development.</i>			
<b>Expected Result:</b> <i>Creation of lasting relationships between the federal institution and OLMCs; federal institution and OLMCs understand each other's needs and mandates.</i>			
Planned Activities	Expected Outputs	Indicators	Results
<b>WD-led consultations</b>			
WD will consult with FEDOs and OLMCs on: <ol style="list-style-type: none"> <li>1. The WD Official Languages Plan 2011-2016</li> <li>2. Changes to or development of policies and programs with a potential impact on the OLMCs</li> <li>3. Any changes to service delivery models</li> </ol>	<ul style="list-style-type: none"> <li>• Annual consultation and/or as changes to policies/programs are considered</li> <li>• Quarterly video-conference call's occur with FEDO's</li> <li>• Consult with OLMCs and FEDOs on changes to, or development of, policies and programs that may impact them.</li> </ul>	<ul style="list-style-type: none"> <li>• # of consultations that occur</li> <li>• FEDOs and OLMCs are informed of departmental changes and have an opportunity to discuss the impact and provide their input.</li> </ul>	
WD will consult with OLMCs to identify potential demographic changes/opportunities.	<ul style="list-style-type: none"> <li>• Annual consultation</li> <li>• National level discussion at partnership meetings</li> <li>• Outcomes are reviewed for possible</li> </ul>	<ul style="list-style-type: none"> <li>• Demographic changes or opportunities are discussed at national meeting.</li> </ul>	

	policy/program implications.		
In subsequent Client Service Surveys include question re: OLMCs re: level of satisfaction of service.	<ul style="list-style-type: none"> <li>• A question to assess the level of satisfaction of service is included in subsequent Client Satisfaction Surveys - as it occurs.</li> </ul>	<ul style="list-style-type: none"> <li>• Questions for the OLMCs about the level of satisfaction of service are included in subsequent Client Satisfaction Surveys.</li> </ul>	
Mechanism (i.e. Workshop) to consult with staff on language of work.	<ul style="list-style-type: none"> <li>• Annual</li> <li>• As a result of a workshop with employees and managers, WD implements corrective measures and follow-up with respect to language of work.</li> </ul>	<ul style="list-style-type: none"> <li>• Invitation of Ottawa employees and managers to a workshop on Language of Work.</li> <li>• Identification of leads for the implementation of corrective measures and follow-up.</li> <li>• Identification of areas of improvement with respect to language of work.</li> </ul>	
<b>WD Participation in Other Government Department Consultation Activities</b>			
WD will participate in consultations led by OGD's (Heritage, CIC, HRSDC, IC, RDÉE)	<ul style="list-style-type: none"> <li>• WD participates in OGD consultations as scheduled and appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• # of consultations that WD participates in as invited</li> </ul>	
Regional OL Coordinators participate on Federal Councils (OL Sub-committees)	<ul style="list-style-type: none"> <li>• Regional OL Coordinators participate in meetings and consultation activities coordinated through Federal Council OL Sub-Committees, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• # of meetings and consultations in which Regional OL Coordinators participate</li> </ul>	
<b>Other Activities:</b>			
<b>Best Practices:</b>			

## Communications

**Definition:** Provision of information (externally) to promote the bilingual character of Canada; provision of information to OLMCs regarding federal institution activities, programs and policies that could be of interest to them.

**Expected Result:** OLMC culture reflects a broad understanding of the federal institutions mandate; OLMC's receive up-to-date and relevant information about the federal institution's programs and services.

