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A guide and source of practical tools to help you offer services in English and French

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What's in the Guide?

A guide and source of practical tools to help you offer services in English and French

While, there is no magic formula for making your organization bilingual, the following guide provides valuable information designed to guide your organization through the process. Like any other process of change, the actual implementation must be tailored to an organization's individual situation and needs, phased in gradually and, above all, regularly reviewed.

The strategies and tools found here are general enough to be adaptable to the needs of voluntary, private and public-sector organizations who want to foster a new bilingual corporate culture and for those who would like to improve the services they already offer in Canada's two official languages.

Tools, resources and links

Throughout this guide you will find links to additional information and tools found either elsewhere within the guide or to consult online. The guide also includes a list of helpful resources and links brought together for your organization to use to build its own collection of resources.

Best practices

Organizations from across Canada have shared their <u>best practices and lessons learned</u> in offering French and English services so you can get ideas from organizations like yours. In turn, please share your experiences or best practices by completing the <u>submit a best practice</u> form.

Contact Us

To send us any questions or comments you may have regarding *Making your Organization Bilingual*, we invite you to complete the online form <u>Tell us what you think</u> or to <u>contact us</u> by any of these other available ways.

Benefits of a Bilingual Organization

Equality and excellence of service

As of 2011, there have never been as many bilingual Canadians in Canada's history. For a growing number of Canadians, bilingualism has become not only a personal asset but also an important part of their sense of national identity. Proud and conscious of this diversity and eager to improve the equity and quality of their services, many organizations and businesses are making the decision to operate in both official languages. It is worth it to take the time to learn more about the linguistic profile of the communities you serve.

Advantages and impacts

Providing services in both official languages not only represents an open acknowledgment of Canada's bilingual character on your part, it also presents a number of competitive advantages for your organization. Your new stance will allow you to:

- reach a larger portion of your target public;
- increase your membership;
- provide better services; and
- access new sources of funding and sponsorship.

Even though your organization will need to invest considerable time and effort to become bilingual, in the end, communicating with your customers in their own language can only be beneficial.

Did you know that...

- Canada's French-speaking population ranks second only to that of France worldwide. It is larger than the Francophone populations of Switzerland and Belgium combined.
- The number of French-speaking Canadians living outside of Quebec is equivalent to that of entire provinces such as Saskatchewan, New Brunswick or Nova Scotia.
- Almost one Canadian in four has French as a mother tongue and close to one Canadian in three speaks French.
- 1.6 million of Canada's French-speaking population have an ancestry other than French or English.

Planning and Implementation

Once the decision is made to offer services in both official languages in your organization, the first step is to assess the current situation. Begin by doing an initial assessment which will help you prepare an action plan tailored to the needs of your organization. Consult the monitoring and assessment tool and the example of an action plan. A few months down the road, you should complete this assessment again to monitor the progress your organization has made in terms of bilingualism.

The <u>assigning responsibilities</u> tool outlines duties and activities for each project phase. Clearly attributing responsibilities will contribute to the successful implementation of your action plan.

There is no one simple formula for implementing bilingual services, but there are some key elements shared by organizations that have successfully weathered the change. Their experience suggests that there are three main phases: planning, implementation and follow-up.

The planning phase involves letting members know that services will gradually be made available in both official languages, and determining the existing and required resources needed to reach the objectives the organization has set for itself.

The implementation phase involves putting in place structures, processes and activities aimed at expanding and improving your organization's ability to provide bilingual services.

Keys to success

- Respect the culture and values of your organization.
- Managers must do their best to be reassuring and to explain that it is the organization that is becoming bilingual, not the individual members and employees.
- Stress that the transition will take place gradually and that it will be flexible and adapted to your organization's needs.
- Solicit employees' opinions on the new course you have charted and encourage them to participate from the very beginning. That is the key to winning their support.
- Share responsibility. You are all partners and each of you must buy into the new bilingual culture.

Language policy statements and guidelines

To ensure that English and French are used consistently in your organization and to maintain the long-term viability of the project, a policy and clear guidelines must be established. A language policy signals clearly to your employees, volunteers and clientele that English and French will be used as a matter of course within your organization. Our <u>sample language</u> <u>policy statements</u> will help you to draft a language policy that reflects the goals of your organization.

