



Treasury Board of Canada
Secretariat

Secrétariat du Conseil du Trésor
du Canada

Canada

TBS Departmental Official Languages Action Plan: 2019-23

Overview

Overview

The new TBS Departmental Official Languages Action Plan 2019-23 sets out TBS's direction and key planned commitments relating to official languages to create a culture that supports linguistic duality and contributes to TBS being a model of excellence in official languages.

Objective

Obtain Departmental Human Resources Committee (DHRC) feedback and endorsement of the new TBS Official Languages Action Plan: 2019-23.

Key points / issues

- Responds to departmental and central agency obligations under the Official Languages Act (OLA) and the Policy on Official Languages
- Builds on the TBS Official Languages Action Plan 2015-18 and best practices within government, responding to survey and report recommendations, namely the Borbey-Mendelsohn report for the Clerk of the Privy Council
- Developed via a comprehensive consultative approach
- To strengthen its implementation, a logic model of the Official Languages Program, has been developed to illustrate the immediate, intermediate and long-term expected results

Focus on:

- Leadership to foster, model, and promote an environment conducive to the use of both official languages
- Shared responsibility for successful implementation
- Improvements in raising awareness about language of work
- Streamlined Official Languages Action Plan including a new placemat and targeted communications to support engagement and awareness by TBS employees

Environmental Scan

Public Service-Wide: Direction and Priorities

Budget 2018: Equality and Growth for a Strong Middle Class

- Diversity, equality, empowerment, skills

Clerk's Priorities from 25th Report

- Attract and retain a diverse and inclusive workforce
- Remain committed to mental health and workplace well-being
- Address harassment and discrimination (#MeToo movement)
- Equip ourselves with modern tools, processes and organizational structures
- Focused energy on the pay system

Legislation – OLA, Official Languages Regulations

Policy on Official Languages

The Next Level: Normalizing a Culture of Inclusive Linguistic Duality in the Federal Public Service Workplace (Borbey-Mendelsohn)

- Thirteen recommendations under the following five themes: Culture, Leadership, Policy, Tools and Training
- TBS as a central agency has a lead role in implementing 11 recommendations, and is a collaborator on one of them
- Departments are asked to focus on the following recommendations: take steps to increase accountability and recognize leaders; include the promotion of bilingualism and measurable objectives in Official Languages Action Plan; promote receptive bilingualism; and have an annual OL Plan.

Official Languages Action Plan 2019-23: Investing in Our Future

- Under Section 41 (Part VII): Government of Canada commitment to enhance vitality of the English and French minority communities
- Supports “by and for communities approach,” with ongoing dialogues with the official languages minority communities, modernizing the OLA and activities as part of its 50th anniversary planned for 2019

The 2017 Collection of Official Languages Resources (deliverable of the Clerk of the Privy Council, and the Council of the Network of Official Languages Champions)

- Contains more than 500 official languages tools, resources and best practices. It shares valuable ideas on how to promote the use of both official languages in the workplace and how we can build an even more bilingual public service in the future.
- Working Group on the Use of Official Languages in the Workplace was established in 2017 to look at ways of improving the use of both official languages in the public service.

HR Community Priorities (2018-19) (HR Council)

- Recruitment (identification of needs); aggressive targeting and effective onboarding (establishment of an official languages working group)

TBS Official Languages Demographics

First official language

- English: 62%
- French: 38%

The distribution is consistent with trends in recent years.

- EX who meet CBC: 94%
- EX who do not meet CBC: 6%

The distribution is consistent with trends in recent years.

Expired language results for employees in bilingual positions:

Reading: 13% Writing: 16% Oral: 19%

Meets CBC

- Other groups who meet: 94% (3% improvement from previous years)
- Do not meet CBC: 6%

Q2 FY 2018-19

TBS Results: Challenges and Opportunities

Departmental Official Languages Accountability Framework

- Helps employees meet their official languages obligations, by outlining roles and responsibilities, as well as implementation mechanisms for the various sectors and individuals at TBS. Developed in collaboration with internal and external partners and stakeholders in response to a recommendation in the Office of the Commissioner of Official Languages (OCOL) 2011-12 audit.