Planned Activities	Expected Outputs	Indicators	Results
<b>Internal Communications in support of External Communications</b>			
All staff communications on Official Languages obligations	<ul style="list-style-type: none"> <li>• OL Champion sends annual email on communications with and services to the public.</li> <li>• Employees and managers are aware of their obligations with respect to communications with and services to the public.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of emails sent to all staff on service to the public.</li> </ul>	
Internal WD Web site: <ul style="list-style-type: none"> <li>• Conduct a review of information currently posted on the Intranet</li> <li>• Ensure there is a link to WD OL Plan and Reports</li> <li>• Ensure link to Bulletin 41/42 is on the Intranet</li> <li>• Ensure link to WD Bulletin is on Intranet site</li> <li>• Ensure tools (contract documents) are available in both official languages</li> </ul>	<ul style="list-style-type: none"> <li>• An annual review of the website is conducted</li> <li>• WD net has a OL Section that is current and contains useful and relevant information for staff</li> </ul>	<ul style="list-style-type: none"> <li>• A review of the current site is conducted and changes are implemented as needed.</li> <li>• # of hits to the site are recorded</li> </ul>	
<b>External Communications</b>			
Contribute to an external communication trend analysis with OGDs.	<ul style="list-style-type: none"> <li>• A trend analysis is conducted and findings implemented as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• A trend analysis is conducted</li> </ul>	
Regional meetings and/or communications with OLMC's and FEDO's as appropriate	<ul style="list-style-type: none"> <li>• Regular communication occurs between WD and OLMCs</li> <li>• OLMCs are aware of the activities of WD</li> </ul>	<ul style="list-style-type: none"> <li>• # of meetings</li> <li>• # of emails</li> </ul>	
External Communications tools are in both official languages	<ul style="list-style-type: none"> <li>• Access West is in bilingual format</li> <li>• Correspondence with OLMCs is in both official languages</li> </ul>	<ul style="list-style-type: none"> <li>• Access West is produced bilingually as scheduled</li> <li>• Correspondence with OLMC's is in both official languages</li> </ul>	
Media Buys are in both official languages	<ul style="list-style-type: none"> <li>• All media buys consider OLMCs and minority language media as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• # of bilingual media buys</li> </ul>	
Client Distribution Lists	<ul style="list-style-type: none"> <li>• Review Communications distribution lists to ensure OLMC's and FEDO's are included</li> </ul>	<ul style="list-style-type: none"> <li>• A review of the distribution list has occurred</li> </ul>	

<p>External WD Web site:</p> <ul style="list-style-type: none"> <li>• WD OL Plan is posted</li> <li>• WD OL Report is posted</li> <li>• OL items of interest such as a successful francophone project is posted</li> </ul>	<ul style="list-style-type: none"> <li>• OL items of interest are posted i.e. successful francophone projects</li> </ul>	<ul style="list-style-type: none"> <li>• Annually - documents are posted as produced</li> </ul>	
<p><b>Other Activities:</b></p>			
<p><b>Best Practices:</b></p>			

## Coordination and Liaison

**Definition:** Cooperation and liaison (joint research, meetings, etc.) within the federal institution and between government institutions (federal, provincial, territorial or municipal).

**Expected Result:** Co-operation with multiple partners to enhance OLMC development and vitality and to share best practices.

Planned Activities	Expected Outputs	Indicators	Results
<b>OL Champion</b>			
Participates in meetings and pursues OL initiatives with OGDs	<ul style="list-style-type: none"> <li>• Minimum of annually - as invited</li> <li>• The OL Champion represents WD on national level meetings and considers WD participation in national initiatives as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• # of meetings and/or joint initiatives</li> </ul>	
Explores national partnerships	<ul style="list-style-type: none"> <li>• National partnerships are entered into as appropriate and as opportunities arise</li> </ul>	<ul style="list-style-type: none"> <li>• # of partnerships</li> </ul>	
<b>National OL Coordinator</b>			
Meets departmental requirements for the position	<ul style="list-style-type: none"> <li>• Reviewed by Champion bi-annually</li> <li>• The National OL Coordinator meets the requirements for the position</li> </ul>	<ul style="list-style-type: none"> <li>• Requirements have been reviewed annually</li> </ul>	
Review and update Burolis	<ul style="list-style-type: none"> <li>• The information on Burolis is current</li> </ul>	<ul style="list-style-type: none"> <li>• The information on Burolis is reviewed annually.</li> </ul>	
Analyze results of census and implications on bilingual designations of offices and take appropriate actions.	<ul style="list-style-type: none"> <li>• The bilingual designation of offices will be updated as needed based on the Census results</li> <li>• Burolis will be updated as required</li> </ul>	<ul style="list-style-type: none"> <li>• Census information is reviewed as available and updates to Burolis are made if needed.</li> </ul>	
Regular team meetings	<ul style="list-style-type: none"> <li>• At least one annual in-person meeting of the WD OL Team</li> <li>• Minimum of six OL Team conference calls annually</li> </ul>	<ul style="list-style-type: none"> <li>• # of annual in-person meetings and conference calls</li> </ul>	
OL Budget	<ul style="list-style-type: none"> <li>• Submit annual budget requirement to OL Champion</li> </ul>	<ul style="list-style-type: none"> <li>• A budget request is submitted annually</li> </ul>	
Liaise with other government departments to share information and best practices on service to public.	<ul style="list-style-type: none"> <li>• Semi-annual</li> <li>• Participate in Department Advisory Committee on Official Languages (DACOL) meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of DACOL meeting attended by Human Resources.</li> </ul>	

