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Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

Canada



OFFICIAL LANGUAGES PROGRAM

2008-2010 REPORT



Human Resources Branch
Official Languages Directorate

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Table of contents

MESSAGE FROM THE ASSISTANT DEPUTY MINISTER OF THE HUMAN
RESOURCES BRANCHi

INTRODUCTION1

1. INSTITUTIONAL GOVERNANCE OF THE OFFICIAL
LANGUAGES PROGRAM3

2. IMPLEMENTATION OF THE OFFICIAL LANGUAGES PROGRAM9

2.1 Communications with and services to the public 9

2.2 Language of work 13

2.3 Language capability 17

2.4 Human resources management 24

2.5 Advancement of English and French and development of OLMCs 27

3. MONITORING OF THE OFFICIAL LANGUAGES PROGRAM35

CONCLUSION37

MESSAGE FROM THE ASSISTANT DEPUTY MINISTER OF THE HUMAN RESOURCES BRANCH

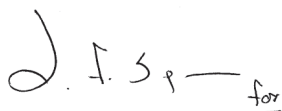
As the Assistant Deputy Minister of the Human Resources Branch for Public Works and Government Services Canada, I am pleased to present the 2008-2010 Report on the Official Languages Program.

The Department must take care to provide high quality services and programs to federal institutions and Canadians, while respecting Government of Canada principles of sound management. We are responsible for ensuring that we comply with the *Official Languages Act* by serving our clients in the official language of their choice in designated bilingual offices, enabling employees in designated bilingual regions to communicate in the official language of their choice, (except in the case of service to the public, which takes priority over language of work) and providing all Canadians, whether Anglophone or Francophone, with equal opportunities for employment and career advancement.

To ensure strong leadership and commitment on the part of senior management, the Department established an Official Languages Governance Committee. In addition, the objectives of the 2008-2010 Official Languages Strategic Action Plan allowed the Department to make progress in implementing the Official Languages Program and strengthen the presence of the official languages in its operational sectors.

The Department adopted linguistic duality as one of its core values, in order to promote a culture based on recognition of the rights of our clients and the public to receive services in the official language of their choice. These rights are not only a legal obligation but also a matter of respect.

The following pages contain an account of the achievements, initiatives, innovations and commitment of employees and also of the Department as a whole to establish a work environment conducive to and respectful of linguistic duality.

A handwritten signature in dark ink, appearing to read 'D. Lorenzato', followed by a horizontal line and the word 'for' written in a smaller, cursive script.

Diane Lorenzato
Assistant Deputy Minister
Human Resources Branch
Public Works and Government Services Canada

September 2010

INTRODUCTION

Under its incorporating legislation, Public Works and Government Services Canada (PWGSC) has been established as a common services organization for the government, and its mission as such consist primarily of providing federal departments and agencies with services to support their programs.

The Department has 12 branches providing service to the Government of Canada, Canadians and its employees: Acquisitions, Real Property, Parliamentary Precinct, Accounting, Banking and Compensation, Consulting, Information and Shared Services, Finance, Program Policy, Human Resources, Information Technology Services, Legal Services, Corporate Services, Policy and Communications, and Departmental Oversight. We also manage a Special Operating Agency (SOA), the Translation Bureau. Our services are provided across Canada through five regional operations and we also operate offices in Europe and Washington.

In view of its mandate, the Department has a large number of bilingual positions for purposes of communicating with the public, delivering services in both official languages across Canada and honouring the language rights of employees to work in the official language of their choice in the regions designated bilingual.

The Department adopted a 2008-2010 Official Languages Strategic Action Plan with a view to strengthening the governance of the Official Languages Program.

The present Report is organized by reference to the four strategic objectives set out in the 2008-2010 Official Languages Strategic Action Plan, as follows:

1. Strengthen commitment and leadership of senior management;
2. Increase awareness of and information about components of the Official Languages Program and development of official language minority communities (OLMC);
3. Ensure sufficient language capability;
4. Create a workplace that respects the rights of both language communities.

1. INSTITUTIONAL GOVERNANCE OF THE OFFICIAL LANGUAGES PROGRAM

EXPECTED RESULTS

Strengthen the commitment and leadership of senior managers with respect to official languages.

HIGHLIGHTS

Several factors helped keep the official languages in the foreground at PWGSC. Through sustained institutional governance of the Official Languages program, it was possible to maintain a high level of interest in and respect for linguistic duality. The Official Languages Governance Committee (OLGC) met several times to discuss strategic issues related to the official languages. The official languages were also discussed by senior management, and a number of organizations have an Official Languages Committee. The Department adopted a corporate Policy on Language Training. The Linguistic Requirements of Positions Departmental Review is certainly the clearest example of senior management commitment to the spirit and the letter of the *Official Languages Act (OLA)*. The Department established a full team for the Official Language Minority Communities (OLMC) Secretariat in order to support the economic development of these communities. Through a variety of regional activities, the Department succeeded in creating a sense of unity among its employees and increasing awareness of linguistic duality and the Francophonie.

DETAILED REPORT ON ACTIVITIES

Over the last two years, the Department considerably strengthened governance of the Official Languages Program. This effort will be greatly facilitated by the strategic objectives of the Action Plan. The 2008-2010 Official Languages Strategic Plan was approved by the Human Resources Committee and the Deputy Minister's Management Committee, and the Action Plan was updated in 2009-2010.

The OLGC met five times during the last two fiscal years. The Committee's mandate is to discuss strategic issues related to official languages and advise senior management on how the Department can attain its official languages objectives. The Committee is chaired by two departmental champions. Francine Kennedy, Chief Executive Officer (CEO), Translation Bureau, is Champion for Promotion of Linguistic Duality and Development of Official Language Minority Communities, and John McBain, Assistant Deputy Minister (ADM), Real Property Branch (RPB), is Champion for Corporate Culture and Bilingual Service Delivery. Heads of branches, the SOA and regions support the OLGC by seeing to it that an ambassador from their branch participates in all meetings. The Director of Official Languages acts as a consultant.

The OLMC Secretariat was established as part of the Official Languages Directorate (OLD) in 2007. Its mandate relates exclusively to support for OLMCs and promotion of linguistic duality. The Department's commitment to the OLMCs has taken even more definite form since 2009 with allocation to the Secretariat of an operating budget and a full work team.

The Secretariat operates in close cooperation with the Champion for Promotion of Linguistic Duality and Development of OLMCs, the OLGC and the network of coordinators responsible for Part VII of the *OLA* (Advancement of English and French). Through the Secretariat, the Department sits at the Government Table of the National Human Resources Development Committee for the English Linguistic Minority, maintains close cooperation with the Community Economic Development and Employability Corporation (CEDEC) (formerly known as Community Table) to promote the employability of young Anglophone Quebecers and the economic development of small and medium enterprises. The Department also works with the Quebec Community Groups Network, a non-profit agency of 32 Anglophone community organizations across Quebec. The Department has regular contacts with the *Fédération des communautés francophones et acadienne du Canada* and maintains ongoing relations with the *Réseau de développement économique et d'employabilité (RDÉE)* Canada, whose mandate is to enhance the vitality and support the economic development of Francophone and Acadian communities.