Office of the Commissioner of Official Languages (OCOL) 2016 Report Card Exercise

- Rating of “B”
- Improvements from previous report card exercise were in the area of language of work

PSES 2017

- Results related to official languages have either improved or been maintained since 2008

TBS Language of Work Survey

- Mainly positive results with two areas to improve: 1) bilingual meetings, and 2) preparing documents in preferred official language; leaders to set example

Feedback on Official Languages 2017-18 – Review of TBS (OL Branch at Canadian Heritage)

- Noted extensive consultations as part of the review of Regulations under Part IV of the OLA will support needs of official language minority communities (OLMCs)
- Recommend buying advertising in minority media to better serve OLMCs
- Update 2015-18 Action Plan with measurable activities
- Suggest mandatory training sessions for TBS analysts regarding roles and obligations of TBS related to Treasury Board submissions under the OLA. Currently offered annually (voluntary).
- Participate in the National Network of Resource Persons responsible for implementing Section 41 (Part VII) of the OLA meetings to share best practices
- Consult the official languages research dissemination platform to better know OLMCs
- Strengthen official languages leadership and ensure all employees are aware of their obligations and opportunities to support implementation of Part VII of the OLA

Evaluation of TBS Centralized Language Training Program – IAEB – 5 recommendations

- Maintain a Centralized Language Training (CLT) program
- Increased emphasis on second language maintenance
- Update the CLT Request for proposal to ensure higher-quality instruction
- Standardize how language training is allocated across TBS
- Establish a language training contract between managers and employees to clarify expectations

Future of work

- Gig economy (virtual workers), technology, automation and artificial intelligence will change the way we do our work and change management will be required to adapt
- Skills needed for the future and consideration of meeting official languages requirements

OL barriers to recruitment and promotion of designated group members (employment equity lens)

- Meeting official languages requirements is often a barrier for the designated group members, in particular, the Aboriginal peoples designated group. This presents a challenge in meeting our representation targets as well as official languages requirements

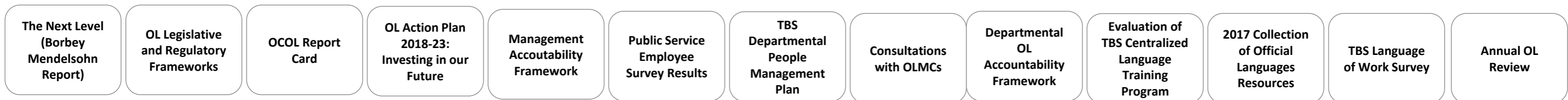
IBP 2017-18 findings

- Language training participation is difficult to balance with operational requirements
- Limited pool of bilingual candidates in selection processes, particularly in high-demand positions such as IT group and managers