<b>Regional OL Coordinators</b>			
Meets departmental requirements for the position	<ul style="list-style-type: none"> <li>• Reviewed with Manager bi-annually in conjunction with Performance Review process</li> </ul>	<ul style="list-style-type: none"> <li>• Requirements have been reviewed</li> </ul>	
Participates in regular Federal Council led OL Groups/Activities	<ul style="list-style-type: none"> <li>• As opportunities arise</li> <li>• Regional Coordinators participate in activities as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• # of activities</li> </ul>	
Explores regional activities and/or partnerships on OL initiatives	<ul style="list-style-type: none"> <li>• As opportunities arise</li> <li>• WD participates in regional activities/partnerships as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• # of partnerships</li> <li>• # of activities</li> </ul>	
<b>Other Activities:</b>			
<b>Best Practices:</b>			

<b>Funding and Program Delivery</b>			
<b>Definition:</b> Implementation of programs and services (resources, in-kind, funding, etc.) for OLMCs by the federal institution alone or in collaboration with other government institutions; taking into account of OLMC needs and the promotion of the full recognition and use of both official languages in the programs and services of the federal institution.			
<b>Expected Result:</b> OLMCs are part of the federal institution's regular clientele and have adequate access to its programs and services; OLMC needs (e.g. geographic dispersion and development opportunities) are taken into account.			
Planned Activities	Expected Outputs	Indicators	Results
<b>Funding</b>			
WD provides core-funding to FEDO's - contingent upon Ministerial approval	<ul style="list-style-type: none"> <li>Annual core funding is provided</li> </ul>	<ul style="list-style-type: none"> <li># of FEDO's provided with core funding</li> </ul>	
Offer pathfinding assistance to OLMCs on potential sources of project funding	<ul style="list-style-type: none"> <li>As required</li> <li>WD will provide pathfinding assistance as projects are presented</li> </ul>	<ul style="list-style-type: none"> <li># of pathfinding conversations</li> </ul>	
Projects with an OLMC component are submitted for funding consideration (Pan-West, multi-regional, regional)	<ul style="list-style-type: none"> <li>Two pan-west/multi-regional projects are approved</li> </ul>	<ul style="list-style-type: none"> <li># of multi-region projects submitted for approval annually</li> </ul>	
<b>Program Delivery</b>			
Complete current Roadmap for Canada's Linguistic Duality	<ul style="list-style-type: none"> <li>Fully commit the Economic Development Initiative (EDI) budget</li> </ul>	<ul style="list-style-type: none"> <li>Full-budget commitment for the EDI program</li> </ul>	
Participate in design/development of future roadmap	<ul style="list-style-type: none"> <li>WD contributes to design and development of future road-map</li> <li>WD's contributions are reflected in the future roadmap.</li> </ul>	<ul style="list-style-type: none"> <li>WD participates in development meetings and provides Input into the design of a future roadmap.</li> </ul>	
OL Champion encourages language training and, where possible, the department supports employees who are interested in language training.	<ul style="list-style-type: none"> <li>WD maintains an appropriate number of bilingual positions and trained employees to ensure bilingual service delivery requirements are maintained</li> </ul>	<ul style="list-style-type: none"> <li>Communications from the OL Champion about language training opportunities</li> <li># of employees who are interested in language training.</li> <li>Amount (\$) of training offered.</li> </ul>	
Promote the Public Service Commission tool to assist managers in determining linguistic profiles for positions	<ul style="list-style-type: none"> <li>WD maintains appropriate bilingual profiles for bilingually designated positions</li> </ul>	<ul style="list-style-type: none"> <li>A link to the PSC site is posted on the OL Intranet site</li> </ul>	
Evaluate the impact of the deficit reduction action plan, as well as other similar activities on the provision of bilingual services (review of internal bilingual capacity).	<ul style="list-style-type: none"> <li>February-March 2012 or as required</li> <li>HR biennial review of bilingual positions to ensure sufficient bilingual capacity is maintained and recommendations to management.</li> </ul>	<ul style="list-style-type: none"> <li>HR provides a report on any gaps for bilingual positions along with recommendations to management.</li> </ul>	

