

**Treasury Board Secretariat (TBS) Official Languages Accountability Framework**

Key Internal Stakeholders	Official Languages Act Part					Role	Responsibilities	Implementation Mechanisms
	IV	V	VI	VII	VIII			
Secretary	✓	✓	✓	✓	✓	<b>Leader</b>	<ul style="list-style-type: none"> <li>Be a <b>LEADER</b> in official languages for the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Use of both official languages and consideration of official languages impacts and obligations are explicitly reinforced through formal governance terms of reference, tools, guidance and practices.</li> </ul>
All levels of management	✓	✓	✓	✓		<b>Model</b>	<ul style="list-style-type: none"> <li><b>ENSURE</b> that all employees under their supervision meet their official languages obligations.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that all employees under their direct supervision take workshops and training courses to learn about their official languages obligations and include those activities in their learning plans.</li> </ul>
							<ul style="list-style-type: none"> <li><b>ENSURE</b> that the work environment is conducive to the use of both official languages.</li> </ul>	<ul style="list-style-type: none"> <li>During team meetings, encourage employees to use the official language of their choice, and make the documentation available to them in both official languages.</li> <li>Supervise employees in the official language of their choice.</li> </ul>
							<ul style="list-style-type: none"> <li><b>HELP</b> employees maintain their skills in both official languages.</li> </ul>	<ul style="list-style-type: none"> <li>Include language training in employees' learning plans so that they can maintain their knowledge of their second official language.</li> <li>Encourage employees to work in their second official language.</li> </ul>
							<ul style="list-style-type: none"> <li><b>IMPLEMENT</b> the departmental official languages action plan.</li> </ul>	<ul style="list-style-type: none"> <li>Include in the performance agreement of all employees under their direct supervision work objectives related to official languages.</li> <li>Endorse the official languages action plan presented to EXCO and ensure that it reflects the official language issues in their sector.</li> </ul>
							<ul style="list-style-type: none"> <li><b>IMPLEMENT</b> the required corrective measures in the event of a complaint.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that corrective measures are implemented following the analysis of the complaint. Share all information with the team to remind employees of their official languages obligations.</li> </ul>
Human Resources Division: Person Responsible for Official Languages and Coordinator Section 41 (Part VII)	✓	✓	✓	✓		<b>Advisor/Observer</b>	<ul style="list-style-type: none"> <li>Act as an <b>ADVISOR</b> to all TBS employees on official languages.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a tracking system for storing all advice and guidance provided to employees on their official languages obligations, roles and responsibilities.</li> </ul>
							<ul style="list-style-type: none"> <li><b>RAISE AWARENESS</b> and <b>EQUIP</b> TBS employees so that they can meet their official languages obligations.</li> </ul>	<ul style="list-style-type: none"> <li>Develop training and workshops tailored to the different sectors so that employees meet their official languages obligations.</li> </ul>
							<ul style="list-style-type: none"> <li><b>SHARE INFORMATION</b> on the official languages program.</li> </ul>	<ul style="list-style-type: none"> <li>Develop, implement, assess and monitor the departmental official languages action plan, and keep information on deadlines, stakeholders and measures up to date.</li> <li>Inform the champion of official languages issues that affect TBS and provide support.</li> </ul>
							<ul style="list-style-type: none"> <li><b>FOLLOW UP</b> on official languages issues.</li> </ul>	<ul style="list-style-type: none"> <li>Follow up on requests for verification and recommendations (reports, reviews, statistics, surveys, complaints) by the requested deadlines.</li> </ul>
							<ul style="list-style-type: none"> <li><b>LIAISE</b> with internal and external stakeholders to keep abreast of official languages issues.</li> </ul>	<ul style="list-style-type: none"> <li>Participate in external events that promote best practices in official languages [(e.g., meetings of the Departmental Advisory Committee on Official Languages and meetings of the coordinators under section 41 (Part VII))].</li> <li>Meet with official language minority communities (OLMCs) to discuss issues relating to the implementation of section 41 (Part VII) of the <i>Official Languages Act</i>.</li> <li>Consult the Official Languages Centre of Excellence (OLCE) for advice and guidance on issues relating to Parts IV, V and VI of the <i>Official Languages Act</i>.</li> <li>Consult Canadian Heritage for advice and guidance on issues relating to Part VII of the <i>Official Languages Act</i>.</li> </ul>
							<ul style="list-style-type: none"> <li><b>ORGANIZE</b> official languages events at TBS.</li> </ul>	<ul style="list-style-type: none"> <li>Organize the meetings of the TBS Departmental Advisory Committee on Official Languages.</li> <li>Organize events for Linguistic Duality Day and the Rendez-vous de la Francophonie.</li> </ul>
Official Languages Champion	✓	✓	✓	✓		<b>Mentor</b>	<ul style="list-style-type: none"> <li><b>DEMONSTRATE A COMMITMENT</b> to contributing to the visibility of the official languages program at TBS.</li> </ul>	<ul style="list-style-type: none"> <li>Communicate information on the various language tools and activities, as well as any official languages news, to TBS employees.</li> </ul>
							<ul style="list-style-type: none"> <li><b>GET INVOLVED</b> in official languages with internal and external stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Participate in the various meetings planned for the official languages champion (e.g., meetings of the TBS Departmental Advisory Committee on Official Languages, the OL Forum, and meetings of the champions).</li> <li>Listen to the concerns of all stakeholders (e.g., OLMCs) about official languages.</li> </ul>
							<ul style="list-style-type: none"> <li>Show <b>LEADERSHIP</b> during the development of the action plan and <b>INFLUENCE</b> implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Present the action plan and progress reports to EXCO, and make changes if required.</li> </ul>
Members of the Departmental Advisory Committee on Official Languages (DACOL)	✓	✓	✓	✓		<b>Ambassador</b>	<ul style="list-style-type: none"> <li><b>WORK WITH</b> the Human Resources Division to develop and implement the official languages action plan.</li> </ul>	<ul style="list-style-type: none"> <li>Consult employees so that the action plan reflects the needs of the different sectors.</li> <li>Participate in DACOL meetings, informing the members of official languages issues specific to the different sectors.</li> <li>Follow up on the measures taken by the champion and the Human Resources Division.</li> </ul>
							<ul style="list-style-type: none"> <li>Act as an <b>AMBASSADOR</b> for the official languages program in their sector.</li> </ul>	<ul style="list-style-type: none"> <li>Inform their sector's management committee of questions and issues relating to official languages.</li> <li>Promote activities and tools relating to official languages in their sector.</li> </ul>