The departmental official languages champions participated in the Council of the Network of Departmental Official Languages Champions, and the Champion for Promotion of Linguistic Duality and Development of OLMCs attended the meetings of the Committee of Assistant Deputy Ministers on Official Languages, under the patronage of Canadian Heritage, for implementation of the *Roadmap for Canada's Linguistic Duality 2008-2013: Acting for the Future*.

The official languages champions were the first members of the Department to participate in the Senior Leaders' Blog.

The branch, SOA and regional management committees periodically discuss official-languages related issues. The RPB and the Atlantic, Quebec, Ontario and Pacific regions each have official languages committees.

The Pacific Region Official Languages Committee has a new structure with two cochaairs: one for liaison with external communities and the other for activities targeting employees.

During the last two fiscal years, the OLD visited the regions, met with nine executive committees and held meetings with the various unions representing PWGSC employees, including the national unions and certain regional unions, such as those at Shediac and Halifax. These meetings provided an opportunity to inform the branches, regions and the unions about departmental official languages initiatives and to consult the major stakeholders.

Official languages are also discussed during the monthly meetings of the National Capital Region (NCR) multidisciplinary human resources committees. These committees are chaired by the Director, Integrated Human Resources Services assigned to a branch or SOA.

The OLD meets as required with the network of departmental OL coordinators to discuss events organized throughout the year, including *Les Rendezvous de la Francophonie* and Linguistic Duality Week, and also to share information and discuss and clarify, as necessary, elements of the Official Languages Program. The coordinators also participate in the meetings of official languages committees of the various federal, provincial and territorial councils.

In the fall of 2008, the branches, SOA and regions embarked on a general Linguistic Requirements of Positions Departmental Review, to ensure the existence of adequate language capability to provide quality services to its internal and external clients as well as supervision in the chosen official languages of incumbents of bilingual or reversible (either/or) positions working in regions designated bilingual. The Human Resources

Branch (HRB) took steps to ensure that the managers and coordinators responsible for this review had the necessary support and knowledge to successfully complete this exercise. A number of information sessions were held with the managers, coordinators and human resources specialists directly involved. The exercise was completed in January 2010 and a number of linguistic profiles of positions were modified. A final report will be submitted in the fall of 2010.

Official languages objectives were added to the performance agreements of ADMs. For the 2009-2010 year, the performance agreements include the following two points: deployment of employees who do not meet the linguistic profile requirements within a two-month period following unsuccessful language training, and active offer of services to the public in both official languages.

The corporate *Policy on Official Languages* (092) was revised in June 2008 and distributed to all PWGSC staff. The Policy was amended to include the PWGSC Official Languages Accountability Framework and to add the *Guidelines on the Preparation of Treasury Board Submissions, the Support to Official Language Minority Communities and the Promotion of Linguistic Duality*.

The new corporate *Policy on Language Training* (094) has been in force since June 2008 and was distributed to all staff. It was developed to support an environment promoting

GOOD PRACTICE

The Award of Excellence, Official Languages category, of Public Works and Government Services Canada is the highest distinction awarded by the Department. The purpose of this Award is to recognize employees who, individually or as members of a team, whether in the course of their normal duties or as part of a project, demonstrated their exceptional imagination or awareness in relation to causes especially significant for PWGSC or showed outstanding leadership or teamwork. The recipient of the Award of Excellence for 2008-2009 was Michel Boissonneault of the Translation Bureau, a member—if not the leader—of a group of specialists responsible for the House of Commons project to add French captions to the Cable Public Affairs Channel (CPAC) TV transmission of Question Period. The 2009-2010 recipients were the team behind the Language Portal of Canada, Translation Bureau, NCR (Chris Clark, Linda Collier, Nicole Dugré, Liette Faubert, Lyne Labrèche, Marc Olivier, Julie Purdy, Sean Rose, George Salhani and Marc Tessier), to recognize their efforts under this project.

learning and enhanced language capability on the part of the Department. It includes two annexes: *Guidelines on Language Training* and *Agreement relating to full-time language training between the employee and the subdelegated manager*.

These corporate policies are currently under review as part of the update of human resources policies. The Official Languages Accountability Framework is currently being updated with a new implementation approach focussed on linguistic duality.

EVALUATION

Over the last two years, the Department demonstrated great leadership in the area of official languages. Activities to increase the awareness of senior management and employees, whether through information sessions, newsletters or linguistic tools, undoubtedly helped reduce the number of complaints concerning PWGSC received by the Office of the Commissioner of Official Languages (OCOL). Indeed, there were only 13 complaints during the 2009-2010 year, compared with 29 for the 2008-2009 year, representing a reduction of 55%.

The Department has a rigorous process to resolve official languages complaints. As soon as a complaint is made, the ADM, CEO or Regional Director General (RDG) is advised. The OLD works with the managers involved to implement any necessary corrective actions, which are then approved by the ADM, CEO or RDG.

2. IMPLEMENTATION OF THE OFFICIAL LANGUAGES PROGRAM

2.1 COMMUNICATIONS WITH AND SERVICES TO THE PUBLIC

EXPECTED RESULTS

Increased awareness of and information about components of the Official Languages Program and development of OLMCs. This part of the Report covers only the point “Increase awareness of and information about components of the Official Languages Program.”

HIGHLIGHTS

Several major projects in the area of services to the public took definite form during the last two fiscal years. Specifically since January 1, 2010, all invitation to tender documents posted by the Government Electronic Tendering Service must be bilingual everywhere in Canada. Following the launch of the Language Portal of Canada in October 2009, all Canadians can access high quality language tools. The information about PWGSC bilingual offices available on Burolis was updated and this was followed by an internal verification of services by the OLD. More than 50 sessions were held for managers and official languages coordinators in the National Capital Region (NCR) and the regions, to provide them with information and the necessary tools to determine the linguistic requirements of the positions in their organizations. An information kit on the topic of active offer was developed and distributed to all branches.

DETAILED REPORT ON ACTIVITIES

The Translation Bureau introduced the Language Portal of Canada, a world first, on October 8, 2009. The Portal gives all Canadians free access to a range of language tools and resources, including the Government of Canada's terminology and linguistic data bank, TERMIUM Plus®.

To comply with the requirements of the *OLA*, since January 1, 2010 all invitation to tender documents posted by the Government Electronic Tendering Service (GETS/MERX™) are bilingual everywhere in Canada. Currently, plans and specifications are not available in both official languages, except in the NCA and the Quebec Region. Departmental representatives are consulting with professional associations to find solutions.