TBS Departmental Official Languages Action Plan: 2019-23



Key Drivers



TBS Departmental Official Languages Action Plan: 2019-23

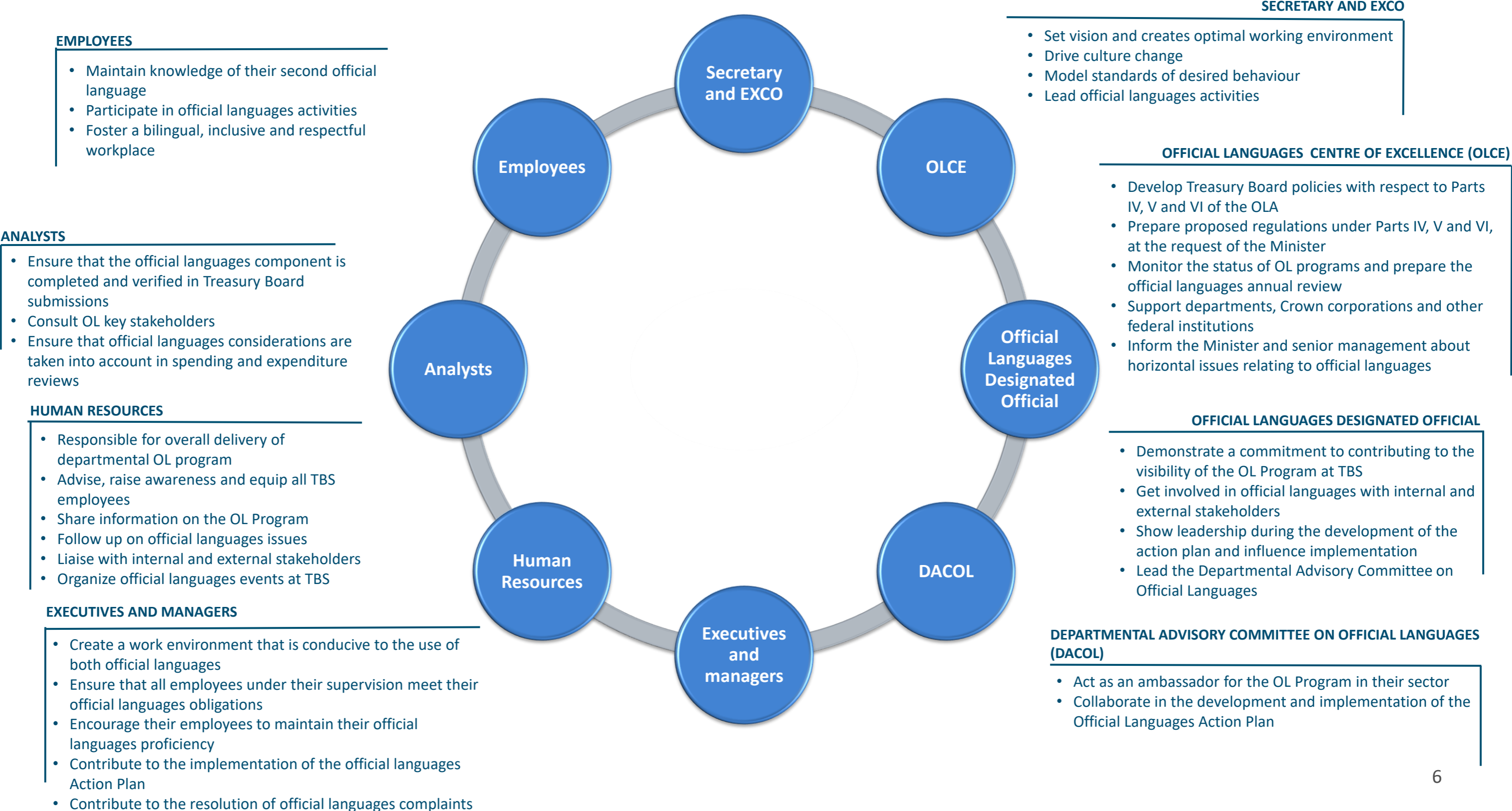
 Communications with and Services to the Public	 Leadership and Language of Work	 Participation of English-speaking and French-speaking Canadians	 Advancement of English and French	 Horizontal Support to Federal Institutions
<p>Continue to provide exemplary service to the public</p> <p>Areas of focus: Provide services and communications to clients in the official language of their choice</p>	<p>Foster the use of both official languages through awareness and engagement</p> <p>Areas of focus: Demonstrating leadership on a daily basis</p> <p>Create a work environment conducive to the effective use of both official languages</p> <p>Ensure compliance with the CBC Strategy for non-EX positions with supervisory functions</p> <p>Provide a centralized language training program and a maintenance program</p>	<p>Continue to offer equal opportunities and to ensure equitable participation</p> <p>Areas of focus: Provide equal opportunities for employment and advancement</p> <p>Be representative of the English- and French-speaking population</p>	<p>Ensure positive measures are taken</p> <p>Area of focus: Establish and encourage participation in discussions with official languages stakeholders</p> <p>External recruitment targeting both Anglophone and Francophone communities</p> <p>Provide training and tools to program and policy analysts</p>	<p>Supports federal Institutions in the implementation of Parts IV, V and VI of the OLA</p> <p>Area of focus: Provide advice and guidance to federal institutions and inform them on various issues about meeting their obligations</p> <p>Monitor federal institutions on the status of their official languages Program</p> <p>Develop and update regulatory instruments and policies</p> <p>Provide guidance to executives on horizontal issues</p>

