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Heritage



Official Languages: Charting a Course for the Future

Accountability Framework
for Canadian Heritage's Official Languages Strategy 2021–2026



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Purpose

The Accountability Framework (Framework) was developed for all employees to see how they can contribute to implementing the areas of intervention set out in Canadian Heritage's Official Languages Strategy 2021–2026 (Strategy). The objective is to make each person accountable. Therefore, for each of the areas of intervention, concrete actions are proposed based on the different roles in the organization, from the deputy minister to employees. Identifying their roles helps them see how they can do their part to advance official languages within the department.

Evaluation

To evaluate whether the Strategy's objectives have been met, indicators have been identified for each of its key commitments. Those indicators will be used for the overall evaluation to be conducted by the official languages resource persons (person responsible for official languages [PROL] and person responsible for the coordination of section 41 of the Act [section 41 coordinator]) but cannot reflect the fulfilment of the specific responsibilities of each level presented in the Framework. The various teams are encouraged to develop their own indicators to assess their progress against the Strategy's commitments.

Background

All federal institutions are subject to the *Official Languages Act* (Act), and some have specific roles and responsibilities. With respect to coordination, the Act confers a legislative mandate on the Minister of Canadian Heritage to promote and encourage a coordinated approach to the implementation of section 41 by federal institutions. Because of its mandate and responsibilities, PCH plays a unique and central role in official languages and must serve as a model for government.

PCH has developed a departmental official languages strategy for 2021 to 2026 to ensure that the advancement of both official languages becomes an integral part of institutional practices. As implementing the Strategy requires a commitment from all employees, the Framework specifies the responsibilities of each level.

The Strategy and Framework were developed in accordance with the Treasury Board Secretariat's Policy on Official Languages and related directives.



Definitions and acronyms

Definitions of terms

The “employee” level includes the following duties:

All duties:

All employees regardless of their role. This category includes, but is not limited to, all other duties: policy analysis, program administration, services to the public and internal services.

Policy analysis:

Employees who provide and analyze information and advise on policy and planning issues.

Program administration:

Employees who contribute to the operation of a program, produce documentation, and coordinate and disseminate information in support of program management.

Services to the public:

Employees who, as part of their duties, communicate with and provide services to the public.

Internal services:

Employees who, as part of their duties, meet program needs and other general obligations of the department. Note that, although the Human Resources Workplace Management Branch is an internal service, it is dealt with separately in this document because of its specific official languages responsibilities. However, the responsibilities that apply to all internal services also apply to that Branch.

Indicator definitions

The evaluation is conducted on the basis of qualitative and quantitative indicators, some of which are grouped under the following general terms:

Communications :

Emails, consultations, meetings, presentations

Tools:

Developed tool, revised tools, mechanisms, resources

Initiatives :

Activities (including outreach activities / job fairs), events

Définition des acronymes

Act	<i>Official Languages Act</i>
CADMOL	Committee of Assistant Deputy Ministers on Official Languages
DM	Deputy minister
HRWMB	Human Resources and Workplace Management Branch
OLB	Official Languages Branch
OLMCS	Official language minority communities
PCH	Department of Canadian Heritage
PROL	Person responsible for official languages
PSES	Public Service Employee Survey
Section 41 coordinator	Person responsible for the coordination of section 41 of the Act





Areas of intervention and responsibilities

Pillar: *Be a role model*

	Areas of intervention <i>Be a role model</i>	DM	Executive	Manager / Supervisor	Employee				OL Co-Champion	HRWMB	OLB	
					All duties	Policy analysis	Program administration	Services to the public				Internal services
PARTS IV-VI	<p>1.1 Promote linguistic security by encouraging the use of both official languages, creating opportunities for dialogue, and leveraging federal initiatives.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • PSES responses to questions on official languages • Number of communications • Number of initiatives <p>Frequency of evaluation:</p> <ul style="list-style-type: none"> • Annual 	<p>Create opportunities for dialogue within the department.</p> <p>Participate in federal initiatives.</p>	<p>Actively use English and French with team members, encourage them to use their second official language at work, and provide them with access to training and opportunities to learn their second official language.</p> <p>Normalize the practice of Anglophone and Francophone colleagues conversing with one another in their respective first official language (receptive bilingualism).</p> <p>Normalize errors in the learning process.</p>	<p>Actively use English and French with team members, encourage them to use their second official language at work, and provide them with access to training and opportunities to learn their second official language.</p> <p>Normalize the practice of Anglophone and Francophone colleagues conversing with one another in their respective first official language (receptive bilingualism).</p> <p>Normalize errors in the learning process.</p>	<p>Use the official language of their choice and seize opportunities to practice their second official language.</p> <p>Contribute to creating a work environment where the use of both official languages is respected and valued.</p>					<p>Send out department-wide messages to foster linguistic security.</p>	<p>Develop initiatives that foster linguistic security.</p> <p>Develop promotional strategies.</p>	<p>Develop initiatives that foster linguistic security.</p> <p>Develop promotional strategies.</p>