Once you have adopted a language policy on the provision of services in both official languages, you need to take the next step and establish guidelines to be followed for meetings, activities, bilingual positions, and so on. To ensure that your employees and members share a long-term commitment to the new policy, these guidelines need to be incorporated into your organization's procedures manual. Refer to the <u>sample guidelines</u> that you can use, or modify to create your own. Note that any changes should be implemented in accordance with your organization's accepted practices and policies.

Bilingual positions

When you deliver services in both official languages, certain positions and committees probably need to be designated as bilingual. To establish the language requirements of a position, you must identify, in conjunction with management, the number, nature and frequency of duties that need to be performed in English and French.

One person who should be able to speak both languages fluently to members and the general public alike is the receptionist.

However, designating bilingual positions is not the only option. Your organization could also establish teams composed of both English-speakers and French-speakers to ensure that bilingual services are always available.

Refer to the tools for bilingual staffing for help in <u>designating bilingual positions</u> in your organization and to help you to <u>build bilingual position profiles</u>. There are also tips to help you locate and recruit bilingual employees for these positions.

Keys to success

- Make sure that the language requirements relate directly to the duties of each position.
- Make sure that language requirements are mentioned in the recruitment policy.
- Reassure unilingual employees that a language policy does not mean they will lose their jobs or that they must become fluent in the other language.

Winning Strategies for Putting Bilingualism into Practice

To a large extent, the success of your new policy to deliver services in both official languages will depend on how the project is promoted to members of your organization. When you unveil your language policy, you must have a communication plan ready to ensure that your members, employees and clients are all aware of your new commitment to provide services in the language of their choice.

Putting bilingualism into practice at your organization means, first and foremost, giving your members the opportunity to communicate and participate in their preferred language. Consider how you can help bilingualism take root and flourish in your organization by visiting the many sections of this guide and taking advantage of the practical tools that have been created for your use.

Promotion and communications

To project a clear image as a bilingual organization, make good use of the tools already at your disposal, including events, meetings, newsletters, bulletin boards, etc. Employ bilingual signage to clearly convey that services are available in both languages. Respond to correspondence in the official language of the request.

Whatever the communication tool - brochure, website, social media, newsletter, annual report, promotional material or meeting announcement - ensure that the presentation is appropriate for the intended audience and properly reflects the organization's bilingual character. Establish standards for quality and layout right from the start.

Consult our tips for <u>bilingual writing</u> and <u>bilingual formatting</u> which highlight practices to help your organization produce quality documents in both official languages. The formatting section provides a number of presentation options for using both official languages in your organization's communications. You will want to carefully weigh the advantages and disadvantages presented for each option in the context of your organization.

Welcoming your members or clients is an important opportunity for your organization or business to make an impression. Whether over the phone or in person, the ability to offer your client the choice to use either English or French is a valuable service.

See suggestions to help your organization greet clients in both official languages, whether through <u>bilingual telephone greetings</u> or <u>bilingual in-person greetings</u>.

Bilingual meetings and activities

Meetings are a particularly important forum for communicating. Each person should feel free to participate, using either English or French or both in the same meeting, according to the individual's choice.

Bilingual meetings are not all that difficult, but the key is to have a well prepared chair and team. Teleconferencing is a common alternative to face-to-face meetings and can be held bilingually too. In addition to day-to-day meetings, your organization might also hold annual meetings, special activities, conferences, webinars or other online events where it is key to project your bilingual image.

Consult our practical tools to get advice on <u>planning bilingual meetings and events</u>, how to run <u>bilingual meetings – step by step</u> and to find out more on <u>bilingual teleconferencing</u>.

A Neat Idea: One week in English... the next in French!

Try alternating between two official languages at weekly meetings, so that each week all documents, including those tabled at the meeting, are presented in the language of the meeting. This will promote the use of both official languages in practice and will help employees develop greater confidence in their second language.

Translation and interpretation

A translator is an individual who translates written text from one language to another. An interpreter is an individual who translates the words of a speaker in real time. Read on for helpful tips on when to use the services of these professionals and how to locate a translator or interpreter in your region.

Using the services of a translator

If the volume of documents in your organization does not warrant hiring an in-house translator, you can use the services of a free-lance translator. A certified translator has an in-depth knowledge of language and has completed extensive training. You will find that translators work in a wide variety of domains: science, technology, law, health, economics, etc. They work to ensure that the translation is grammatically correct and is written in a manner suited for its intended use. If possible, choose a translator familiar with the terminology of your domain. Consider creating your own glossary to ensure consistent usage of your preferred terms.