Shared Responsibility: Collective commitment to take an active role in creating a culture and environment that promotes the use of both official languages (OL) at all levels of the organization

<p>Secretary and EXCO</p> <ul style="list-style-type: none"> Set vision and creates optimal working environment Drive culture change Model standards of desired behaviour Lead OL activities <p>All Employees</p> <ul style="list-style-type: none"> Maintain knowledge of their second official language Participate in OL activities Foster a bilingual, inclusive and respectful workplace 	<p>OL Centre of Excellence (OLCE)</p> <ul style="list-style-type: none"> Develop Treasury board policies with respect to Parts IV, V and VI of the OL Act Prepare proposed regulations under Parts IV, V and VI, at the request of the Minister Monitor the status of OL Programs and prepare the Annual Review of OL Support departments, Crown corporations and other federal institutions Inform the Minister and senior management about horizontal issues relating to OL 	<p>OL Designated Official</p> <ul style="list-style-type: none"> Demonstrate a commitment to contributing to the visibility of the OL Program at TBS Get involved in OL with internal and external stakeholders Show leadership during the development of the action plan and influence implementation Lead Departmental Advisory Committee on OL 	<p>Members of the Departmental Advisory Committee on OL (DACOL)</p> <ul style="list-style-type: none"> Act as an ambassador for the OL Program in their sector Collaborate in the development and implementation of the OL Action Plan 	<p>All levels of executives and managers</p> <ul style="list-style-type: none"> Ensure that all employees under their supervision meet their OL obligations Ensure that the work environment is conducive to the use of both OL Support their employees to maintain their OL proficiency Contribute to the implementation of the OL Action Plan Contribute to the resolution of OL complaints 	<p>Human Resources Division – Person Responsible for OL and Section 41 Coordinator</p> <ul style="list-style-type: none"> Responsible for overall delivery of departmental OL program Advise, raise awareness and equip all TBS employees Share information on the OL Program Follow up on OL issues Liaise with internal and external stakeholders Organize OL events at TBS 	<p>Analysts</p> <ul style="list-style-type: none"> Ensure that the OL component is complete and verified in TB submissions Consult OL key stakeholders Ensure that OL considerations are taken into account in spending and expenditure reviews
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Note : The Official Languages Action Plan is a living document and its priorities will be measured and adjusted based on outcomes achieved. The Performance Strategy Identifies outcomes and indicators.

Shared Responsibilities for Official Languages



Action: Communications with and Services to the Public



Continue to provide exemplary service to the public

Communications with and services to the public	Areas of focus	Actions	
	Provide services and communications to clients in the official language of their choice	<p>Communicate guidance on the use of official social media accounts.</p> <p>Continue to maintain the TBS website simultaneously in English and French and ensure equal quality of its content in both languages.</p> <p>Continue to provide exemplary service over the phone (1-800 number for enquiries from the public).</p> <p>Continue to ensure that TBS's communications with and services to the public are always available in both official languages.</p> <p>Promote the use of signature blocks of employees in bilingual positions with the following statement: " Please do not hesitate to reply in the official language of your choice. / N'hésitez pas à répondre dans la langue officielle de votre choix."</p> <p>Take appropriate measures to accommodate the public in both official languages in recorded voice messages.</p> <p>Ensure that contracts and agreements with third parties include clauses that set out the offices' linguistic obligations with respect to service to the public, to which third parties must comply.</p>	<p>Year 2</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Semi-annual</p> <p>Semi-annual</p> <p>Ongoing</p>