	Areas of intervention <i>Be a role model</i>	DM	Executive	Manager / Supervisor	Employee					OL Co-Champion	HRWMB	OLB
					All duties	Policy analysis	Program administration	Services to the public	Internal services			
PARTS IV-VI	1.2 Ensure executives have valid second language test results at all times. Indicators: <ul style="list-style-type: none"> • Validity of language test results (report on official languages results) • Number of communications Frequency of evaluation: <ul style="list-style-type: none"> • Annual 	Support initiatives put forth to make sure executives maintain their second language skills.	Maintain second language skills.								Issue reminders and follow up to make sure executives have valid second language test results at all times.	
PART VII	1.3 Support management in exercising leadership with respect to the consideration of Part VII in particular, through regular and timely presentations. Indicators: <ul style="list-style-type: none"> • Number of communications Frequency of evaluation: <ul style="list-style-type: none"> • Annual 	Oversee that the department meets its obligations under Part VII.	Stay informed of Part VII commitments to encourage the identification of positive measures.	Stay informed of Part VII commitments to encourage the identification of positive measures. Reach out to the section 41 coordinator for a presentation.						Send out messages to management to call on their leadership in taking into account Part VII.		Give presentations on taking into account Part VII.





	Areas of intervention <i>Be a role model</i>	DM	Executive	Manager / Supervisor	Employee					OL Co-Champion	HRWMB	OLB
					All duties	Policy analysis	Program administration	Services to the public	Internal services			
PART VII	<p>1.1 Incorporate support mechanisms for program officers so that considerations relating to OLMCS and organizations promoting official languages are taken into account when projects are being developed for funding.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Quantity of advice and guidance • Number of tools • Number of communications <p>Frequency of evaluation:</p> <ul style="list-style-type: none"> • Annual 	Oversee that the department meets its obligations under Part VII.	Be sure to include mechanisms that support taking into account considerations relating to OLMCS and organizations promoting official languages.	Encourage program officers to use and develop mechanisms that support taking into account considerations relating to OLMCS and organizations promoting official languages.			<p>Use the mechanisms that support taking into account considerations relating to OLMCS and organizations promoting official languages.</p> <p>Maintain a dialogue with applicants when projects are being developed for funding to make sure they include considerations relating to OLMCS and organizations promoting official languages.</p> <p>Contact the section 41 coordinator for advice and guidance.</p>			Send out department-wide messages to encourage staff to consider OLMCS and organizations promoting official languages.		<p>Develop mechanisms for program officers to encourage them to consider OLMCS and organizations promoting official languages.</p> <p>Give advice and guidance.</p>
ALL PARTS	<p>1.5 Promote official languages inclusively to complement the revitalization of Indigenous languages and the diversity that enrich Canada.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of communications • Number of initiatives <p>Frequency of evaluation:</p> <ul style="list-style-type: none"> • Mid-term and end of period 	Make sure departmental priorities for the revitalization of Indigenous languages and for diversity and inclusion are made a part of official languages considerations.	Encourage team members to make diversity and inclusion a part of official languages considerations where possible.	Encourage team members to make diversity and inclusion a part of official languages considerations where possible.	Make diversity and inclusion a part of official languages considerations where possible.					Encourage the department to make diversity and inclusion a part of official languages considerations where possible.	Explore mechanisms to make diversity and inclusion a part of official languages considerations where possible.	Explore mechanisms to make diversity and inclusion a part of official languages considerations where possible.





	Areas of intervention <i>Be a role model</i>	DM	Executive	Manager / Supervisor	Employee					OL Co-Champion	HRWMB	OLB
					All duties	Policy analysis	Program administration	Services to the public	Internal services			
ALL PARTS	<p>1.6 Seek leadership from managers to foster a work environment that is conducive to the consideration and use of both official languages.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • PSES responses to questions on official languages • Number of tools • Number of communications <p>Frequency of evaluation:</p> <ul style="list-style-type: none"> • Annual 	Create an environment that is conducive to the consideration of and respect for both official languages within the department.	Encourage managers to speak to their team members about official languages to foster a climate of sharing and mutual respect.	<p>Know and use existing tools to take into account official languages.</p> <p>Share official languages information with team members to make sure they are aware of their rights and obligations.</p> <p>Discuss language of work issues and other official languages rights and responsibilities with team members to create a climate of openness to dialogue and of mutual respect.</p>						Send out department-wide messages to foster a work environment that is conducive to the consideration and use of both official languages.	Develop tools and initiatives to foster a work environment that is conducive to the consideration and use of both official languages.	Develop tools and initiatives to foster a work environment that is conducive to the consideration and use of both official languages.
	<p>1.7 Take into account official languages considerations and OLMCS in developing and implementing policies and programs.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of tools • Number of communications • Quantity of advice and guidance • Part VII achievements in PCH's Annual Review on Official Languages <p>Frequency of evaluation:</p> <ul style="list-style-type: none"> • Annual 	Oversee that the department meets its obligations under the Act.	Make sure official languages considerations and OLMCS are taken into account when developing and implementing policies and programs.	Know, share, and use tools to take into account official languages and OLMCS when developing and implementing policies and programs.		Use available tools to take into account official languages considerations and OLMCS when developing and implementing policies and programs.	Use available tools to take into account official languages considerations and OLMCS when developing and implementing policies and programs.	Use available tools to take into account official languages considerations when implementing policies and programs.	<i>All internal services</i> Use available tools to take into account official languages considerations when developing and implementing policies and programs.	Send out department-wide messages to encourage staff to take into account official languages considerations and OLMCS when developing and implementing policies and programs.	Develop tools to take into account official languages considerations when developing and implementing policies and programs.	Develop tools to take into account official languages considerations and OLMCS when developing and implementing policies and programs.