<p>Review of all work instruments to ensure their availability in both official languages for all employees in bilingual positions.</p>	<ul style="list-style-type: none"> <li>• Annually</li> <li>• WD implements corrective measures and follow-up resulting from gap analysis with respect to bilingual work instruments;</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of gaps with respect to work instruments in both official languages.</li> <li>• Report and recommendations further to the review of work instruments.</li> <li>• Implementation of corrective measures if necessary and follow-up.</li> </ul>	
<p><b>Other Activities:</b></p>			
<p><b>Best Practices:</b></p>			

## Accountability

**Definition:** *Institutional tools for planning, evaluating and reporting (action planning, reporting on results, internal evaluations, policy reviews, etc.).*

**Expected Result:** *Full integration of the OLMC perspective and section 41 of the OLA into the federal institution's policies, programs and services; the reporting structure, internal evaluations and policy reviews determine how to better integrate OLMCs' perspective.*

Planned Activities	Expected Outputs	Indicators	Results
<b>Planning and Reporting</b>			
Develop and Implement an OL Action Plan	<ul style="list-style-type: none"> <li>• WD has a current OL Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Action Plan is in place</li> </ul>	
Report on Action Plan - provide internal and external reports on progress in the implementation of the OL Action Plan	<ul style="list-style-type: none"> <li>• As required - minimum of annually</li> <li>• WD complies with all internal and external reporting requirements</li> </ul>	<ul style="list-style-type: none"> <li>• An annual report is produced and external reporting requirements are met.</li> </ul>	
Integration of OL into the departmental Planning and Reporting Process	<ul style="list-style-type: none"> <li>• Consider OL targets into departmental Planning and Reporting Process</li> </ul>	<ul style="list-style-type: none"> <li>• OL is included in the departmental planning and reporting process</li> </ul>	
National Coordinator provides regular updates to OL Champion	<ul style="list-style-type: none"> <li>• Monthly</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly reports are provided</li> </ul>	
Monitor Action Plan	<ul style="list-style-type: none"> <li>• Quarterly Updates on progress are provided to the OL Champion</li> <li>• WD successfully implements the elements within the OL Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• # of quarterly reports</li> <li>• # of achievements against deliverables contained within the plan</li> </ul>	
Regional coordinators regularly brief regional management teams	<ul style="list-style-type: none"> <li>• Quarterly - or issue specific</li> <li>• Regional management committees are informed and briefed on the implementation of the OL Action Plan and an OL Activities</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly updates are provided</li> </ul>	
ADM OL Champion briefs Executive Committee on a regular basis and provides recommendation or advice for WD.	<ul style="list-style-type: none"> <li>• Quarterly</li> <li>• Executive Committee is informed and briefed on the implementation of the OL action plan and on OL activities</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly updates are provided to Executive Committee</li> </ul>	
Update the Accountability Framework	<ul style="list-style-type: none"> <li>• Reviewed Annually</li> <li>• WD has a current Accountability Framework and Terms of Reference</li> </ul>	<ul style="list-style-type: none"> <li>• An Accountability Framework and Terms of Reference exist and are reviewed annually</li> </ul>	

