



Council of the Network of Official Languages Champions

Setting the Tone for Official Languages

PROMOTIONAL TOOLKIT

DARE

to Lead by Example

BE AN EFFECTIVE LEADER



Canada^{ca}

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CONTEXT

The report [*The Next Level: Normalizing a culture of inclusive linguistic duality in the Federal Public Service workplace*](#), also known as the Borbey-Mendelsohn report, indicates that management plays a crucial role in creating a workplace that is conducive to the use of both official languages.

The Council of the Network of Official Languages Champions wants to raise awareness among leaders on the importance of setting the tone when it comes to official languages in the workplace. This is why the Council is launching an awareness campaign, including a new video, under the “leadership” component of its [*2018–2021 Strategic Plan: Leadership, Mobilization, Support, Partnerships*](#).

This video showcases *testimonials* from executives, managers and employees across the Federal Public Service and the country who share their thoughts on how leaders play an important role in setting the tone. It gives valuable insight on how you can create an environment where employees feel comfortable using the official language of their choice.



The Next Level: Normalizing a culture of inclusive linguistic duality in the Federal Public Service workplace

PROMOTIONAL TOOLKIT

Purpose of the Promotional Toolkit

This toolkit was prepared to equip Official Languages Champions with tools to raise awareness on the important role leaders play in setting the tone for official languages.

We encourage Official Languages Champions to share this video with the employees of their organizations, including at their executive table, using the communication products provided in this toolkit.

Communications Objectives

- Increase awareness among leaders (executives and all levels of management) as well as aspiring leaders of the importance and benefits of using both official languages in the workplace.
- Create awareness among leaders about the important role that they play in setting the tone when it comes to the use of official languages in the workplace.
- Encourage leaders to lead by example by interacting with their employees in both official languages to create an inclusive environment where employees feel safe to use the official language of their choice.

Target audiences

- **Government of Canada leaders:** executives, managers and supervisors in the Federal Public Service.
- **Aspiring leaders:** Federal Public Service employees who have the desire to progress in leadership roles.



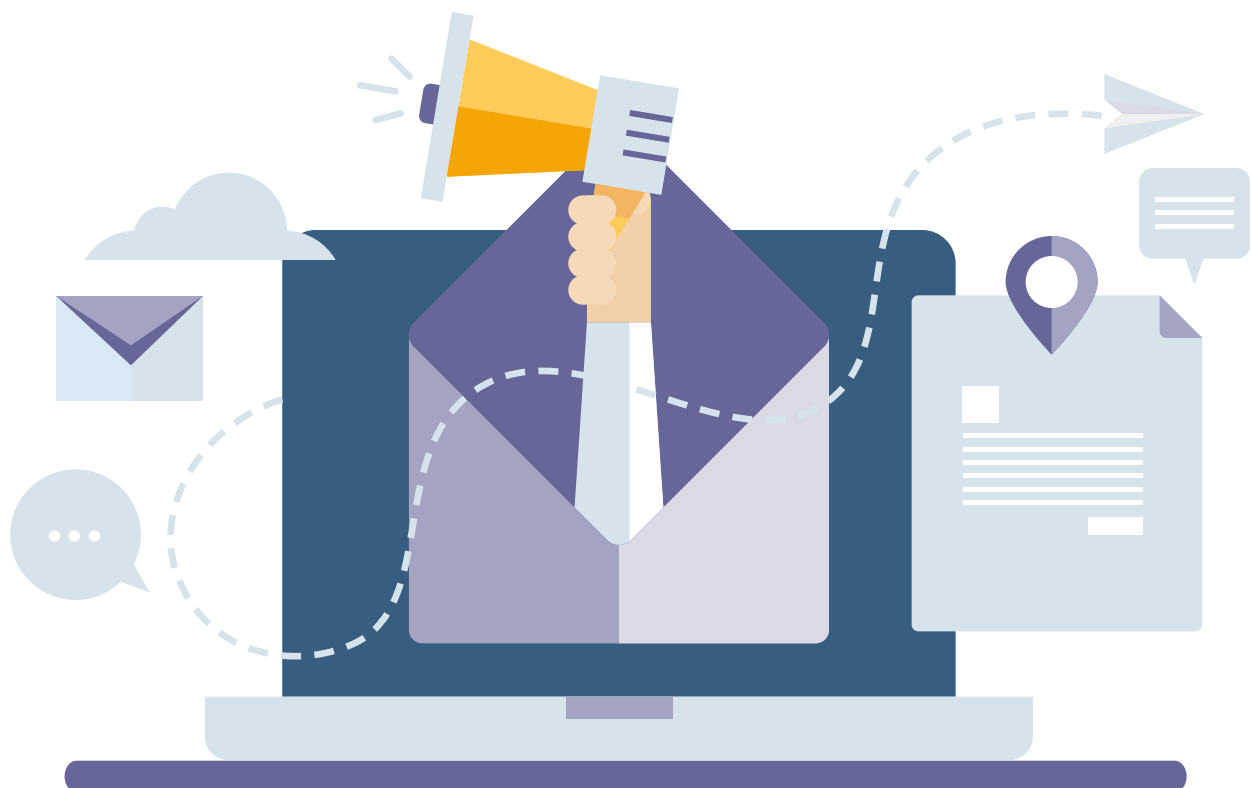
We encourage Official Languages Champions to share this video with the employees of their organizations