	Areas of intervention <i>Be a role model</i>	DM	Executive	Manager / Supervisor	Employee					OL Co-Champion	HRWMB	OLB
					All duties	Policy analysis	Program administration	Services to the public	Internal services			
ALL PARTS	1.8 Support governance committee members' commitment to promoting official languages by equipping them and seeking their input. Indicators: <ul style="list-style-type: none"> • Number of communications • Number of tools Frequency of evaluation: <ul style="list-style-type: none"> • Annual 	Engage and involve governance committee members in promoting official languages.	Actively promote official languages when sought in the context of initiatives presented to governance committees.							Encourage members of governance committees to become actively involved in promoting official languages by giving them tools.	Develop tools to promote official languages. Develop materials for presentations to governance committees.	Develop tools to promote official languages. Develop materials for presentations to governance committees.
	1.9 Establish a departmental official languages network comprising sector representatives to promote the sharing and implementation of best practices. Indicators: <ul style="list-style-type: none"> • Establishment of the network Frequency of evaluation: <ul style="list-style-type: none"> • End of period 	Support the establishment of a departmental official languages network comprising sector representatives to encourage the sharing and implementation of best practices.	Contribute to the establishment of a departmental official languages network by designating a sector representative.							Ask the sectors to designate a representative ahead of establishing the network. Promote the departmental official languages network and the best practices shared among its members.	Develop communications, terms of reference and related governance tools.	Develop communications, terms of reference and related governance tools.
	1.10 Incorporate official languages more concretely into executive performance agreements. Indicators: <ul style="list-style-type: none"> • Establishment of a specific official languages performance objective for executives • Posting on the intranet Frequency of evaluation: <ul style="list-style-type: none"> • Annual 	Set specific official languages performance objectives for executives. Encourage executives to develop specific official languages performance objectives for their team members.	Encourage managers to develop <u>specific official languages performance objectives</u> for their team members.	Develop <u>official languages performance objectives</u> for team members, taking into account the duties they perform.							Communicate executive performance objectives to the entire department.	



Pillar: *Be equipped*

Areas of intervention <i>Be equipped</i>	DM	Executive	Manager / Supervisor	Employee					OL Co-Champion	HRWMB	OLB
				All duties	Policy analysis	Program administration	Services to the public	Internal services			
PARTS IV-V-VI	<p>2.1 Develop and disseminate tools to support compliance with obligations in terms of services to the public and active offer.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of tools • Number of communications • Number of clicks <p>Frequency of evaluation:</p> <ul style="list-style-type: none"> • Annual 	<p>Make sure the department complies with its obligations for services to the public and the active offer.</p>	<p>Know and comply with obligations for services to the public and the active offer.</p> <p>Make sure team members know and comply with their obligations for services to the public and the active offer.</p> <p>Use the tools available for services to the public and the active offer and encourage team members to do the same.</p>	<p>Know and comply with obligations for services to the public and the active offer.</p> <p>Make sure team members know and comply with their obligations for services to the public and the active offer.</p> <p>Use the tools available for services to the public and the active offer and encourage team members to do the same.</p>	<p>Know and comply with obligations for services to the public and the active offer.</p> <p>Use the tools for services to the public and the active offer.</p>			<p>Be sure to make the active offer of services.</p> <p>Be sure to communicate in the official language of choice of members of the public.</p>	<p><i>Communications Branch</i></p> <p>Support the HRWMB in developing and promoting tools for services to the public and the active offer.</p>	<p>Send out department-wide messages to promote tools for services to the public and the active offer.</p>	<p>Develop tools for services to the public and the active offer.</p> <p>Develop promotional strategies.</p>
	<p>2.2 Adapt internal mechanisms for maintaining language skills to the reality of telework and virtual team management, and make them known.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of adapted initiatives • Number of communications <p>Frequency of evaluation:</p> <ul style="list-style-type: none"> • Annual 	<p>Support the establishment of internal mechanisms for language skills retention.</p>	<p>Make team members aware of and promote internal mechanisms for language skills retention.</p>	<p>Make team members aware of and promote internal mechanisms for language skills retention.</p>	<p>Use internal mechanisms for language skills retention and include them in their learning plan.</p>					<p>Send out department-wide messages to promote internal mechanisms for language skills retention adapted to the telework and virtual team management environment.</p>	<p>Identify internal mechanisms for language skills retention that can be adapted to the telework and virtual team management environment and modify them accordingly.</p> <p>Develop promotional strategies.</p>