Key internal stakeholders include the roles of leader, model, advisor/observer, mentor and ambassador to help TBS employees meet their official languages obligations.

All TBS employees	Official Languages Act Part					Role	Responsibilities	Implementation mechanisms
	IV	V	VI	VII	VIII			
All	✓	✓	✓	✓		Collaborator	<ul style="list-style-type: none"> <li><b>COMPLY WITH</b> their official languages obligations.</li> </ul>	<ul style="list-style-type: none"> <li>Take workshops and training courses to learn about their official languages obligations and ensure that those activities are included in their learning plan.</li> <li>Fill out the various surveys on official languages to communicate their concerns.</li> <li>Direct any question about their obligations under Parts IV, V and VI of the <i>Official Languages Act</i> to the person responsible for official languages at TBS.</li> <li>Direct any question about their obligations under Part VII of the <i>Official Languages Act</i> to TBS's coordinator for section 41 (Part VII).</li> </ul>
							<ul style="list-style-type: none"> <li><b>MAINTAIN</b> their knowledge of their second official language.</li> </ul>	<ul style="list-style-type: none"> <li>Use their second official language.</li> <li>Take appropriate training and ensure that this information is included in their learning plans.</li> </ul>

Programs Sector Policy Sector	Official Languages Act Part					Role	Responsibilities	Implementation mechanisms
	IV	V	VI	VII	VIII			
Analysts	✓	✓	✓	✓		Collaborator/ Reviewer	<ul style="list-style-type: none"> <li><b>ENSURE</b> that the official languages component is verified in institutions' TB submissions.</li> </ul>	<ul style="list-style-type: none"> <li>Review the Official Languages Impact Analysis, if one is required, using the <i>Guide to Preparing Treasury Board Submissions</i>. The analysis must include the following: <ul style="list-style-type: none"> <li>A summary of official languages impacts;</li> <li>The measures taken or planned to demonstrate to TB ministers that the institution is meeting its official languages obligations;</li> <li>A description of the nature of the impact;</li> <li>An explanation of the way in which the proposals in the submission take into account official languages; and</li> <li>The measures taken to ensure that the institution is meeting its obligations.</li> </ul> </li> <li>Document the measures taken by the institution following the Official Languages Impact Analysis.</li> </ul>
							<ul style="list-style-type: none"> <li><b>CONSULT</b> key stakeholders on official languages when developing or amending programs or policies.</li> </ul>	<ul style="list-style-type: none"> <li>Consult the following, as required, regarding official languages impacts: <ul style="list-style-type: none"> <li>The person responsible for official languages at TBS (Parts IV, V and VI of the <i>Official Languages Act</i>);</li> <li>TBS's coordinator for section 41 (Part VII of the <i>Official Languages Act</i>); and</li> <li>TBS Legal Services.</li> </ul> </li> <li>Consult, as required, the Official Languages Centre of Excellence for advice and guidance on issues relating to Parts IV, V and VI of the <i>Official Languages Act</i> and implement the recommendations.</li> <li>Consult, as required, Canadian Heritage for advice and guidance on issues relating to Part VII of the <i>Official Languages Act</i> and implement the recommendations.</li> </ul>
							<ul style="list-style-type: none"> <li><b>ENSURE</b> that official languages considerations are taken into account in spending and expenditure reviews</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that institutions have the instructions they need and, as required, seek additional guidance on the assessment of official languages under Parts IV, V and VI of the <i>Official Languages Act</i> from the TBS Official Languages Centre of Excellence,</li> <li>Ensure that institutions have the instructions they need and, as required, seek additional guidance from Canadian Heritage on the assessment of official languages under Part VII of the <i>Official Languages Act</i>.</li> <li>Provide departments with templates and guidance for spending or expenditure reviews within 30 days of the announcement of the reviews in order to support the institutions.</li> <li>Include official languages as a component of internal TBS information sessions on spending and expenditure reviews.</li> </ul>