<b>Programs and Services</b>			
Evaluation of previous projects/partnerships with OLMCs over the last 5-10 year period.	<ul style="list-style-type: none"> <li>• Once - pending funding approval</li> <li>• An evaluation of performance is conducted to provide feedback on project successes and input into future project considerations.</li> </ul>	<ul style="list-style-type: none"> <li>• An evaluation is completed</li> </ul>	
Develop a process and a checklist to monitor the service levels and gaps with respect to service to the public.	<ul style="list-style-type: none"> <li>• A tool to monitor the service levels and gaps with respect to service to the public is available to the OL Team.</li> </ul>	<ul style="list-style-type: none"> <li>• Process to monitor the service to the public is developed.</li> <li>• A checklist to monitor the service to the public is developed and available.</li> </ul>	
Monitor the bilingual service provision (internally and with partners) and the quality of response/service by conducting telephone, email or on-site evaluation.	<ul style="list-style-type: none"> <li>• Semi-annual</li> <li>• As a result of the monitoring with respect to the bilingual service provision, WD implement corrective measures and follow-up.</li> </ul>	<ul style="list-style-type: none"> <li>• Validation activities occurred</li> <li>• Report and recommendations are produced further to validation activity results.</li> <li>• Implementation of corrective measures if necessary and follow-up</li> </ul>	
Reviewing the OL requirements contained in current service delivery partners agreements - i.e. MOU's on active offer (further to Caldech report relating to service to the public)	<ul style="list-style-type: none"> <li>• Conduct initial review of current OL services and develop plan to move forward</li> </ul>	<ul style="list-style-type: none"> <li>• A review is conducted</li> <li>• A plan is in place</li> <li>• # of MOU's in existence between partners</li> </ul>	
Address and respond to any complaints	<ul style="list-style-type: none"> <li>• As required</li> <li>• All OL complaints received are addressed and responded in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>• # of days to address and respond to OL complaints</li> <li>• Complaints are addressed within prescribed timeframes</li> </ul>	
Establish an internal complaint process for Language of Work	Ensure OL representation on the Informal Conflict Management System	All complaints are addressed in a timely manner	
<b>Other Activities:</b>			
<b>Best Practices:</b>			

## Annex C: Official Languages Related Reporting Requirements

Plan	Frequency	Audience	Purpose
Report on Plans and Priorities	Annual	Parliament	Describes departmental priorities and strategic outcomes, expected results and the associated resource requirements covering a three-year period
Corporate Business Plan	Annual	Public and WD employees	Integrated overview of the department's strategic outcomes, priorities and expected performance objectives
Action Plan for Implementation of Section 41 of the <i>Official Languages Act</i> (OLA)	Annual	Commissioner of Official Languages, Heritage Canada and all WD employees	Federal institutions subject to the Accountability Framework for the Implementation of Sections 41 and 42 of the OLA are required to submit an annual or multi-year action plan
Regional Business Plans (British Columbia, Alberta, Saskatchewan, Manitoba)	Annual	WD employees	Overview of region's planned strategies and actions for program activities and areas of management
Finance and Corporate Management (F&CM) Business Plan	Annual	Finance and Corporate Management	Overview of the F&CM planned strategies and actions for financial and corporate activities and areas of management
PSD Business Plan	Annual	WD employees	Outline PSD priorities, ongoing responsibilities, planned activities, key deliverables and strategy for measuring success
Public Service Renewal Action Plan	Annual	WD management & staff Clerk of the Privy Council Office	Contributes to the Clerk's annual report on PS Renewal and guides WD management and staff in furthering renewal in the workplace
Learning Strategy & Priorities Plan		All WD employees	Sets direction for corporate learning for upcoming fiscal year
Departmental Performance Report	Annual	Parliament	Outlines WD's achievements against the performance expectations and commitments as set out in WD's Report on Plans and Priorities
Review on Official Languages	Annual	Treasury Board, Canadian Heritage and Parliament	Reports on the results of WD's Strategy and Action Plan and contributes to Treasury Board's Annual Report on OL
HR Dashboard Report	Biannual	WD Executive Committee	Reports on trends, issues, areas for attention
Annual Report on the Operation of the <i>Canadian Multiculturalism Act</i>	Annual	Public Service	The <i>Canadian Multiculturalism Act</i> requires all federal departments, agencies and Crown corporations to implement the multiculturalism policy and to report annually on their activities. Citizenship and Immigration Canada is responsible for producing the Annual Report on the Operation of the <i>Canadian Multiculturalism Act</i> .
Report on the Application of the <i>Public Service Official Languages Exclusion Approval Order</i>	Annual	Public Service Commission	Gathers information on the application of the Public Service Official Languages Exclusion Approval Order for the purpose of monitoring organizations subject to the <i>Public Service Employment Act</i> .