The Office of Small and Medium Enterprises (OSME), the functional owner of GETS/MERX™, conducts periodic reviews of invitations to tender on GETS/MERX™ to ensure that all documents posted are available in both official languages. Communication tools were developed and distributed to PWGSC employees and federal department and agency clients of PWGSC to ensure that the deadline of January 1, 2010 for mandatory bilingual posting to GETS/MERX™ was met.

The Office of Small and Medium Enterprises at headquarters, directs an awareness program to help small and medium enterprises (SMEs), including those located in OLMCs, to access federal acquisition contracts. OSME also has regional offices to serve SMEs across Canada. The regional offices offered information sessions and support tools across the country.

The Linguistic Requirements of Positions Departmental Review, a corporate initiative, enabled managers to correctly define the linguistic profiles of bilingual positions, so that the Department can properly fulfil its responsibilities in the area of services to public.

To ensure greater knowledge and understanding of the Official Languages Program in the Department as a whole and provide tools to determine the linguistic requirements of positions, since fall 2008 the OLD has offered about 50 sessions to managers and official languages coordinators in the NCR and the regions. These sessions include a component on communications and service to the public.

GOOD PRACTICE

The Quebec Region established the Regional Official Languages Committee made up of members from each directorate. This committee developed an action plan for 2009 - 2010 to create awareness of the obligation to provide and promote active offer.

Several orientation sessions for new employees and students were held in the course of the last two fiscal years. The component on the official languages provides an opportunity to make participants aware of the obligations under the *OLA* with respect to communications with and services to the public.

Over the last two fiscal years, the OLD produced several issues of the official languages newsletter *Dialogue* that focusses on various topics associated with the official languages, including communications with and services to the public in both official languages as well as active offer.

The Department's designated bilingual offices are displayed on the Burolis Web site (a federal government data base listing the offices of federal institutions that offer services to the public) and are updated regularly. A comprehensive review was carried out in December 2009 with a view to clearly defining the services offered and removing offices that have no direct contact with the public.

Each year, the OLD performs a check of active offer of services in the Department's offices designated bilingual. In February 2010, the OLD performed a check of active offer of services and delivery of telephone services in offices designated bilingual. This check provided an opportunity to remind front-line officers what they must do to provide quality bilingual service, and to apply any necessary corrective actions.

When PWGSC participates in job fairs, it is careful to provide bilingual service to the public in every region of Canada.

In connection with the 2008-2009 Annual Report on Official Languages issued by the Chief Human Resources Officer, departments must respond to a self-assessment questionnaire relating to *OLA* Parts IV (Communications with and services to the public), V (Language of work) and VI (Participation of English-speaking and French-speaking Canadians). In the section of the Report covering Part IV of the *OLA*, PWGSC considered that it always or very often satisfied the measured points. Some sample criteria are: all services are provided in both official languages and are of equal quality; all oral and written communications are in the official language chosen by the public; all materials are produced in both official languages and distributed

GOOD PRACTICE

The Atlantic Region carried out a large amount of awareness work on the issue of active offer of services. In April 2008, a reminder message was sent to all managers whose responsibilities were regional in scope. In July 2009, a reminder concerning active offer was sent to all employees.

concurrently and in their entirety in both official languages, and all signs identifying the institution's offices are in both official languages at all offices; all of the institution's signage regarding public health, safety and security are in both official languages.

EVALUATION

The Department's decisions demonstrate exemplary commitment and profound respect for the spirit of the *OLA*. Departmental employees have a better understanding and better appreciation of their obligations with respect to services to the public.

The number of complaints against the Department received by the Office of the Commissioner of Official Languages relating to service to the public fell from eight during the 2008-2009 fiscal year to six for the 2009-2010 fiscal year, representing a decrease of 25%. We attribute this improvement to the information and awareness sessions held for managers and employees, information bulletins, and decisions by senior management with a view to complying with the requirements of the *OLA*.

GOOD PRACTICE

The Information Technology Services Branch sent a message to all employees with a suggested format for bilingual internal and external telephone greetings. A reminder was sent in January 2010.

GOOD PRACTICE

An information kit on active service and delivery of bilingual services for offices with the obligation to offer service to the public was developed and distributed to employees responsible for service to the public. The kit includes a desk tent with expressions useful for the purpose of greeting the public, a checklist on active offer and a brochure on active offer of services in both official languages

2.2 LANGUAGE OF WORK

EXPECTED RESULTS

Increased awareness of and information about components of the Official Languages Program and development of OLMCs. This part of the Report covers only the point “Increase awareness of and information about components of the Official Languages Program.”

HIGHLIGHTS

With regard to language of work and services to employees located in bilingual regions, PWGSC continued its awareness efforts. The OLD continues to offer employees two e-mail addresses to enable them to get answers to their questions about the *OLA*, language training and the related policies and guidelines. The information sessions for managers and official languages coordinators, new employees and students allowed us to inform employees about their rights and obligations with respect to the requirements of the *OLA* in the area of language of work. The OLD *Dialogue* newsletter provides employees with useful information about language of work, in a style suited to its readership. The Linguistic Requirements of Positions Departmental Review provided a way to confirm and, in some cases, modify the linguistic profiles of positions so that they are appropriate to *OLA* requirements, including the requirement to offer bilingual service to employees located in regions designated bilingual.

DETAILED REPORT ON ACTIVITIES

The departmental exercise of reviewing linguistic requirements of positions enabled the Department to confirm that positions whose duties accord with the requirements of the *OLA* with respect to language of work are adequately indicated.

GOOD PRACTICE

The Parliamentary Precinct Branch put in place an Official Languages Action Plan for 2009 - 2010.

GOOD PRACTICES

During the last two fiscal years, the Real Property Branch (RPB) NCR released nine issues of its electronic newsletter entitled *Let's Talk Bilingualism / Parlons bilinguisme*.

This newsletter is helpful in promoting bilingualism, recognizing and congratulating employees who successfully completed their statutory language training, informing employees about events relating to official languages, reminding employees of certain necessary rules and offering hints and advice.

The RPB stands out with respect to official languages, since it has had an Official Languages Action Plan and Annual Report since 2004. The 2008-2009 Action Plan was updated twice. In July 2009, the Assistant Deputy Minister (ADM) heading the RPB presented the Branch's 2008-2009 Official Languages Annual Report.

During information sessions for managers and orientation sessions for new employees and students, participants were made aware of the requirements of the *OLA* with respect to language of work.

The various *Dialogue* newsletters issued over the last two years provide employees with information concerning language of work so that they will understand and meet their obligations and be aware of their rights in an environment that respects the rights of both language communities.

The OLD continues to make available to departmental employees two e-mail addresses they can use to get answers to all their questions concerning the *OLA*, related policies and guidelines, and language training.