Once you have located a translator, be prepared to answer their questions and have a few questions ready that you may want to ask. You will find more tips and cost considerations in our translation checklist.

Using the services of an interpreter

Interpretation allows the speaker and other participants to use the language of their choice. The interpreter must prepare for the conference according to the subject field. There are two types of interpretation:

- Simultaneous which means the interpretation is made available to all participants at the same time as the speaker speaks (will make use of electronic equipment)
- Consecutive which is intended for an individual or a small group, the interpreter speaks after the speaker, usually quietly or "whispered"

Once you have located an interpreter there are a few questions you may wish to ask regarding their services. Our <u>interpretation checklist</u> will help guide you through the process.

Locating a translator or interpreter

Visit the <u>Canadian Translators</u>, <u>Terminologists and Interpreters Council website</u>. Here you may consult your provincial association's membership listings to locate a certified translator or interpreter that will meet your specific needs.

Funding for translation and interpretation

When applying to potential sources of funding for any project, make sure to incorporate in your submission all costs associated with delivering your project in both English and French.

At Canadian Heritage, the Support for Interpretation and Translation program aims to assist organizations that encourage the participation of Canadians in both official languages at public events and to increase the number of documents available in both official languages. To find out more visit:

<u>Support for Interpretation and Translation</u> - Canadian Heritage.

For a similar program in New Brunswick available to any non-profit social or community organization working province-wide and whose permanent office is in New Brunswick, please visit:

<u>Support for Translation and Interpretation Program</u> - New Brunswick

Second language learning

Language training is an effective way to improve your organization's capacity to offer services in both official languages. There are many ways an organization can help its employees improve and maintain their second language skills. In addition to formal language programs, employees can also maintain their second language skills by using simple and informal methods. Read on to learn about the various language training options available and useful tips to make language learning easier!

Language Training

There are many ways to learn or maintain a second language. Consider the following different approaches aimed at developing second language skills when suggesting language training for employees:

- Language courses offered outside of the organization by private language schools, colleges, universities, local school boards
- Tailor-made courses offered on-site
- Self-teaching courses (Internet, video or audio programs, software packages, etc.)
- Distance training

If you are considering establishing a program for employees of your organization, consult our <u>language training program checklist</u>.

Make your program more attractive by:

- declaring days when only one language is used
- holding noon-time discussion groups
- awarding certificates, letters of congratulations and prizes
- organizing celebrations, games, and other special events

Language maintenance

Maintaining second language skills doesn't always require a formal language training program. There are many ways to practise second language skills. Watch a television program, play a word game or even take a vacation in your second language. In our practical tools you will find a wide variety of suggestions designed for those who wish to improve and practise their second language skills.

Professional placement or exchange

To improve language skills, consider a placement with an organization that operates in the other official language. To ensure an enriching professional experience, choose an organization that has a mandate similar to your own. A reciprocal exchange of staff or volunteers between similar or complementary organizations may also be an option.

Additional resources

- The Canadian database <u>LangCanada.ca</u> will lead you to language training organizations (private and public) listed by province or territory and thousands of second language educational resources to practise and improve your skills
- Go to the <u>New Brunswick Office of Human Resources</u> page to find:
 - Ten Benefits of Learning and Using Another Language
 - Tips for Maintaining Your New Language Skills examples of activities to maintain new language skills.

Costs of bilingualism

Avoid unpleasant surprises. Costs of bilingualism should be planned for and integrated into all appropriate budget categories.

To successfully implement your communication strategy and reach out to English-speakers and French-speakers alike, don't forget to add adaptation and translation costs to the usual graphics, printing and distribution costs. That way, your budget and financial planning will take into account the real costs of the project from the very beginning.

The costs of bilingualism are also felt in your organization's day-to-day activities. Coordinating bilingual activities will take some extra time and resources, so, again, it is essential that budgets take this factor into account. As well, the costs associated with training the members of your organization must be included in bilingualism costs.

For more cost considerations, consult the <u>translation checklist</u>, the <u>interpretation checklist</u> and the information on <u>bilingual formatting</u>, all found in the practical tools section.