CAMPAIGN MESSAGES

The following messages can be used as speaking points during meetings or integrated into various communication products, such as your institution's newsletter, targeted emails or intranet page. Please select the messages that you deem most appropriate.

Key messages for your institution's newsletter, targeted emails or intranet page

- Our official languages enrich our culture and workplaces in immeasurable ways. They are part of the Government of Canada's core values.
- DARE to Lead by Example — Be an Effective Leader. By using both official languages in an equitable manner, you play an important role in creating a culture of respect and inclusion where employees feel comfortable and welcome to use their first or second official language.
- Explore this new video featuring testimonials from executives, managers and employees across the Federal Public Service who share tips on fostering a culture of respect and inclusion.
- Challenge yourself by speaking in your second official language even if you are not fluent in it. Your employees will appreciate the effort and your second language skills will improve considerably.



Key messages for your institution's newsletter, targeted emails or intranet page

Messages to be used as speaking points

- When management sets the tone by encouraging the use of both official languages on a regular basis, employees express greater freedom to use the official language of their choice.
- The document [*English and French: Towards a substantive equality of official languages in Canada*](#), published in 2021, recognizes that a cultural change is needed to strengthen bilingualism in the public service.
- We must ensure that official languages are part of our mindset. Managers and executives must walk the talk and lead by example — even if they make mistakes when expressing themselves in their second official language. Employees will appreciate the effort.
- Lead by Example. Staff are more comfortable using both languages when their senior managers do so. As indicated in the report [*The next level: Normalizing a culture of inclusive linguistic duality in the Federal Public Service workplace*](#), “[a] culture of respect and inclusion will be most influenced by leadership, not rules.” It’s about being an effective leader.
- As indicated in the report [*The next level: Normalizing a culture of inclusive linguistic duality in the Federal Public Service workplace*](#), “[t]one is an important tool for changing behaviour.” When leaders use both official languages, they create safe and inclusive workspaces and signal to their employees that they can use the official language of their choice. It could be a significant gain in government and employee excellence, as well as an increase in productivity.



Managers and executives must walk the talk and lead by example

Message template

Message

I am pleased to present this bilingual video created by the Council of the Network of Official Languages Champions and its partners, in collaboration with Public Services and Procurement Canada.

Entitled “*Setting the Tone for Official Languages*”, this video features testimonials from executives, managers and employees across the Federal Public Service and the country who share their thoughts on how leaders play an important role in setting the tone. It gives valuable insight on how you can create an environment where employees feel comfortable using the official language of their choice.

