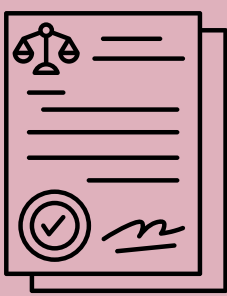


PHAC’s Official Languages Organizational Maturity Self-Assessment

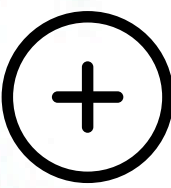
Why was this exercise done?

Official Languages Act (OLA)



The OLA outlines obligations for federal institutions to protect Canada’s OLs. Obligations and oversight were expanded when the law was modernized in 2023.

Positive Measures



The modernized OLA emphasizes the obligation to implement **positive measures** (i.e., concrete, intentional, evidence-based, differentiated measures to support OLMCs).

Goal of the Self-Assessment



1. Assess the Agency’s readiness to meet the expanded OLA obligations
2. Identify next steps in building our capacity to meet our OLA obligations

What was done?

Framework Designed

Maturity Model* with 4 Activity Areas:

1. Leadership and commitment
2. Capacity for services in both OLs
3. Understanding OLMC needs
4. Working with 3rd parties

↓
Each with 5 indicators

Maturity Rating Scale



- Each Activity Area receives maturity level ratings from 0-5
- Baseline rating for current practices (2024-25)
- Target rating for planned practices (2025-26)

Self-Assessment



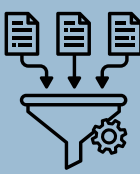
Seven 1-hour workshops conducted at the branch-level



Branches completed a self-assessment that:

1. describes current and planned practices, and
2. establishes baseline and target ratings

Compilation & Analysis



A thematic analysis of the current and planned practices was conducted



A quantitative analysis of the maturity level ratings was conducted

*Note: The framework used for the OL Organizational Maturity Self-Assessment is an adapted version of the [Official Languages Maturity Model Framework \(OLMM\)](#), developed by the Commissioner of Official Languages.

Current and Planned Practices

In 2024-2025, at least one branch reported that:

- ☒ Tools and resources on OL obligations were made easily accessible
- ☒ SWALT training was available and encouraged to all employees
- ☒ OL considerations were reflected in key templates and SOPs
- ☒ OLMC stakeholders were engaged in committees and working groups
- ☒ OL clauses were included in contracts with 3rd parties
- ☒ Number and distribution of linguistic profiles were monitored
- ☒ AI-tools were available and used to support translation
- ☒ OLMCs were considered as a key population in funding solicitations

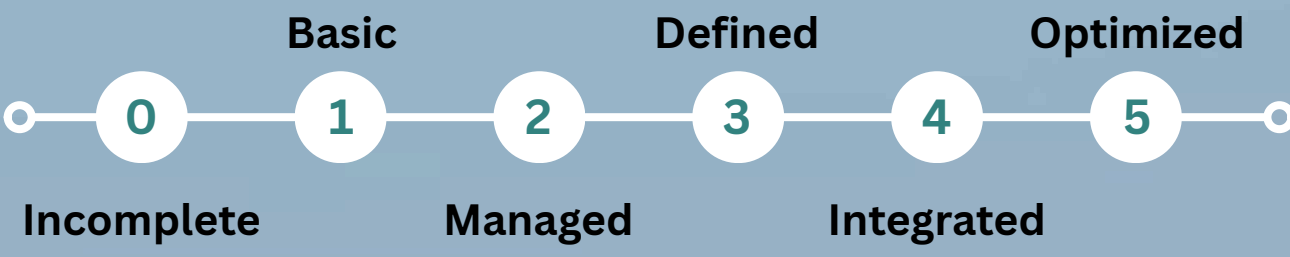
In 2025-2026, at least one branch plans to:

- ☐ Develop Branch OL Action Plan to ensure obligations are met
- ☐ Present progress on meeting OL obligations at annual All-Staff meetings
- ☐ Review capacity to provide services in both OLs annually
- ☐ Consult more with the COE when designing new initiatives
- ☐ Ensure new CBC SLE requirement for managers is met
- ☐ Create feedback survey to assess whether OLMC needs are being met
- ☐ Periodically review 3rd parties’ progress on meeting their OL obligations
- ☐ Devote resources to researching OLMC health inequities

Maturity Level Rating Results

Activity Area	Activity 1: Leadership	Activity 2: Capacity	Activity 3: Supporting OLMCs	Activity 4: Third parties
Baseline	3.8	4.4	2.9	2.0
Target	4.4	4.8	3.3	2.9
Targeted growth	17%	9%	15%	43%

Maturity level rating scale



Analysis

Strengths

- ✓ Strong focus on internal capacity and training.
- ✓ The number and distribution of linguistic profiles are well managed.
- ✓ Existing capacity challenges are identified.
- ✓ OLs are integrated into PMAs.
- ✓ The capacity to provide services in both OLs is well monitored.
- ✓ Most branches consider OL capacity when assigning work to staff.
- ✓ Several branches demonstrate the efficient use of AI-translation tools to bolster OL capacity.
- ✓ Solid identification of OLMC stakeholders and needs via data, consultations, public opinion research, and participation in conferences.

Areas for Improvement

- ☐ Expand and shift general understanding of OL obligations away from approaches that only meet the threshold of formal equality, such as translation of documents, towards substantive equality, where PHAC understands OLMC needs and differentiates its programming accordingly.
- ☐ Focus on performing impact analyses on the substantive equality principle and identifying mitigation measures, before moving into implementation and evaluation measures.
- ☐ Promote and utilize tools and resources on impact analyses more broadly.
- ☐ Contract clauses could become more exhaustive – specifically, indicating how the progress on OL obligations will be monitored, and what will occur if they are not met.