In connection with the 2008-2009 Annual Report on Official Languages issued by the Chief Human Resources Officer, departments must respond to a self-assessment questionnaire relating to *OLA* Parts IV (Communications with and services to the public), V (Language of work) and VI (Participation of English-speaking and French-speaking Canadians). In the section of the Report covering Part V of the *OLA*, PWGSC considered that it always or very often satisfied the measured points. Some sample criteria are: in bilingual regions, senior management communicates effectively in both official languages with its employees; incumbents of bilingual or reversible positions receive supervision in the official language of their choice, regardless of whether supervisors are located in bilingual or unilingual regions; employees receive personal and central services in the official language of their choice, and

English and French versions of Web sites intended for employees are available concurrently and in their entirety and are of equal quality.

EVALUATION

Managers and employees recognize the importance of complying with the obligations and rights associated with language of work in regions designated bilingual.

Awareness activities targeting senior management partly explain the small number of complaints relating to language of work received by the Office of the Commissioner of Official Languages. Eight complaints were filed during the 2008-2009 fiscal year, compared with only three for the 2009-2010 year, representing a reduction of 62.5%.

GOOD PRACTICE

Since February 2010, the Department has been asking its employees to submit the names of managers who in their opinion are outstanding leaders. The Department launched this initiative by featuring, in the *PWGSC In the Know* bulletin, Linda Van der Grient, a manager in the People and Culture unit of the Strategic Planning, Administration and Renewal Sector, Real Property Branch. Linda demonstrates leadership in the area of official languages. In the article she says that what she likes most about her job is seeing her colleagues acquire the skills they need to succeed, for example when some of them have problems communicating in writing in their second language.

“Although you may not find it hard to communicate in your second language, remember that this does not apply to everyone,” she says. “I make a special effort to help them become proficient in writing their second language, and I am pleased when they succeed and come to thank me.”

For Linda, helping others is a way to recognize the work of the managers who helped her improve her own French-language skills when she needed to.

2.3 LANGUAGE CAPABILITY

EXPECTED RESULTS

Sufficient language capability.

HIGHLIGHTS

To ensure sufficient language capability, the Department embarked on the truly daunting task of reviewing the linguistic requirements of all departmental positions. The OLD developed and made available to managers a number of tools to help them determine the linguistic requirements of the positions in their organizations. Non-imperative staffing actions continue to be exceptional. Over the last two years, the Department increased its percentage of positions with level C linguistic profiles. In addition, an increase of 5.4% was recorded in the number of incumbents of executive positions who meet the linguistic requirements of their position.

DETAILED REPORT ON ACTIVITIES

The review of linguistic requirements of positions throughout the Department made it possible to confirm that we had sufficient language capability to meet not only the provisions of the *OLA* but also our real operational situation as a Department providing common services.

An information tool was developed by the OLD for managers, through which they could fully appreciate the factors they must take into account when evaluating the language capability of their organization and establishing the linguistic requirements of bilingual positions. This tool was presented during information sessions for managers and is also available on the OLD Intranet site.

The OLD, in cooperation with the Corporate Staffing and Employment Equity Directorate, developed a series of seven information sessions with the title “*Official Languages and Staffing Appointment*” for human resources advisors at headquarters and in the regions. The purpose of the sessions was to provide advisors with information about the aspects that need to be considered in determining the linguistic requirements

of a position, the rules to be observed during interviews, rationales for non-imperative staffing actions, the *Public Service Official Languages Exclusion Approval Order* and the *Public Service Official Languages Appointment Regulations*.

Amendments relating to the official languages were made to the Department's Instrument of Delegation of Human Resources Authorities. ADMs or their equivalents and RDGs must authorize non-imperative appointments and the raising or reduction of the linguistic profiles of all positions, except for positions in the executive group. In that case, the authority is held by the Deputy Minister. The "*Change to the linguistic requirements of a position*" form was modified to comply with the new Instrument of Delegation set out in the corporate policy entitled *PWGSC Delegation of Human Resources Authorities* (045).

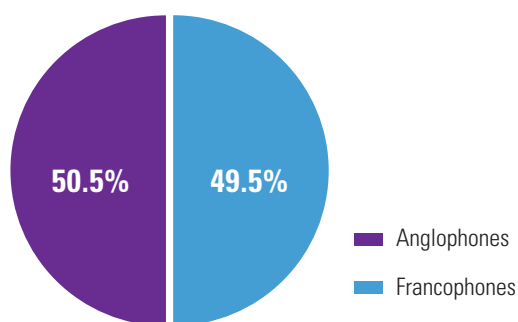
The messages to be sent to employees when the linguistic profile of their positions is changed were updated. The new messages comply with the requirements of the *Bilingualism Bonus Directive* and the Departmental *Guidelines on Official Languages for Human Resources Management*.

Managers make a point of implementing administrative actions when incumbents of positions do not meet the linguistic requirements of their positions. The memorandum entitled *Administrative Arrangements—Official Languages* was modified during the last year to include administrative arrangements in situations where an acting employee does not meet the linguistic profile of the position. The new memorandum also includes the Personal Record Identifier of the employee who will perform the bilingual duties. This information is input to the Department's Human Resources Management System.

Equitable participation in PWGSC of both linguistic communities

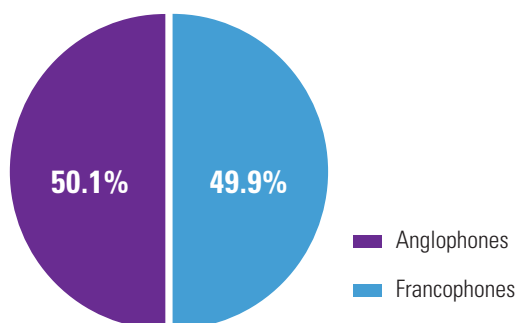
Our statistics indicate that at the end of fiscal 2008-2009 the staff of PWGSC was 50.5% Anglophone and 49.5% Francophone. When the Translation Bureau is excluded, the percentages become 56.4% Anglophone and 43.6% Francophone. According to the 2008-2009 Annual Report on Official Languages issued by the Treasury Board, the core public administration staff was 68.5% Anglophone and 31.5% Francophone.

Figure 1
Participation of both linguistic communities 2008-2009



For the 2009-2010 fiscal year, the staff of PWGSC was 50.1% Anglophone and 49.9% Francophone. When the Translation Bureau is excluded, the percentages become 55.7% Anglophone and 44.3% Francophone. Data relating to total staff of the federal public service is not yet available for the 2009-2010 year.