I encourage all managers and supervisors to watch this video with their employees and to discuss how we can work together to create a culture of bilingualism, respect, and inclusion within our organization.

Please feel free to share the results of your discussions with us.

Signature

Title

VIDEO

Various formats of the link for the video “*Setting the Tone for Official Languages*” are available:

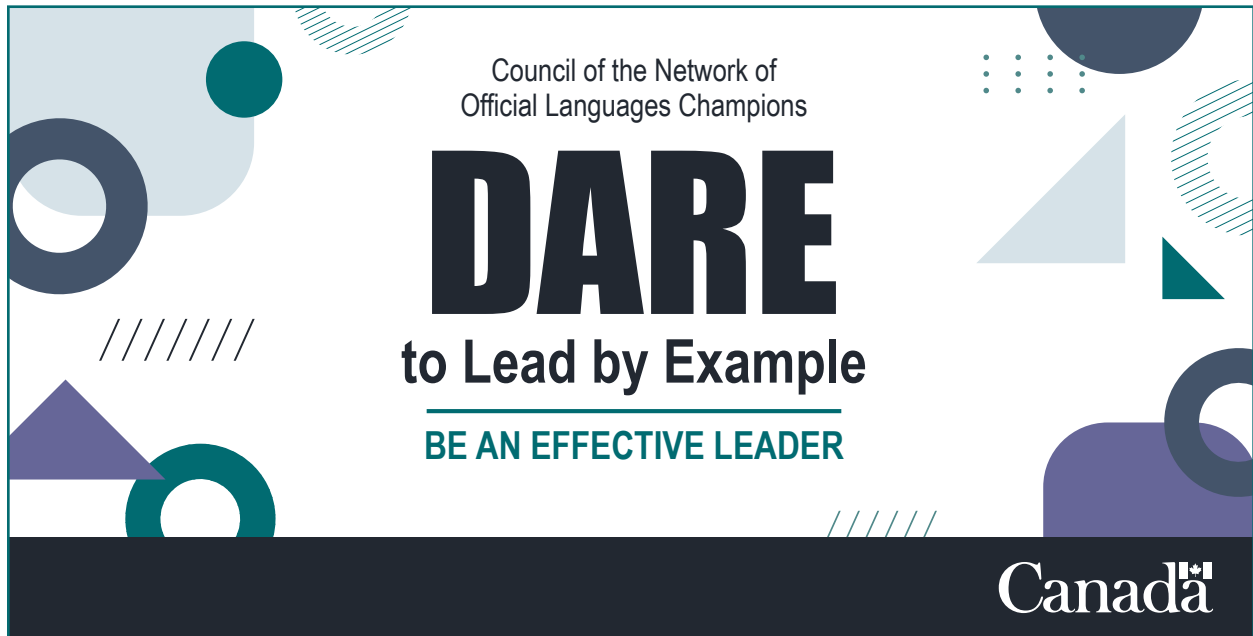
- **Web Address:** <https://www.canada.ca/en/government/publicservice/values/council-network-official-languages-champions/tools-resources-official-languages-champions/videos-council-network-official-languages-champions.html>
- **Short URL:** <https://youtu.be/YKbx8FBJECY>
- **YouTube:** [Setting the Tone for Official Languages — YouTube](#)



Various formats of the link for the video “*Setting the Tone for Official Languages*” are available

SOCIAL MEDIA

We encourage you to promote the video on your social media accounts throughout the upcoming months. The suggested hashtags and the Council's handle are integrated into the messages below. As a visual, you can choose to download the image on GCwiki or use the automatically generated image with the video link.