Key stakeholder as a central agency	Official Languages Act Part					Role	Responsibilities	Implementation mechanisms
	IV	V	VI	VII	VIII			
Official Languages Centre of Excellence (OLCE)*	✓	✓	✓		✓	Advisor/ Support	<ul style="list-style-type: none"> <li>• <b>DEVELOP</b> Treasury Board policies with respect to Parts IV, V and VI of the <i>Official Languages Act</i>.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop policy instruments and supporting documents for Treasury Board approval.</li> <li>• Ensure that the other TBS policy centres consider official languages obligations relating to their policy areas when they issue policy instruments.</li> </ul>
							<ul style="list-style-type: none"> <li>• <b>PREPARE</b> proposed regulations under Parts IV, V and VI, at the request of the Minister.</li> </ul>	<ul style="list-style-type: none"> <li>• Support federal institutions in implementing the <i>Official Languages (Communications with and Services to the Public) Regulations</i>.</li> </ul>
							<ul style="list-style-type: none"> <li>• <b>MONITOR</b> the status of official languages programs in institutions subject to the <i>Official Languages Act</i> and <b>PREPARE</b> the Annual Review of Official Languages, which is presented to Parliament by the President of the Treasury Board.</li> </ul>	<ul style="list-style-type: none"> <li>• Gather the necessary information from the institutions that are subject to the <i>Official Languages Act</i> through the Annual Review of Official Languages.</li> <li>• Communicate issues to the various organizations to ensure that they understand the following: <ul style="list-style-type: none"> <li>○ Their obligations relating to accountability for official languages;</li> <li>○ Directions from TBS in that regard; and</li> <li>○ The objectives of the various monitoring tools;</li> </ul> </li> <li>in order to support their deputy head in improving the institution's performance with respect to the implementation of policies, application principles, regulatory measures and instructions relating to Parts IV, V and VI of the <i>Official Languages Act</i>.</li> </ul>
							<ul style="list-style-type: none"> <li>• <b>SUPPORT</b> ministers, Crown corporations and other federal institutions on a horizontal basis and <b>ADVISE</b> them on their obligations under Parts IV, V and VI of the <i>Official Languages Act</i>.</li> </ul>	<ul style="list-style-type: none"> <li>• Create forums (meetings, workshops, online collaboration platform, etc.) to facilitate the full participation of the official languages community in the creation of products and services designed in response to issues raised.</li> <li>• Make available to institutions that are subject to the <i>Official Languages Act</i> tools for implementing their official languages program.</li> <li>• Provide advice and guidance to federal institutions on their obligations under Parts IV, V and VI of the <i>Official Languages Act</i>.</li> </ul>
							<ul style="list-style-type: none"> <li>• <b>INFORM</b> the Minister and senior management about horizontal issues relating to official languages.</li> </ul>	<ul style="list-style-type: none"> <li>• Inform senior management and the Minister about horizontal official languages issues that affect their decision making and provide appropriate strategic guidance and advice in that regard.</li> <li>• Communicate to Canadian Heritage and to other federal partners the views of TBS with regard to their work, committee meetings and activities relating to official languages.</li> <li>• Participate in various planning activities and correspondence of TBS, Office of the Chief Human Resources Officer and Governance, Planning and Policy Sector in order to foster the consideration of official languages in human resources.</li> </ul>

\*In response to an evaluation of the Official Languages Centre of Excellence, a new [performance measurement strategy](#) for assessing the results of the OLCE Initiative was developed in 2013. More detailed indicators could be provided as needed.