Follow-up

Maintaining your organization's new bilingual status will demand on-going effort and vigilance. It is essential to take the time to regularly assess the situation, gauge the satisfaction of members and employees and to plan the next steps in your action plan.

Develop a follow-up plan:

- Confirm and renew the interest in bilingualism within your organization as needed.
- Evaluate your progress by:
 - o developing performance indicators against which to measure results;
 - o completing the monitoring and assessment tool again; and
 - o polling your members/clients consult our <u>sample member and client</u> <u>satisfaction questionnaires</u>.
- Review the above and make necessary adjustments to your action plan.
- Celebrate and promote your successes and the positive impacts of your initiative.









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Monitoring and Assessment of Your Organization's Capacity

Please contact us at langoff-offlang@pch.gc.ca to have a word version of the tool sent to you.

					Progress Monitoring Date:			
Support obtained from:	YES	NO	Comments	YES	NO	Comments		
- Board of Directors								
- members/volunteers								
- executives/managers								
- employees/unions								

Member services:	YES	NO	Comments	YES	NO	Comments
- telephone answered in both languages						
- bilingual automated telephone messages						
- visitors greeted in both languages						
 correspondence in recipient's language of choice 						
Organization:	YES	NO	Comments	YES	NO	Comments
- official statement of bilingual status						
 measures and guidelines adopted in both official languages 						
- associated costs integrated into budget						
 bilingualism promoted within the organization 						
 positions designated bilingual as appropriate 						
Freedom to use and be answered in one's language of choice at:	YES	NO	Comments	YES	NO	Comments
 annual general assemblies, conferences, etc. 						
 Board of Directors meetings, other internal committees and meetings 						

Working tools available in both languages:	YES	NO	Comments	YES	NO	Comments
- software, keyboards, dictionaries, etc.						
- guides and manuals						
- email						
Documents available in French and English:	YES	NO	Comments	YES	NO	Comments
- publications and brochures						
- newsletters						
- press releases						
- meeting minutes						
- internal memoranda						
- documents posted on the web						
- annual reports						

Language training	YES	NO	Comments	YES	NO	Comments
- available to employees						
On the job and at other work-related activities:	YES	NO	Comments	YES	NO	Comments
 bilingual signage in plain view clear indication in reception area that English and French are used (magazines, newspapers, brochures, documents, etc.) bilingual employees identified by badges (particularly at events and conferences) 						







Creating an Action Plan

Planning phase

Aim: to make members aware that bilingualism will be implemented on a step-by-step basis and to determine the resources available and the resources needed to reach the objectives

Activities

- awareness-raising and recruitment of allies for the project
- > assessment of the current situation
- assessment of the resources, costs and effort required to deliver services in both languages
- adoption of a resolution establishing a language policy
- development and implementation of a communications plan designed to win the support of employees and members
- assessment of language training needs
- creation of committees and attribution of responsibilities

Implementation phase

Aim: to set up the key structures, processes and activities needed in the move to bilingualism

Activities

- > development and implementation of language measures and guidelines
- delivery of services in both official languages
- creation of a bilingual image (logo, reception, etc.)
- production of bilingual documents
- provision of translation services
- introduction of language training
- meetings held in both official languages
- designation of bilingual positions

- provision of interpretation services
- > incorporation of bilingualism costs into operating budget

Follow-up phase

Aim: to assess progress and plan next steps

Activities

- evaluation of results
- > questionnaires to gauge satisfaction of members, employees and customers
- > identification of required corrective measures
- promotion of the successes and positive impacts of the project
- > development of a follow-up plan







Assigning Responsibilities

At the early stages of the project, carefully define the division of the respective responsibilities of committees and individuals, as this is one of the key factors in the success of your action plan. Below are sample lists of the duties and activities that the implementation committee will have to deal with during each of the project phases. Again, feel free to adapt this list to your organization's action plan by incorporating it into your document and making the necessary changes.