	Areas of intervention <i>Be equipped</i>	DM	Executive	Manager / Supervisor	Employee					OL Co-Champion	HRWMB	OLB
					All duties	Policy analysis	Program administration	Services to the public	Internal services			
PARTS IV-VI	2.3 Provide in-house language training taking the needs of members of designated groups into account. Indicators: <ul style="list-style-type: none"> Data from the language training monitoring report, including data on the use of the Departmental Fund for Language Training Frequency of evaluation: <ul style="list-style-type: none"> End of term 	Oversee that the department is able to meet employees' language training needs.	Oversee that an adequate portion of the budget is allocated to language training and encourage team members to improve their language skills.	Be aware of existing formal and informal mechanisms for language training and skills retention and encourage team members to take advantage of those mechanisms, taking into account the specific needs of members of designated groups.	Include language training or skills retention needs in their learning plan and do what is necessary to retain what has been learned.						Coordinate the delivery of language training across the department, taking into account the needs of members of designated groups. Develop promotional strategies.	
	2.4 Actively promote official languages learning with innovative tools adapted to employees' needs. Indicators: <ul style="list-style-type: none"> Number of communications Number of tools Frequency of evaluation: <ul style="list-style-type: none"> Mid-term and end of period 	Support the promotion of innovative tools to promote official languages learning among employees.	Encourage team members to use innovative tools to promote official languages learning.	Oversee that team members have access to innovative tools to support official languages learning.	Use innovative tools in official languages learning.				<i>Communications Branch</i> Support the HRWMB and OLB in promoting innovative tools for official languages learning.	Send out department-wide messages to promote innovative tools for official languages learning.	Promote innovative tools for official languages learning.	Promote innovative tools for official languages learning.





	Areas of intervention <i>Be equipped</i>	DM	Executive	Manager / Supervisor	Employee					OL Co-Champion	HRWMB	OLB
					All duties	Policy analysis	Program administration	Services to the public	Internal services			
PARTS IV-VI	<p>2.5 Promote the functionalities of videoconferencing platforms to foster the use of and respect for official languages.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of tools <p>Frequency of evaluation:</p> <ul style="list-style-type: none"> • Mid-term and end of period 	Oversee that the department complies with its official languages obligations, particularly in a virtual context.	Encourage the use of videoconferencing platform features to ensure compliance with official languages obligations.	Encourage the use of videoconferencing platform features to ensure compliance with official languages obligations.	Use videoconferencing platform features to ensure compliance with official languages obligations.					<p><i>Communications Branch</i></p> <p>Support the HRWMB in promoting videoconferencing platform features to foster the use of and respect for official languages.</p>	<p>Send out department-wide messages promoting videoconferencing platform features to foster the use of and respect for official languages.</p>	<p>Develop tools to foster the use of official languages on videoconferencing platforms.</p> <p>Develop promotional strategies.</p>
	<p>2.6 Taking into account parts IV and V of the Act, better support managers in applying section 91 when carrying out staffing activities and when assessing the language requirements of positions.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Revision of the Manager's Guide • Addition of P312 training to the management learning curriculum <p>Frequency of evaluation:</p> <ul style="list-style-type: none"> • Mid-term and end of period 	Oversee that the department complies with its obligations under section 91 of the Act and that the use of non-imperative appointments remains an exceptional measure.	Reiterate the importance of objectively assessing the language requirements of positions and limit the use of non-imperative appointments.	Objectively assess the language requirements of positions using the tools available, in particular the tool for the linguistic identification of positions .							<p>Develop tools to support managers in applying section 91 of the Act.</p> <p>Develop promotional strategies.</p>	





	Areas of intervention <i>Be equipped</i>	DM	Executive	Manager / Supervisor	Employee					OL Co-Champion	HRWMB	OLB
					All duties	Policy analysis	Program administration	Services to the public	Internal services			
PARTS IV-V-VI	<p>2.7 Participate in the ten-year review of the implementation of the <i>Official Languages (Communications with and Services to the Public) Regulations</i> in 2023 and promote its results.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Progress on implementation of follow-ups required by TBS • Number of communications <p>Frequency of evaluation:</p> <ul style="list-style-type: none"> • End of period 	Stay informed of the results of the exercise and oversee that the department complies with its obligations under the Regulations.	Oversee that the team is able to provide service to the public in both official languages, in accordance with the Regulations.	Oversee that the team is able to provide service to the public in both official languages, in accordance with the Regulations.						Present the results of the exercise to the governance committees and stakeholders.	<p>Liaise with TBS on the exercise and implement the necessary follow-ups.</p> <p>Prepare materials to inform the department of the results.</p>	
PART VII	<p>2.8 Improve the collection and dissemination of data on official languages and OLMCS.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of tools • Number of communications <p>Frequency of evaluation:</p> <ul style="list-style-type: none"> • Mid-term and end of period 	Oversee that the Department makes data on official languages and OLMCS available in accordance with open government objectives.	Encourage team members to consult data on official languages and OLMCS as needed.	<p>Encourage team members to consult data on official languages and OLMCS as needed.</p> <p>Reach out to the section 41 coordinator to advise of needs regarding data on official languages and OLMCS.</p>					<p><i>Policy Research Group</i></p> <p>Support the OLB in developing and sharing tools for analyzing data on official languages and OLMCS.</p>		<p>Identify and seize opportunities to collect data on official languages and OLMCS and to disseminate those data across the Department as required.</p> <p>Develop tools for analyzing data on official languages and OLMCS.</p>	