Figure 2
Participation of both linguistic communities 2009-2010



Linguistic requirements of indeterminate positions

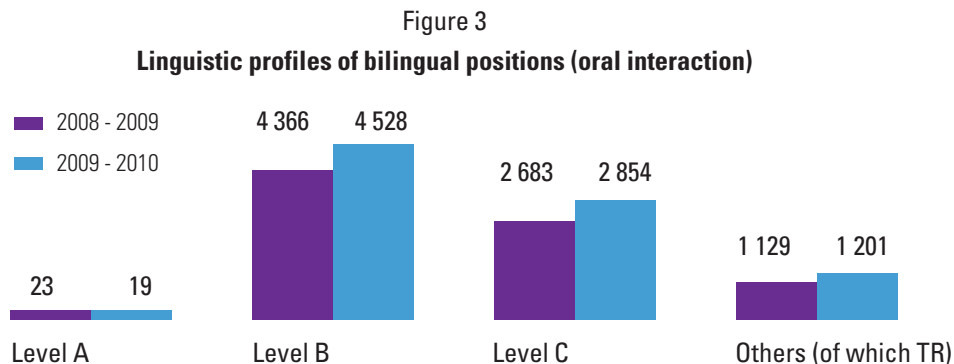
As of March 31, 2009, 13 190 employees occupied indeterminate positions at PWGSC. Of this total, 8 201 (62.2%) occupied bilingual positions.

As of March 31, 2010, 13 658 employees occupied indeterminate positions at PWGSC. Of this total, 8 602 (62.8%) occupied bilingual positions.

Positions	2008-2009		2009-2010	
Bilingual	8 201	62.2 %	8 602	63 %
French essential	395	3 %	402	2.9 %
English essential	4 005	30.4 %	4 124	30.2 %
Either English or French (reversible)	589	4.5 %	530	3.9 %
Other			1	
Total	13 190		13 658	

Linguistic profiles of bilingual positions (oral interaction)

The Department, as a common services organization, offers professional services to the other departments and to Canadians as a whole. In view of its mandate, it has a large number of bilingual positions. In an effort to ensure continuous improvement of its performance in the field of official languages, for the third year in succession, the Department increased the percentage of bilingual positions at level C for oral interaction. This percentage rose from 31.7% in 2007-2008 to 32.7% in 2008-2009, then to 33.2% in 2009-2010, representing an increase of 1.5%.



Language capability of employees (as of March 31, 2009)

		Total employees appointed for an indeterminate period	Percentage of employees appointed for an indeterminate period who meet the linguistic requirements of their position (reading, writing and oral interaction)	Percentage of employees appointed for an indeterminate period with level C or exemption for oral interaction
PWGSC		13 190		
Bilingual Positions	Total	8 201	87.6 %	57.8 %
	With supervisory functions	2 119	84.7 %	68.0 %
	Without supervisory functions	6 082	88.6 %	54.3 %

As of March 31, 2009, 92.3% of EX group members occupying a bilingual position met the linguistic requirements of their position.

Language capability of employees (as of March 31, 2010)

		Total employees appointed for an indeterminate period	Percentage of employees appointed for an indeterminate period who meet the linguistic requirements of their position (reading, writing and oral interaction)	Percentage of employees appointed for an indeterminate period with level C or exemption for oral interaction
PWGSC		13 658		
Bilingual Positions	Total	8 602	82.4 %	56.3 %
	With supervisory functions	2 292	79.2 %	64.1 %
	Without supervisory functions	6 310	83.5 %	50.3 %

As of March 31, 2010, 97.4% of EX group members occupying a bilingual position met the linguistic requirements of their position, representing an increase of 5.4% compared with the previous year.

The decline in the number of employees meeting the linguistic requirements of their position is partly explained by the increase in 2009-2010 in the number of new positions whose incumbents do not yet meet the linguistic profile, and by the raising of certain position linguistic profiles as part of the Linguistic Requirements of Positions Departmental Review. Incumbents of positions whose linguistic profiles were raised are encouraged to take part- or full-time language training, depending on the agreement with their manager, in order to meet the new linguistic profile of their position.

Staffing of indeterminate bilingual positions (March 31, 2009)

The 3 894 indeterminate positions staffed during the fiscal year included 2 564 bilingual positions, representing 65.8% of all staffing actions. Furthermore, 94.9% of bilingual positions were staffed on an imperative basis and 5.3% were staffed on a non-imperative basis.

	Level C	Level B	Level A	Other	Total
Imperative staffing	903	1 311	1	219	2 434
Non-imperative staffing	78	52	0	0	130
Total	981	1 363	1	219	2 564

Staffing of indeterminate bilingual positions (March 31, 2010)

The 4 193 indeterminate positions staffed during the fiscal year included 2 861 bilingual positions, representing 68.2% of all staffing actions. Of these, 95.2% were bilingual-imperative positions and 4.8% were non-imperative positions. It should be pointed out that non-imperative staffing has been reduced by 2% since the 2007-2008 fiscal year.

	Level C	Level B	Level A	Other	Total
Imperative staffing	871	1 524	1	327	2 723
Non-imperative staffing	62	76	0	0	138
Total	933	1 600	1	327	2 861

Non-imperative staffing is used as an exceptional measure. A case-by-case rationale must be provided. The manager must show how the bilingual duties of the position will be performed and put in place administrative measures. Use of non-imperative staffing for executive category positions must be approved by the Deputy Minister and, for all other positions, by the head of the branch or SOA or in the regions by the Regional Director General. Approval is required before the process begins and at the time of making each appointment.

EVALUATION

The Department made great efforts to put in place an appropriate number of bilingual positions of sufficient language capability to meet its operational requirements as a common services organization.

During the 2008-2009 fiscal year, the Department was the subject of nine complaints relating to section 91 of the *OLA*. This section requires that departments must act objectively when establishing the linguistic requirements of a position. No federal employer can arbitrarily establish the linguistic requirements of a position. In 2009-2010, the number of complaints fell to two, compared with 10 for 2008-2009, representing a reduction of 80%.

2.4 HUMAN RESOURCES MANAGEMENT

EXPECTED RESULTS

Creation of a workplace that respects the rights of both language communities.

HIGHLIGHTS

PWGSC makes efforts to equip employees working in bilingual regions or providing bilingual service to the public with the tools they need to perform their jobs in the language of their choice. The Department also encourages employees to maintain and upgrade their official languages skills. In this respect, employees are encouraged during information sessions to include language training in their learning plan, while managers are encouraged to support employees in their initiative, with a view to enhancing the language capability of their organization. The Department adopted a corporate Policy on Language Training, and the NCR still has an internal language training school and offers a number of part-time courses. The branches and regions also offered a range of courses to maintain retention and upgrade the skills of their employees. The new language training technologies are also being explored. In that regard, the OLD has offered two online courses since January 2010.

DETAILED REPORT ON ACTIVITIES

Participants in training sessions for new employees are encouraged to include language training in their learning plan, with a view to maintaining their skills or upgrading their language level for professional development purposes. Through information sessions on official languages, managers are encouraged to include language training in the learning plans of their staff, with a view to enhancing their language capability.