Action: Leadership and Language of Work



Foster the use of both official languages through awareness and engagement

Areas of focus	Actions	
<div style="border: 1px solid #004a7c; padding: 5px; text-align: center;"> Demonstrating leadership on a daily basis </div>	Sectors take into account Official Languages Action Plan activities in business planning cycle; governance committees respect bilingual meetings; and exemplary official languages leadership is recognized with departmental award*	Ongoing
	Develop performance agreements for managers and executives, incorporating official languages objectives*, and develop employees' personal learning plan by incorporating second language training objectives	Annual
	Maintain the follow-up of second language evaluation (SLE) results and encourage employees to maintain valid results	Ongoing
	Undertake the official languages maturity model self-assessment to assess the organization's official languages culture	Ongoing New
<div style="border: 1px solid #004a7c; padding: 5px; text-align: center;"> Creating a work environment conducive to the effective use of both official languages </div>	Communicate information on language of work and the obligation to provide service delivery in both official languages	Ongoing
	Encourage employees to speak both official languages at work by providing them with promotional tools	Semi-annual New
	Update the manager's guide and ensure that it advocates the use of both official languages in the workplace	Ongoing
	Foster the use of bilingual out-of-office messages by providing employees with examples through TBS In-Brief and on the TBS InfoSite Official Languages page	Semi-annual
	Promote the "Journée de la Francophonie" (annually in March), Linguistic Duality Day (annually in September) and the 50th anniversary of the OLA (2019)	Ongoing New
	Continue meetings of the TBS Departmental Advisory Committee on Official Languages for discussing official languages initiatives and concerns at TBS	Ongoing
	Review the linguistic profile of all generic positions at TBS	Year 1 New
<div style="border: 1px solid #004a7c; padding: 5px; text-align: center;"> Implementing the Departmental CBC Strategy </div>	△ Ensure a CBC-level linguistic profile for all non-EX positions (comparable to EX, and high-level non-EX positions: Levels 1 and 2) with supervisory duties; identify anomalies and take corrective measures, including second language training	Ongoing
	△ Provide guidance on how to prioritize language training considering equity-seeking groups	Year 1 / Ongoing New
	Develop recommendations related to consistent allocation of second language training across all TBS sectors	Year 2 New
<div style="border: 1px solid #004a7c; padding: 5px; text-align: center;"> Providing centralized language training program and a maintenance program </div>	* Provide courses under the Centralized Language Training Program or offer to participate in informal learning activities outside the classroom, for example: <ul style="list-style-type: none"> • work-related training in their second official language • assessment to confirm retention of a language level • follow-up and feedback with employees registered in the training and retention program (semi-annual) • use of learning technology available in both official languages 	Ongoing
	□ Define departmental approach to identify employees for second language training earlier in employees' careers to remove barriers for career advancement	Year 2 New
	Provide employees with informal official languages assessments during and after language training in order to assess progress in their second language	Ongoing
	Promote the online tool from the Office of the Commissioner of Official Languages ("Effective Language Training Practices")	Semi-annual

△ Aligned with 2018-23 TBS Departmental People Management Plan
 □ Aligned with TBS Departmental Employment Equity, Diversity and Inclusion Action Plan 2018-23