	Areas of intervention <i>Be equipped</i>	DM	Executive	Manager / Supervisor	Employee					OL Co-Champion	HRWMB	OLB
					All duties	Policy analysis	Program administration	Services to the public	Internal services			
PART VII	<p>2.9 Increase awareness of program achievements within the department relating to Part VII concerning the vitality of OLMCs and the advancement of both official languages in Canadian society.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of communications • Number of tools <p>Frequency of evaluation:</p> <ul style="list-style-type: none"> • Annual 	Seize opportunities to promote program achievements relating to Part VII.	Encourage team members to identify achievements relating to Part VII, particularly for the official languages review, and to draw inspiration from best practices.	Encourage team members to identify achievements relating to Part VII, particularly for the official languages review, and to draw inspiration from best practices					<p><i>Communications Branch</i></p> <p>Make tools relating to the department's Part VII achievements accessible on the intranet page.</p>	<p>Send out department-wide messages to promote Part VII achievements.</p> <p>Present program achievements relating to Part VII to governance committees.</p>		<p>Collect and compile the department's program achievements relating to Part VII.</p> <p>Develop tools to help communicate the department's program achievements relating to Part VII.</p> <p>Develop promotional strategies.</p>
	<p>2.10 Promote the use of the guide on official languages clauses in funding agreements and make this use a routine practice.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of communications • Number of clicks <p>Frequency of evaluation:</p> <ul style="list-style-type: none"> • Annual 	Oversee that the department includes official languages clauses in funding agreements to fulfil its commitment to take positive measures.	Make sure the Guide to Developing Official Languages Clauses in Transfer Payment Agreements at Canadian Heritage is incorporated into practices.	Develop program-specific procedures that incorporate the use of the Guide to Developing Official Languages Clauses in Transfer Payment Agreements at Canadian Heritage into practices.			Use the Guide to Developing Official Languages Clauses in Transfer Payment Agreements at Canadian Heritage .		<p><i>Centre of Expertise on Grants and Contributions</i></p> <p>Support the HRWMB and OLB in promoting the Guide to Developing Official Languages Clauses in Transfer Payment Agreements at Canadian Heritage.</p>	Send out department-wide messages to encourage the use of the Guide to Developing Official Languages Clauses in Transfer Payment Agreements at Canadian Heritage .	Promote the Guide to Developing Official Languages Clauses in Transfer Payment Agreements at Canadian Heritage .	Promote the Guide to Developing Official Languages Clauses in Transfer Payment Agreements at Canadian Heritage .





	Areas of intervention <i>Be equipped</i>	DM	Executive	Manager / Supervisor	Employee					OL Co-Champion	HRWMB	OLB
					All duties	Policy analysis	Program administration	Services to the public	Internal services			
ALL PARTS	2.11 Highlight key official languages events throughout the year to raise employee awareness and build engagement. Indicators: <ul style="list-style-type: none"> • Number of initiatives • Number of communications Frequency of evaluation: <ul style="list-style-type: none"> • Annual 	Actively participate in key official languages events. Encourage employees to participate in key official languages events.	Participate in key official languages events. Encourage team members to participate in key official languages events.	Participate in key official languages events. Encourage team members to participate in key official languages events.	Participate in key official languages events.				<i>Communications Branch</i> Support the HRWMB and OLB in promoting internal initiatives to highlight key official languages events.	Send out department-wide messages to highlight key official languages events. Actively participate in key official languages events.	Organize internal initiatives to highlight key official languages events. Develop promotional strategies.	Organize internal initiatives to highlight key official languages events. Develop promotional strategies.
	2.12 Include an official languages fundamentals course in the PCH training curriculum. Indicators: <ul style="list-style-type: none"> • Development of a basic course on official languages • Inclusion of the basic course on official languages in the PCH training curriculum Frequency of evaluation: <ul style="list-style-type: none"> • End of period 	Support adding a basic course on official languages to the department's training curriculum.	Complete the basic course on official languages and the Canada School of Public Service P312 course. Encourage team managers to complete the basic course on official languages and the Canada School of Public Service P312 course.	Complete the basic course on official languages and the Canada School of Public Service P312 course. Encourage team members to complete the basic course on official languages.	Complete the basic course on official languages.					Send out department-wide messages to promote the basic course on official languages.	Develop a basic course on official languages. Coordinate the addition of a basic course on official languages to PCH's training curriculum.	Develop a basic course on official languages.



	Areas of intervention <i>Be equipped</i>	DM	Executive	Manager / Supervisor	Employee					OL Co-Champion	HRWMB	OLB
					All duties	Policy analysis	Program administration	Services to the public	Internal services			
ALL PARTS	2.13 Inform and equip employees to fully understand the changes to and impact on work that are associated with the official languages reform and a modernized and reinforced act. Indicators: <ul style="list-style-type: none"> • Number of tools • Number of communications Frequency of evaluation: <ul style="list-style-type: none"> • End of term 	Oversee that the department meets its obligations under the modernized Act.	Make sure team members understand the changes associated with the reform of the Act and its impact on work, if any.	Make sure team members understand the changes associated with the reform of the Act and its impact on work, if any.						Send out department-wide messages on changes associated with the reform of the Act and its impact on work. Give a presentation to the various governance committees on the changes that could result from the reform of the Act.	Develop tools on the changes associated with the reform of the Act and its impact on work. Develop promotional strategies.	Develop tools on the changes associated with the reform of the Act and its impact on work. Develop promotional strategies.