The new departmental *Policy on Language Training* (094) has been in force since June 2008 and was distributed to all staff. It was developed to support an environment promoting learning and enhanced language capability on the part of the Department. It includes *guidelines on language training* and on *the agreement relating to full-time language training between the employee and the subdelegated manager*.

The *Public Service Official Languages Exclusion Approval Order* enables employees appointed on a non-imperative basis to take language training at government expense and attain the language level of their position within two years following their appointment. The HRB established an action plan relating to the Order, to ensure more rigorous management and follow-up of employees appointed to a bilingual position on a non-imperative basis, and see to it that they are transferred or appointed to another position within a two-month period following unsuccessful language training.

The OLD still has nine language teachers on staff who give a variety of part-time language training courses in the NCR, with the goal of promoting the career paths of staff, maintaining second language retention and preparing for second language evaluation tests.

The PWGSC Language Training Program consists of a range of language training courses and workshops meeting employees' needs. The Department's Self-Learning Centre also provides support for employees who want to upgrade their second language skills.

The OLD partners with the Canada School of Public Service (CSPS) to promote online learning tools and develop training programs that employ new technologies. PWGSC has offered two online courses since January 2010. The Second Language Blended Learning Project combining classroom learning and self-learning is intended for new learners who need Level B. The second course is virtual training for employees who wish to maintain and upgrade their English skills.

As a department with an exemplary record, PWGSC was invited to the CSPS Open House in 2009. The DMs' Learning Fair organized by CSPS is designed to publicize all the products offered by CSPS. As a partner of the School, the Department was invited to participate in developing adapted language training contracts. The Department has an excellent reputation for its language training programs and its assistance is sought by other departments.

The Department also promotes the Campusdirect online self-learning tools, including a variety of courses designed to teach English or French as a second language.

The branches, SOA and regions offered their employees a wide variety of activities with the goal of maintaining their second language or improving their language skills:

- The Accounting, Banking and Compensation Branch (ABCB), in conjunction with the Finance Branch, contributes financially to and participates in a second language program administered by a steering committee. An ABCB sector established a retention program, in the form of partnerships in an informal

setting between Anglophone employees returning from language training and Francophone employees. Special French lunches are also organized to promote use of the second official language. Some employees display a desk card inviting colleagues to talk to them in their second language. ABCB Shediac participates actively in the New Brunswick Federal Council Official Languages Committee, whose mandate is to address official languages issues, trends, challenges, barriers and language training in New Brunswick federal institutions.

- The Parliamentary Precinct Branch offered part-time language training to students transferred to indeterminate positions.
- During the last fiscal year, the Pacific Region offered about 40 employees, on a regular basis, levels A, B and C French-language courses, as well as skills retention courses for employees already at the CBC level. French lunches are held every two weeks at the Café Français to allow employees who have already reached level B or C to practise their oral communication. The Book Club meets every two weeks. *Les Rendez-vous du cinéma québécois et francophone*, an event in Vancouver from February 4 to March 6, 2010, was publicized to employees.
- The Ontario Region offers internal intermediate and advanced language training courses in French for two hours each week. Two sessions are offered weekly at the Mississauga offices and six at the Yonge Street offices. The Region also promotes French retention courses to its employees. These courses, sponsored by the Ontario Federal Council and CSPS, are 30 minutes in length and free of charge to Ontario Region employees. Participants must have a valid level B or C second language evaluation result. Participants in new employee orientation sessions were given a French-English dictionary. The official languages component focussed on the following topics: overview of bilingualism in the federal government; linguistic profiles, language training and other current topics (such as the linguistic requirements of positions review).
- In the Quebec Region, employees in some sectors decided to speak only English for one day each week.
- In Halifax (Atlantic Region), French lunches are held once a week. Halifax

employees participated in a pilot course in French as a second language. From April 2008 to December 2009, 65 employees from all Atlantic regions participated in French second language retention sessions at levels B and C. The Atlantic Region official languages coordinator offered employees working in the four Atlantic provinces eight information, awareness and orientation sessions.

Language training data

For the 2008-2009 fiscal year, the Department invested over \$2.44M in its language training programs for professional development or second language retention, including \$2.07M in the NCR and \$0.37M in the other regions. More than 1 404 employees took advantage of these programs.

More than 343 departmental employees took language training during the fiscal year following their non-imperative appointment.

During the 2009-2010 fiscal year, PWGSC invested over \$2.3 M in its language training programs for professional development or second language retention, including \$2M in the NCR and \$0.3M in the other regions. More than 1 419 employees took advantage of these programs.

A total of 264 departmental employees took language training during the fiscal year following their non-imperative appointment.

EVALUATION

The Department is placing increasing emphasis on language training for professional development purposes. It is recognized as an exemplary partner of CSPA. The Department promotes development of new options for delivery of language training, with the goal of making this training easier to access.

2.5 ADVANCEMENT OF ENGLISH AND FRENCH AND DEVELOPMENT OF OLMCS

EXPECTED RESULTS

Creation of a workplace that respects the rights of both language communities and increased awareness of and information about components of the Official Languages Program and development of OLMCs. The expected results in this part of the Report

are creation of a workplace that respects the rights of both language communities and awareness of development of OLMCs.

HIGHLIGHTS

Through its OLMC Secretariat, the Department promotes linguistic duality to its employees and contributes to the vitality and development of OLMCs. The Secretariat established a departmental network of coordinators to support its mandate. A number of activities took place at headquarters and in the regions to mark *Les Rendez-vous de la Francophonie*, Linguistic Duality Week and the 40th anniversary of the *OLA*. The Secretariat Manager, OL coordinators and some managers in the regions are active participants in various interdepartmental and community committees, forums, networks and events where they discuss the needs of the OLMCs and foster their vitality and economic development.

During the 2009-2010 fiscal year, the Minister of Public Works and Government Services, the Honourable Christian Paradis, appeared before the Standing Senate Committee on Official Languages in December 2009. In the Committee's interim report, PWGSC was mentioned in positive terms several times. The Department continues to support the OLMCs by offering them certain services, including hotel cards for special rates during business travel. The Department also renewed the translation support service available to the national organizations representing OLMCs. The Office of Small and Medium Enterprises offered several information sessions to help small and medium enterprises, including those in OLMCs, deal more easily with the federal government. The *Regroupement des gens d'affaires de la capitale nationale* created an information kit containing language tools that PWGSC distributed to the Department's commercial tenants in the NCR.

DETAILED REPORT ON ACTIVITIES :

The OLMC Secretariat operates as a contact point for the OLMCs and departmental managers for any related issues.