## **Annex D: Departmental Information**

### **Federal institution**

Western Economic Diversification Canada  
Canada Place  
Suite 1500, 9700 Jasper Avenue  
Edmonton, AB T5J 4H7  
Web site: [www.wd-deo.gc.ca](http://www.wd-deo.gc.ca)

### **Minister responsible**

Lynne Yelich, Minister of State

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

Daniel Watson, Deputy Minister  
James Meddings, 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**

Guy Lajeunesse  
Western Economic Diversification Canada  
Suite 601, 119 4<sup>th</sup> Avenue S.  
Saskatoon, SK S7K 3S7  
Telephone: 306-975-6537  
Facsimile: 306-975-5484

### ***Regional Coordinators***

#### **British Columbia**

Lisa-Marie Gagné  
Western Economic Diversification Canada  
Number 700, 333 East Seymour Street  
Vancouver, BC V6B 5G9  
Telephone: 604-666-7542  
Facsimile: 604-666-2353

#### **Alberta**

Lisa Lecky  
Western Economic Diversification Canada  
Canada Place  
Suite 1500, 9700 Jasper Avenue  
Edmonton, AB T5J 4H7  
Telephone: 780-495-6920  
Facsimile: 780-495-4557

**Saskatchewan**

Guy Lajeunesse  
Western Economic Diversification Canada  
Suite 601, 119 4<sup>th</sup> Avenue S.  
Saskatoon, SK S7K 3S7  
Telephone: 306-975-6537  
Facsimile: 306-975-5484

**Manitoba**

Karen Morrow  
Western Economic Diversification Canada  
P.O. Box 777, 712-240 Graham Avenue  
Winnipeg, MB R3C 2L4  
Telephone: 204-983-2837  
Facsimile: 204-983-1280

**Ottawa**

TBD  
Western Economic Diversification Canada  
141 Laurier Avenue West, 5<sup>th</sup> Floor  
Ottawa, ON K1P 5J3  
Telephone: 613-952-9389  
Facsimile: 613-957-1154

**Headquarters**

Annie Duchesne  
Finance and Corporate Management  
Western Economic Diversification Canada  
141 Laurier Avenue West, 5<sup>th</sup> Floor  
Ottawa, ON K1P 5J3  
Telephone: 613-952-9389  
Facsimile: 613-957-1154

Jody Simonson  
Policy and Strategic Direction  
Western Economic Diversification Canada  
Canada Place  
9700 Jasper Avenue, Suite 1500  
Edmonton, AB T5J 4H7  
Telephone: 780-495-4164  
Facsimile: 780-95-8259

Michael Wronski  
Corporate Communications  
Western Economic Diversification Canada  
141 Laurier Avenue West, 5<sup>th</sup> Floor  
Ottawa, ON K1P 5J3  
Telephone: 613-941-1097  
Facsimile: 613-952-6775