Guide for Managers

SUPPORTING YOUR EMPLOYEES' SECOND OFFICIAL LANGUAGE LEARNING JOURNEY: A SHARED RESPONSIBILITY

Second official language training helps the workforce acquire and maintain the language skills needed for the public service to fulfill its obligations under the *Official Languages Act*:

- managers are responsible for creating a work environment that supports the use of both official languages and for supporting employees in their language learning and maintenance journey
- employees should include their language training activities in the learning plan of their Public Service Performance Management agreement

Supporting your employees' language learning journey is all about:

- ✓ a conducive environment: creating a work environment where employees feel encouraged and comfortable using both official languages
- ✓ a shared responsibility: setting second official language goals collaboratively
- ✓ accessible educational resources: encouraging your employees to use the recommended tools and activities provided in the Guide for Learners – Second Official Language Learning Journey: A Shared Responsibility
- ✓ realistic risk-taking: encouraging your employees to take risks in their second official language, following their progress, and recognizing their success!

Below are some best practices to support your employees in advancing in their second official language learning journey. You are encouraged to share the Guide for Learners – Second Official Language Learning Journey: A Shared Responsibility with your employees.

Self-directed learning tools are recommended as the first step in any language learning journey. Once learners have a basic understanding of a new language, they will be more successful in classroom training. For more information on classroom training considerations, refer to the *How to Prioritize Access to Language Training* tool.

Managers must be mindful of any accommodation requests to ensure an inclusive language learning journey. You should have discussions with your employees regarding their needs. To help you do so, please refer to Duty to Accommodate: A General Process For Managers.

MAURIL

BASIC LEVEL

Develop a receptive bilingualism. Receptive bilingualism is defined as a person's capacity to understand the second official language (reading and listening) without necessarily being able to speak it or write it.

- Encourage your employees to download the Mauril language learning app.
- Follow your employees' progress in completing the Mauril's beginner levels 1 and 2 and encourage them to take on challenges according to their language level.
- Give your employees time to learn and gain language exposure in their second official language.
- **Lead by example:** If situated in a bilingual region, ensure the use of both OL at work within your team.

- Follow your employees' progress in completing the Mauril beginner levels 3 and 4 and encourage them to take on challenges according to their language level.
- **Lead by example:**
  - encourage your employees to start using both official languages at work using basic key sentences by introducing themselves or a colleague and listing their daily work activities
  - remind employees that making mistakes is part of a normal language learning journey

BEGINNER LEVEL

INTERMEDIATE LEVEL

- Follow your employees' progress in completing the Mauril intermediate level and suggest that they take on challenges according to their level.
- Encourage the use of technology tools such as Antidote, Linguee or Termium Plus to improve their writing ability.
- Complete the course Managing Official Languages Obligations (FON413) and encourage your employees to also complete it.
- **Lead by example:** During meetings, encourage your employees to express their thoughts, respond to factual questions, and provide explanations in their second official language.

- Follow your employees' progress in completing Mauril advanced levels.
- Help them maintain their second language competency by prompting them to establish a network of contacts with whom they can practise or form a language buddy system.
- Encourage them to take their professional training and workshops in their second official language.
- **Lead by example:**
  - adopt best practices to chair bilingual meetings within your team and encourage your employees to use their second official language in meetings
  - adopt the Top ten practices for leaders for building a linguistically inclusive workplace

ADVANCED LEVEL

It is important to lead by example and use both of your official languages at work. Monitor your employees' progress regularly to be able to support them if they encounter any challenges. It is a shared responsibility!