PWGSC demonstrated up-to-the-minute leadership as the first federal department to organize Linguistic Duality Week from December 3 to 7, 2007. The purpose of this event was to provide visibility for the two official languages, take advantage of opportunities to experience bilingualism and introduce all PWGSC employees to the cultures associated with the two official languages. During the second Linguistic Duality Week in December 2008, several information booths were set up, for example by Toastmasters, Canadian Heritage, CEDEC (formerly Community Table), PWGSC Self-Learning Centre, CSPS, Translation Bureau, *Réseau de développement économique et d'employabilité (RDÉE)* Canada, PWGSC OLD and Office of the Chief Human Resources Officer (formerly Canada Public Service Agency). In a video presented to participants, the official languages champions and departmental employees told us what linguistic duality means to them. Participants were also invited to participate in a karaoke session. Following the announcement by the Clerk of the Privy Council fixing the second Thursday of September as Linguistic Duality Day, the Department postponed the third Linguistic Duality Week to September 2010.

As part of *Les Rendez-vous de la Francophonie 2009*, the OLMC Secretariat Manager participated as a member of the organizing committee for the launch of *Les Rendez-vous de la Francophonie* for the public service as a whole. The activities took place at the Canadian Museum of Civilization, where the Director of Official Languages took part in the opening ceremony. This event was very successful.

Les Rendez-vous de la Francophonie 2010 was a joint effort of PWGSC headquarters and Human Resources and Skills Development Canada. A quiz about La Francophonie based on the television show *La classe de 5e* and a performance by the *La Ligue nationale d'improvisation* were held on March 11, 2010. The Department's Director of Official Languages addressed the participants on behalf of the departmental official languages champions, stressing the richness of French as one of Canada's two official languages, linguistic duality and the importance of partnerships.

The year 2009 marked the 40th anniversary of the *OLA*. The Department participated in activities organized by the Office of the Commissioner of Official Languages. The official languages champions produced an article to mark this event that appeared in the September issue of *PWGSC In the Know*.

Several activities were held in the regions to mark *Les Rendez-vous de la Francophonie*, Linguistic Duality Week and the 40th anniversary of the *OLA*:

- In the Western Region, information about *Les Rendez-vous de la Francophonie* and a list of activities were sent by e-mail to all employees. The Region made a financial contribution to the celebrations of the 40th anniversary of the *OLA* and participated in organizing the event.
- The OCOL exhibition on the 40th anniversary of the *OLA* was presented in the PWGSC Halifax and Moncton offices.
- The Pacific Region celebrated the 40th anniversary of the *OLA* and took the opportunity to officially launch the Regional Official Languages Committee by introducing the committee members and the new logo. The Region also organized activities to mark *Les Rendez-vous de la Francophonie* focussing on an Office of Small and Medium Enterprises information booth and the participation of the Pacific Federal Council. It also created a Rendez-vous Committee and a Web site that employees can use to obtain resources and information about official languages initiatives.
- The Ontario Region marked *Les Rendez-vous de la Francophonie* from March 5 to 21, 2010 by distributing posters. The OCOL exhibition on the 40th anniversary of the *OLA* was presented in Toronto.
- The Quebec Region organized information sessions on *TERMIUM Plus*® during Linguistic Duality Week.
- All regions organized activities for Linguistic Duality Week, mainly in the form of a dictation event.

The OLMC Secretariat is responsible for writing the Report on Results of Implementation of Section 41 of the Official Languages Act. This Report is submitted to the Minister of Canadian Heritage. The Minister of Canadian Heritage and Official Languages must, in the Annual Report tabled by this Minister in Parliament, report on the principal results of federal institutions that submit a statement of their achievements to the Minister. The Report on Results of Implementation of Section 41 of the Official Languages Act will be available on the OLD Web site shortly.

The Office of Small and Medium Enterprises continued to offer information seminars on *Doing Business with the Government of Canada* and *Writing Better Proposals* to help small and medium enterprises deal more easily with the government. Several seminars were offered across Canada.

The Department is responsible for monitoring Government of Canada advertising expenses devoted to official language minority media. During the 2009/2010 fiscal year, the Department reviewed current approaches adopted to advertise in OLMC media via the Internet. All of the Department's regional offices made minority media buys according to the subject of the public notice and the geographical area.

On December 7, 2009, the Honourable Christian Paradis, then Minister of PWGSC, appeared before the Standing Senate Committee on Official Languages, in connection with the study of implementation of Part VII of the *OLA*. The OLD gathered information and briefed the Minister for this appearance. The ADM, HRB, and the CEO, Translation Bureau, supported the Minister. The Director of Official Languages and the Manager of the OLMC Secretariat also participated as resource persons. In its interim report, the Standing Senate Committee on Official Languages referred to PWGSC several times, always very positively.

Until the launch of the Language Portal of Canada in October 2009, the Department honoured its commitment to provide OLMCs with free-of-charge access to Termium Plus.

The Department renewed the translation support service available to national organizations representing OLMCs (Community Table, now known as CEDEC, *Fédération des communautés francophones et acadiennes du Canada*, Quebec Community Groups Network and *RDÉE* Canada) for translation of key documents.

PWGSC established a network of Part VII coordinators representing various branches and regions, to provide liaison between PWGSC and OLMCs in the regions. Meetings were organized to exchange views and information in order to promote linguistic duality and support for OLMCs across the country.

Departmental representatives participate actively in various interdepartmental and community committees, forums, networks and events in the NCR and every region of Canada, to support the development of the OLMCs. Representatives of the Department sometimes chair certain of these meetings. For example:

- The ABCB is an active participant in the New Brunswick Community-Government Discussion Table, where a proactive, strategic and ongoing dialogue is being established, in accordance with the committee's mandate, between federal institutions and the New Brunswick Acadian community. In January 2009, management participated in activities as part of the New Brunswick Federal Council Official Languages Week.

- The Pacific Region is a member of the Pacific Federal Council and also participated in the meetings of the Pacific Federal Council for the Vancouver Olympic Games 2010 for the purpose of promoting bilingualism during the Games. The Region is an active participant in the British Columbia Interdepartmental Network of Official Languages Coordinators, and also participated in the annual general meeting of the *Fédération des francophones de la Colombie-Britannique*.
- The Ontario Region participated in the Human Resources Leadership Council of Ontario.
- The Quebec Region participates in the Interdepartmental Network on Official Languages (INOL), chaired by an employee of PWGSC Quebec Region.
- The provincial Director, New Brunswick, was elected to chair the New Brunswick Federal Council Official Languages Committee, and the provincial Director, Newfoundland, was selected to chair the Newfoundland Federal Council Official Languages Committee. The Atlantic Region official languages coordinator participated in the meetings of the Atlantic Provinces official languages committee's meetings.

The Department encourages its commercial tenants in the NCR to offer bilingual services. Commercial leases include a clause on signage and another on service to the public. These two clauses remained in force during the last two years. PWGSC also prepared a checklist to facilitate random checks of all commercial tenants and help evaluate the availability of services and signage in both official languages. Where problems exist, tenants are advised immediately and a corrective action is implemented.