[Please download the 1200 x 628 pixels formats on the GCwiki page](#)



[Please download the 1200 x 628 pixels formats on the GCwiki page](#)

Feel free to use the following messages on social media:

- When it comes to #OfficialLanguages in the workplace, you need to lead by example. Watch the video [Setting the Tone for Official Languages](#) for tips on how to create safe and inclusive work environments. #SettingTheToneOL @OLchampionsLO
- Setting the right tone can greatly help change behaviours. Watch the video [Setting the Tone for Official Languages](#) for tips on how to be a leader for #OfficialLanguages #SettingTheToneOL @OLchampionsLO
- Leading the change on #OfficialLanguages is also about being an effective leader. Watch the video [Setting the Tone for Official Languages](#) for tips on how to create safe and inclusive work environments. #SettingTheToneOL @OLchampionsLO
- Leaders play an important role in creating safe and inclusive work environments. Watch the video [Setting the Tone for Official Languages](#) for tips on how to lead the change when it comes to #OfficialLanguages #SettingTheToneOL @OLchampionsLO
- For tips on how to be an effective leader when it comes to #OfficialLanguages, watch the video [Setting the Tone for Official Languages](#) #SettingTheToneOL @OLchampionsLO



When it comes to official languages in the workplace, you need to lead by example

WEB BANNER

This section provides an image and a teaser that could be featured on the intranet page of your organization through the web banner (thematic showcase).



[Please download the 554 x 234 pixels format on the GCwiki page](#)

English message to go with the photo of the web banner

- **Short title:** *Setting the Tone for Official Languages*
- **Teaser one liner:** DARE to Lead by Example — Be an Effective Leader. Watch this bilingual video for tips on setting the tone to create safe and inclusive workplaces.
- **URL:** [Setting the Tone for Official Languages — YouTube](#)

GOING BEYOND RIGHTS AND OBLIGATIONS

Directive on Official Languages for People Management

6.1 Language of work

Managers and supervisors are responsible for:

- 6.1.1 (Work instruments) Providing employees in bilingual regions with regularly and widely-used work instruments and electronic systems (work instruments) in both official languages. In unilingual regions, employees are provided with work instruments in both official languages if they require them to communicate or provide services to the public or employees in English and French.
- 6.1.2 (Supervision) Supervising employees located in bilingual regions in the official language of the employee's choice when they occupy bilingual or either/or positions, and in the language of the position when they occupy unilingual positions. Managers and supervisors who occupy bilingual positions in bilingual regions supervise each employee in the language chosen by that employee regardless of the linguistic identification of the employee's position.
- 6.1.3 (Meetings) Taking all necessary measures to enable employees in bilingual regions to use the official language of their choice in meetings.
- 6.1.4 (Training and development) Ensuring that training and professional development is available to employees in bilingual regions in the official language of their choice.
- 6.1.5 (Performance reviews) Ensuring that, in institutions for which the Treasury Board is the employer, annual performance reviews and appraisal ratings reflect compliance with this directive, and associated directives and standards.
- 6.1.6 (Other measures) Taking all possible measures to create and maintain a work environment that allows employees to use the official language of their choice in bilingual regions for both oral and written communication purposes.

Deputy heads or their delegates are responsible for:

- 6.1.7 (Personal and central services) Providing personal and central services to employees in bilingual regions in the official language of the employee's choice.
- 6.1.8 (Language training for career development) Offering language training to employees who wish to develop their second-language skills in order to advance in their career and possibly hold bilingual positions in the future. English-speaking and French-speaking employees have equal access to language training for career development purposes. The terms and conditions are negotiated between the employee and the manager. They reflect the respective needs of employees and the institution, as well as the available resources.

GOING BEYOND RIGHTS AND OBLIGATIONS (CONTINUED)

- 6.1.9 (Central and common services agencies) Ensuring that [central and common services agencies](#) respect the language-of-work rights of employees in institutions over which they have authority or that they serve.
- 6.1.10 (Grievances) Ensuring that employees whose employer is the Treasury Board can file a grievance in the official language of their choice anywhere in Canada.

Source: Treasury Board Secretariat of Canada, section 6.1 of the [Directive on Official Languages for People Management – Canada.ca](#)