Pillar: *Be agile*

	Areas of intervention <i>Be agile</i>	DM	Executive	Manager / Supervisor	Employee					OL Co-Champion	HRWMB	OLB
					All duties	Policy analysis	Program administration	Services to the public	Internal services			
PARTS IV-VI	3.1 Support employees in individual translation in order to increase the department's ability to promptly respond to the growing demand for translation, to complement the Translation Bureau's service. Indicators: <ul style="list-style-type: none"> • Number of tools • Number of communications Frequency of evaluation: <ul style="list-style-type: none"> • Mid-term and end of period 	Oversee that the department increases its capacity to promptly respond to the growing demand for translation by providing employees with tools for individual translation, to complement the Translation Bureau's service, while taking into account language of work obligations.	Encourage team members to use the tools available for individual translation, to complement the Translation Bureau's service, making sure to respect the language of work.	Encourage team members to use the tools available for individual translation, to complement the Translation Bureau's service, making sure to respect the language of work.	Use available tools for individual translation, to complement the Translation Bureau's service.				<i>Office of the Chief Information Officer and Office of the Chief Financial Officer</i> Support the entire department in accessing individual translation tools.	Send out department-wide messages to promote tools for individual translation, to complement the Translation Bureau's service, making sure to respect the language of work.	Seek support from the relevant departmental partners to provide employees with tools for individual translation (e.g., software licences). Promote tools for individual translation, to complement the Translation Bureau's service, making sure to respect the language of work.	



	Areas of intervention <i>Be agile</i>	DM	Executive	Manager / Supervisor	Employee					OL Co-Champion	HRWMB	OLB
					All duties	Policy analysis	Program administration	Services to the public	Internal services			
PARTS IV-VI	3.2 Enhance the Departmental Fund for Language Training to meet emerging/ growing needs and to support the training needs of designated group members. Indicators: <ul style="list-style-type: none"> • Expansion of the Departmental Fund for Language Training • Review of Departmental Language Training Fund allocation mechanisms Frequency of evaluation: <ul style="list-style-type: none"> • End of period 	Support the expansion of the Departmental Fund for Language Training.	Validate the need to use the Departmental Fund for Language Training, if applicable.	Analyze the need to use the Departmental Fund for Language Training, if applicable.							Conduct an analysis and take steps to expand the Departmental Fund for Language Training. Develop eligibility criteria that take into account emerging and growing needs, including those of members of designated groups.	
	3.3 Review language training follow-up mechanisms to improve accountability. Indicators: <ul style="list-style-type: none"> • Review of mechanisms Frequency of evaluation: <ul style="list-style-type: none"> • Annual 	Oversee that the department can account for language training activities, expenses, and outcomes.	Oversee that team members can account for language training activities, expenses, and outcomes.	Oversee that team members can account for language training activities, expenses, and outcomes.					<i>Resource Management Directorates</i> Make sure the collection of information on language training is consistent and documented.		Coordinate the implementation of mechanisms to facilitate the collection of information on language training and conduct annual monitoring in this regard.	





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PARTS IV-VI	<p>3.4 Ensure promotion and recruitment initiatives for employment opportunities at PCH reach both English-speaking and French-speaking Canadians, including members of OLMCS and designated groups.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of employment opportunities on jobs.gc.ca • Number of employment opportunities posted on various platforms such as Facebook, LinkedIn, etc. • Number of initiatives <p>Frequency of evaluation:</p> <ul style="list-style-type: none"> • Mid-term and end of period 	Oversee that members of both linguistic communities, including members of OLMCS and designated groups, have access to employment opportunities.	Make sure members of both linguistic communities, including members of OLMCS and designated groups, have access to employment opportunities.	Make sure members of both linguistic communities, including members of OLMCS and designated groups, have access to employment opportunities.							Promote the use of platforms and participate in job fairs to reach members of both linguistic communities, including members of OLMCS and designated groups, to promote employment opportunities.	



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PARTS IV-VI	<p>3.5 Ensure English-speaking and French-speaking employees, regardless of ethnic origin or first language learned, are given equal opportunities for advancement by promoting access to second official language training and by developing an approach to objectively and comprehensively assess the language requirements of positions.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of tools • Addition of P312 training to the management learning curriculum <p>Frequency of evaluation:</p> <ul style="list-style-type: none"> • Mid-term and end of period 	<p>Make sure members of both language communities have equal opportunities for employment and advancement.</p>	<p>Oversee that access to second official language learning is equitable.</p> <p>Oversee that the linguistic profile of positions is evaluated objectively, rigorously, and comprehensively.</p>	<p>Implement an equitable approach for access to second official language learning.</p> <p>Evaluate the language requirements of positions objectively, rigorously, and comprehensively, using all available resources.</p>						<p><i>Resource Management Directorates</i></p> <p>Support managers in carrying out administrative procedures for language training and the language requirements of positions.</p>	<p>Provide advice and guidance on second official language learning and the language requirements of positions.</p> <p>Develop tools to support managers in applying section 91 of the Act.</p> <p>Develop promotional strategies.</p>	
PART VII	<p>3.6 Develop and disseminate awareness tools on the current and emerging needs of OLMCS and organizations promoting both official languages.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of tools • Number of communications <p>Frequency of evaluation:</p> <ul style="list-style-type: none"> • Mid-term and end of period 	<p>Make sure the Department takes into account the needs of OLMCS and organizations promoting both official languages.</p>	<p>Become familiar with and promote, to team members, awareness tools on the needs of OLMCS and organizations promoting both official languages.</p>	<p>Become familiar with and promote, to team members, awareness tools on the needs of OLMCS and organizations promoting both official languages.</p>		<p>Become familiar with awareness tools on the needs of OLMCS and organizations promoting both official languages.</p>	<p>Become familiar with awareness tools on the needs of OLMCS and organizations promoting both official languages.</p>			<p>Send out department-wide messages to promote awareness tools on the current and emerging needs of OLMCS and organizations promoting both official languages.</p>	<p>Develop awareness tools on the needs of OLMCS and organizations promoting both official languages.</p> <p>Develop promotional strategies.</p>	