*Aligned with the Borbey-Mendelsohn report for the Clerk of the Privy Council

Action: Participation of English-Speaking and French-Speaking Canadians



Continue to offer equal opportunities and to ensure equitable participation

Participation of English-speaking and French-speaking Canadians	Areas of focus	Actions		
	Provide equal opportunities for employment and advancement	Take into account both official languages when conducting recruitment campaigns	Annual	New
		Ensure that key staffing information, such as job advertisements and assessment tools, is posted and available in both official languages and is of equal quality	Ongoing	New
Be representative of the English-speaking and French-speaking populations	Produce sector demographic reports on TBS's workforce to ensure that it continues to be representative of English and French-speaking populations	Quarterly		

Action: Advancement of English and French



Ensure that positive measures are taken

Advancement of English and French	Areas of focus	Actions	
	Establish and encourage participation in discussions with official languages stakeholders	Establish a dialogue with key stakeholders (OLMCs, Canadian Heritage) and consult with national OLMC representatives regarding the action plan and the main departmental initiatives in order to hear their concerns and the issues that affect them	Ongoing
		Invite OLMCs to participate in TBS's activities for the 50th anniversary of the OLA	Year 1
		Post information regarding Part VII of the OLA by updating the TBS InfoSite and the TBS website	Ongoing
Collaborate with the Department of Canadian Heritage and the Federal Councils		Ongoing	
External recruitment targeting both Anglophone and Francophone communities	* Raise awareness of both official languages during the TBS's external recruitment and targeted outreach campaigns, (for example, distributing bilingual promotional tools to Canadian francophone and anglophone universities and colleges)	Annual	
	Inform the representatives of the Fédération des communautés francophones et acadiennes and the Quebec Community Groups Network about the TBS's recruitment campaigns	Annual	
Provide training and tools to program and policy analysts	As part of the TBS Analyst 101 Series, provide TBS analysts with an information session on the elements of the OLA that must be considered when reviewing Treasury Board submissions	Annual	
	Maintain additional resources to support official languages challenge and oversight in the TBS Analyst 101 Knowledge Management Repository for reference or self-directed learning	Ongoing	

*Aligned with the Borbey-Mendelsohn report for the Clerk of the Privy Council

Action: Official Languages Centre of Excellence (OCRHO-OLCE)



Official Languages Centre of Excellence (OCHRO/OLCE)		Actions	
Areas of focus			
Provide advice and orientation to federal institutions and inform them of the different issues that relate to carrying out their obligations	➔	<ul style="list-style-type: none"> • Hold meetings on official languages with the advisory committees of departments and Crown corporations • Encourage the sharing of good practices between federal institutions by organizing events and by using GCcollab • Support the activities of the Committee of Assistant Deputy Ministers on Official Languages, which aims to follow up on the implementation of recommendations in Borbey-Mendelsohn report 	Ongoing
Monitor federal institutions with regard to the state of their official languages programs	➔	<ul style="list-style-type: none"> • Develop annual assessments of official languages • Report on the implementation of official languages programs in federal institutions in the Treasury Board President's annual report on official languages • Support the development of stronger indicators of performance measurement for federal institutions • Support the integration of official languages indicators in TBS oversight tools, such as the Management Accountability Framework and the Public Service Employee Survey 	Annual
Develop and update regulatory instruments and policies	➔	<ul style="list-style-type: none"> • Complete the review of the <i>Official Languages Regulations</i> so that new regulations can be adopted in June 2019 • Make the necessary adjustments to policy instruments, tools and technological applications in order to support the implementation of the regulations in federal institutions • Keep policy instruments that relate to official languages up to date in accordance with the Treasury Board President's mandate and in keeping with recommendations made in the Borbey-Mendelsohn report and by other interested parties 	Ongoing
Provide orientation to senior management on horizontal issues	➔	<ul style="list-style-type: none"> • Provide opinions and advice to senior management and collaborate with Canadian Heritage on activities to modernize the OLA and celebrate the 50th anniversary of the OLA • Provide opinions and advice to other sectors of TBS on horizontal issues that relate to official languages (presentations to Treasury Board, questions from other sectors of OCHRO, OCIO, etc.) 	Ongoing