As part of the business assistance project of the *Regroupement des gens d'affaires de la Capitale nationale*, in which PWGSC participates, a new information kit was created promoting services in both official languages and including language tools. The Department distributed this kit to commercial tenants in the NCR.

The Department continued its hotel card program by offering these cards to more than 400 organizations representing OLMCs. They can be used to obtain reduced lodging rates during business travel.

During the 2008-2009 and 2009-2010 fiscal years, PWGSC published a number of articles in *Bulletin 41-42*. This is a quarterly bilingual newsletter published by Canadian Heritage and addressed to the official language minority communities in Canada and to those federal public servants who have a role to play in the

implementation of sections 41 and 42 of the *OLA*. Under these sections, federal institutions are committed to enhancing the vitality of Anglophone and Francophone official language minority communities and assisting their development. In addition, they have the duty to ensure that positive measures are taken for implementation of these commitments. The PWGSC articles published in *Bulletin 41-42* were on the topics of Linguistic Duality Week 2008 and promotion of the Language Portal of Canada, launched in October 2009.

The Quebec Regional Office, in close cooperation with CEDEC, developed a publicity strategy to facilitate hiring of Anglophone Canadians by PWGSC in the Quebec Region other than the NCR.

GOOD PRACTICE

As part of the Forum on Good Practices held on December 9, 2009 and organized by the Office of the Chief Human Resources Officer, the Department's Champion for Promotion of Linguistic Duality and Development of OLMCs demonstrated her leadership by participating as a speaker. In addition, the Official Languages Directorate (OLD) and the Translation Bureau participated in the December 4, 2008 Forum on Good Practices by setting up booths.

EVALUATION

The Department is a leader in promoting linguistic duality. Through its efforts in the area of awareness and its active participation in various committees, networks and organizations dedicated to the vitality and development of OLMCs across Canada, PWGSC has become a key player.

During the 2008-2009 fiscal year, there were three official languages complaints relating to Part VII of the *OLA*. During 2009-2010 three complaints were made against commercial tenants, two of which concerned the same tenant. Corrective actions were implemented in the form of monitoring processes.

3. MONITORING OF THE OFFICIAL LANGUAGES PROGRAM

The OLD conducts regular audits of active offer of services to the public in its bilingual offices across Canada, to ensure that the employees in question meet their obligations to provide the public with bilingual service. In January 2010 the OLD monitored active telephone offer by offices designated bilingual for purposes of service to the public.

The results of the audit of offices were as follows:

- 46% of offices have a recorded bilingual greeting, or the person who answered the telephone directly did so fully in both official languages.
- 37% of offices actively offered a telephone greeting that was partly bilingual.
- 17% of offices offered a telephone greeting in a single language.

In consequence of the audit, the OLD Director sent official languages coordinators and ambassadors a message setting out the results and providing a reminder concerning our obligations in the area of active offer of services to the public.

Following distribution of the active offer kit, the ADM heading the HRB sent a release to ADMs, regional directors general, directors general and official languages ambassadors and coordinators to encourage them to circulate the information in the kit and to remind them of the rules concerning active offer.

Active offer of services to the public was also discussed during a meeting of the Official Languages Governance Committee.

Official languages objectives were added to the performance agreements of ADMs. For the 2009-2010 fiscal year, the performance agreements include the following two points: deployment of employees who do not meet the linguistic profile requirements of their position within a two-month period following unsuccessful language training, and active offer of services to the public in both official languages.

The Treasury Board of Canada Secretariat Management Accountability Framework was developed to provide deputy heads and all public service managers with a list of management expectations that reflect the different elements of current management responsibilities. Some elements of the Official Languages Program are assessed. From

2007-2008 to 2008-2009, PWGSC saw its assessment improve from yellow (Opportunity for Improvement) to green (Acceptable). In the scorecard for Round VII (2009-2010), the Department maintained its green rating. This assessment is attributable to the sustained leadership demonstrated by senior management with regard to the Official Languages Program and to all the awareness efforts targeting managers and employees to ensure that they fully comprehend their obligations and rights in relation to the official languages.

Beginning in the 2008-2009 fiscal year, we must provide the Public Service Commission of Canada with a report on implementation of the Public Service Official Languages Exclusion Approval Order. Because of the large number of employees who exceeded the prescribed two-year period for taking language training, the Department received a red rating on this point. Since then, great efforts have been made by HRB officers to improve the Department's results in this area. For example, the OLD in conjunction with the Human Resources Operations Sector implements quarterly follow-ups of the employees affected by this measure.

Over 62% of PWGSC employees responded to the Public Service Employee Survey between November 3 and December 12, 2008. The results relating to official languages indicated a difference between Anglophone and Francophone respondents, especially on points relating to language of work. Francophone employees indicated greater dissatisfaction concerning the opportunity to write documents in the official language of their choice and use the language of their choice during meetings. This difference was addressed during a meeting of the Official Languages Governance Committee. All members agreed on the importance of reminding employees that they can work in the official language of their choice. The *Dialogue* newsletter regularly addresses issues relating to language work. New employees and managers are informed about this during official languages information sessions.

The OLD periodically conducts information checks concerning the official languages data included in the Human Resources Management System and corrects any anomalies. One advantage of this practice is that it led to a reduction in the number of executive category employees who do not meet the linguistic requirements of their position.

CONCLUSION

The 2008-2010 Report on the Official Languages Program demonstrates the profound commitment of management to the requirements and the spirit of the *Official Languages Act*. We need only cite the Language Portal of Canada, now available to all Canadians, the decision to post bilingual invitations to tender documents on GETS/MERX™ everywhere in Canada, and the Linguistic Requirements of Positions Departmental Review. The Report also presents all the efforts made by official languages stakeholders to inform departmental staff concerning the elements of the Program and to provide a vast range of language-training related services.

The positive results, including the reduction in the number of complaints, show us that the work done over the last two years has borne fruit. We are confident that the Department's efforts in the area of official languages will feature prominently in Volume II of the 2009-2010 Annual Report of the Office of the Commissioner of Official Languages, to be released to in the fall of 2010.

The years to come will be just as significant in terms of commitment by senior management. The new performance agreements of senior managers now include four elements relating to official languages: deployment of employees who do not meet the linguistic profile requirements of their position within a two-month period following unsuccessful language training, a 10% reduction in the use of non-imperative staffing, active offer of services to the public in both official languages, and delivery of essential and mandatory training to employees within the set deadlines. As far as the official languages representatives are concerned, language training as well as awareness of the elements of the Official Languages Program and informing employees and managers about these elements will be central to the objectives to be met.

We are proud of the fact that linguistic duality is a core value of the Department and that it continues to be reflected in business decisions and routine operations.