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ALL PARTS	3.7 Support the development of inclusive official languages clauses in funding agreements. Indicators: <ul style="list-style-type: none"> Quantity of advice and guidance Frequency of evaluation: <ul style="list-style-type: none"> Mid-term and end of period 	Make sure departmental priorities for the revitalization of Indigenous languages are taken into account when developing official languages clauses for funding agreements.	Make sure official languages resource persons (PROL and section 41 coordinator) are part of the consultation process when developing inclusive official languages clauses.	Make sure official languages resource persons (PROL and section 41 coordinator) are part of the consultation process when developing inclusive official languages clauses.			Work with official languages resource persons (PROL and section 41 coordinator) to develop inclusive official languages clauses.		<i>Legal Services</i> Provide advice and guidance for developing inclusive official languages clauses.		Provide advice and guidance for developing inclusive official languages clauses.	Provide advice and guidance for developing inclusive official languages clauses.
	3.8 Apply an official languages lens to the departmental business resumption plan. Indicators: <ul style="list-style-type: none"> Inclusion of an official languages component in contingency plans Frequency of evaluation: <ul style="list-style-type: none"> End of period 	Make sure official languages are respected in emergency situations.	Oversee that official languages remain a key consideration in emergency situations.	Oversee that official languages remain a key consideration in emergency situations.					<i>Communications Branch</i> Support the HRWMB in emergency situations to make sure messages are communicated simultaneously in both official languages and that they are of equal quality in English and French.	Send out department-wide messages to remind employees of the importance of considering official languages in emergency situations.	Include an official languages component in departmental contingency plans, including the business resumption plan.	
	3.9 Regularly share findings and areas for improvement relating to official languages with the various governance committees. Indicators: <ul style="list-style-type: none"> Number of presentations Frequency of evaluation: <ul style="list-style-type: none"> Annual 	Make official languages an integral part of the items discussed within governance committees. Oversee that an official languages lens is applied to other items discussed within governance committees, as appropriate.	Stay informed of topics of interest in official languages and make continuous efforts to improve in this area.							Present, to governance committees, observations and areas for improvement relating to official languages.	Identify observations and areas for improvement relating to official languages that are of interest for governance committees. Develop presentation materials.	Identify observations and areas for improvement relating to official languages that are of interest for governance committees. Develop presentation materials.



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ALL PARTS	<p>3.10 Systematically take into account official languages in memoranda to Cabinet within the department.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Updates to Guide • Development of a procedure for providing advice and guidance • Quantity of advice and guidance • Number of communications <p>Frequency of evaluation:</p> <ul style="list-style-type: none"> • End of period 	<p>Make sure official languages are systematically taken into account in memoranda to Cabinet within the department.</p>	<p>Promote the Guide for Drafting Memoranda to Cabinet - Official Languages Impact Analysis to team members.</p> <p>Fill out the document attesting to the consideration of official languages in memoranda to Cabinet within the sector.</p>	<p>Promote the Guide for Drafting Memoranda to Cabinet - Official Languages Impact Analysis to team members.</p> <p>Make sure the official languages impact analysis is included in memoranda to Cabinet.</p> <p>Reach out to official languages resource persons (PROL and section 41 coordinator) for advice and guidance.</p>		<p>Use the Guide for Drafting Memoranda to Cabinet - Official Languages Impact Analysis.</p> <p>Fill out the official languages impact analysis grid and document the process.</p> <p>Reach out to official languages resource persons (PROL and section 41 coordinator) for advice and guidance.</p>				<p><i>Cabinet Affairs</i></p> <p>Support the HRWMB and OLB in assessing the consideration of official languages in memoranda to Cabinet.</p>	<p>Send out department-wide messages and messages to governance committees to promote the importance of analyzing the impact on official languages in memoranda to Cabinet and of using the Guide for Drafting Memoranda to Cabinet - Official Languages Impact Analysis.</p> <p>Work with Cabinet Affairs to make sure official languages tools are systematically shared.</p> <p>Work with the research and audit teams to assess the consideration of official languages in memoranda to Cabinet.</p> <p>Provide advice and guidance on the official languages analysis when drafting memoranda to Cabinet.</p>	<p>Make updates to and continue to promote the Guide for Drafting Memoranda to Cabinet - Official Languages Impact Analysis.</p> <p>Work with Cabinet Affairs to make sure official languages tools are systematically shared.</p> <p>Work with the research and audit teams to assess the consideration of official languages in memoranda to Cabinet.</p> <p>Provide advice and guidance on the official languages analysis when drafting memoranda to Cabinet.</p>	<p>Make updates to and continue to promote the Guide for Drafting Memoranda to Cabinet - Official Languages Impact Analysis.</p> <p>Work with Cabinet Affairs to make sure official languages tools are systematically shared.</p> <p>Work with the research and audit teams to assess the consideration of official languages in memoranda to Cabinet.</p> <p>Provide advice and guidance on the official languages analysis when drafting memoranda to Cabinet.</p>
	<p>3.11 Develop information capsules on various current or emerging aspects of official languages.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of communications <p>Frequency of evaluation:</p> <ul style="list-style-type: none"> • Mid-term and end of period 	<p>Support initiatives to promote various current or emerging aspects of official languages.</p>	<p>Promote, to team members, information capsules on various current or emerging aspects of official languages.</p>	<p>Promote, to team members, information capsules on various current or emerging aspects of official languages.</p>						<p><i>Communications Branch</i></p> <p>Support the HRWMB and the OLB in promoting information capsules on various current or emerging aspects of official languages.</p>	<p>Send out department-wide messages to promote various current and emerging aspects of official languages.</p> <p>Develop information capsules on various current or emerging aspects of official languages.</p> <p>Develop promotional strategies.</p>	<p>Develop information capsules on various current or emerging aspects of official languages.</p> <p>Develop promotional strategies.</p>	





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ALL PARTS	3.12 Adapt our tools and mechanisms to the new requirements stemming from the official languages reform and a future modernized and reinforced act. Indicators: <ul style="list-style-type: none"> • Number of tools • Number of communications Frequency of evaluation: <ul style="list-style-type: none"> • End of period 	Oversee that the department fulfils its obligations under the modernized Act.	Make sure team members use the tools and mechanisms adapted to the new requirements stemming from the reform of the Act.	Make sure team members use the tools and mechanisms adapted to the new requirements stemming from the reform of the Act.						Send out department-wide messages to promote the tools and mechanisms adapted to the new requirements stemming from the reform of the Act. Present, to governance committees, the tools and mechanisms adapted to the new requirements stemming from the reform of the Act.	Develop tools and mechanisms adapted to the new requirements stemming from the reform of the Act. Develop promotional strategies.	Develop tools and mechanisms adapted to the new requirements stemming from the reform of the Act. Develop promotional strategies.
	3.13 Leverage PCH research services and the internal audit team to: <ul style="list-style-type: none"> • develop official languages surveys and assessments; • measure progress on the integration of official languages analyses into memoranda to Cabinet; • monitor services to the public. Indicators: <ul style="list-style-type: none"> • Number of initiatives Frequency of evaluation: <ul style="list-style-type: none"> • End of period 	Support research and audit initiatives to assess compliance with official languages obligations.	Participate, when asked, in research and audit initiatives to assess compliance with official languages obligations. Encourage team members to participate in research and audit initiatives to assess compliance with official languages obligations.	Participate, when asked, in research and audit initiatives to assess compliance with official languages obligations. Encourage team members to participate in research and audit initiatives to assess compliance with official languages obligations.	Participate, when asked, in research and audit initiatives to assess compliance with official languages obligations.	Document official languages measures to facilitate data collection and monitoring.	Document official languages measures to facilitate data collection and monitoring.	Document official languages measures to facilitate data collection and monitoring.	<i>Office of the Chief Audit Executive and Policy Research Group</i> Support the HRWMB and OLB in developing research and audit initiatives to assess compliance with official languages obligations. <i>All internal services</i> Document official languages measures to facilitate data collection and monitoring.	Communicate the results of research and audits to assess compliance with official languages obligations.	Help develop research and audit initiatives to assess compliance with official languages obligations.	Help develop research and audit initiatives to assess compliance with official languages obligations.





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ALL PARTS	<p>3.14 Participate in the Office of the Commissioner of Official Languages' Official Languages Maturity Model exercise and establish appropriate follow-up mechanisms.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of follow-up mechanisms • Number of communications <p>Frequency of evaluation:</p> <ul style="list-style-type: none"> • Mid-term and end of period 	Demonstrate leadership to support the department in making continuous efforts to improve in the area of official languages.	Contribute to the Maturity Model exercise when asked, and make sure suggested improvements are implemented.	Contribute to the Maturity Model exercise when asked and implement suggested improvements.	Contribute to the Maturity Model exercise when asked.					Update governance committees on the Maturity Model exercise and share results and follow-up.	<p>Coordinate the Maturity Model exercise within PCH.</p> <p>Follow up with key players in the department and on the Office of the Commissioner of Official Languages portal.</p> <p>Develop presentation materials for governance committees.</p> <p>Develop an action plan at the end of the exercise.</p>	<p>Coordinate the Maturity Model exercise within PCH.</p> <p>Follow up with key players in the department and on the Office of the Commissioner of Official Languages portal.</p> <p>Develop presentation materials for governance committees.</p> <p>Develop an action plan at the end of the exercise.</p>