Planning phase

- develop and implement a communications plan to guarantee open communication among all of the parties involved
- convey all relevant information regarding the delivery of services in English and French to employees and volunteers at all levels of the organization
- demonstrate the project's positive impact (increase in membership, higher revenues, better client service, etc.)
- form an implementation committee:
 - ✓ ensure equitable representation within the committee in terms of minority language group, employee duties and level, etc.
 - ✓ involve all key players in the committee
 - ✓ ensure that the committee has real decision-making power
- develop policies on English and French services in cooperation with the implementation committee
- determine the standards that the organization must meet for the delivery of services in English and French
- develop an action plan including a budget and schedule for the implementation of these services
- > foster a dynamic environment of exchange both within the committee and between the committee and upper management
- consult all stakeholders to obtain their support

Implementation phase

- > identify and mobilize the human and financial resources needed
- encourage full participation of employees and members in the development and implementation of the project
- > foster a sense of ownership in the project
- > monitor the quality of the services offered, by coordinating language training, translation, interpretation, etc.
- > manage the financial aspects of the project

Follow-up phase

- distribute the satisfaction questionnaires to employees, members and clients
- compile results
- identify corrective measures
- plan follow-up action and establish a schedule
- > assign new responsibilities
- publicize the results and positive impacts of the project









Sample Language Policy Statements

Resolution on official languages - Example 1
Whereasorganization name recognizes the importance of delivering services in both official languages to adequately meet the needs of its entire membership;
Whereas <u>organization name</u> will need adequate resources to implement a policy of delivering services in both official languages:
The Board of Directors of <u>organization name</u> , through this resolution, hereby endorses efforts to improve and expand service delivery in both official languages in all areas related to the organization's activities.
Adopted by the Board of Directors of <u>organization name</u> on <u>date</u> .
Resolution on official languages - Example 2
The Board of Directors has adopted a resolution on official languages that commits organization name to make all of its services available in both official languages.
It is hereby agreed that <u>organization name</u> considers the delivery of bilingual services as a priority and commits itself to offering services in both official languages at all levels. <u>Organization name</u> intends to take all steps necessary to achieve this goal and will ensure that no employee is adversely affected by these new measures.
Adopted by the Board of Directors of <u>organization name</u> on <u>date</u> .









Sample Guidelines

Whereas _	name of organization	has undertaken a commitment to offer
services ir	both English and French, the follow	ing measures and guidelines are hereby
adopted	Date .	

Formal identification

Bilingual materials will be used to convey a bilingual image. (for example, logo, letterhead, electronic signature blocks, business cards, signage)

Written communications

Information, advertisements and promotional material

- > A bilingual format is to be used whenever possible.
- > Brochures, pamphlets and all promotional material for general distribution will be made available in both official languages.
- > Publications will include the appropriate version of the following notice: "This document is also available in English" or "Ce document est également disponible en français."
- > When a publication is produced in one language only, serious consideration will be given to providing a summary in the other language.
- Advertising will be done in both English and French-language media.

Correspondence

- > Mail from members or the public will be answered in the official language used in the original request.
- When initiating correspondence, the language preference of the individual to be addressed will be determined and respected.
- Language preference will be indicated in the client database.

Forms and contracts

- All forms used by members and clients will be made available in English and French, preferably in a bilingual format. If separate English and French versions are produced, there must be an indication that the form is available in the other language.
- Contracts will be available in both English and French.
- Contracted service providers shall be required to provide their services in both English and French.

Newsletters, bulletins and publications

- Newsletters, bulletins, publications and other documents, such as by-laws and regulations, will be made available in English and French.
- > Publications produced in separate versions will indicate their availability in the other language.
- > When a publication is produced in one language only, serious consideration will be given to provide an abstract in the other language.

Website

- > All website material will be created in both English and French.
- Website updates will be made simultaneously in both languages.

Media relations

All press releases will be produced in English for the English media and in French for the French media and released at the same time.

Oral communications

Call centres and reception

Call centres and reception areas will be staffed by individuals able to respond to requests and to greet the public in English and French (or, individuals able to refer the public, in their language of choice, to previously identified bilingual staff).

Pre-recorded telephone messages

> All voice mail messages will be recorded in both official languages.

Meetings, conferences and other events

- > When holding meetings, conferences or other events, efforts will be made to ensure that participants feel free to use the official language of their choice.
- When holding a promotional activity or event, a bilingual image will be projected. (for example, signage, publications and services available in both languages)
- Welcome speeches at public and official events will be given in both English and French.
- > Meetings and events will be chaired bilingually and presenters will be made aware of the language requirements of participants.

> Press conferences held in one of the official languages will have a spokesperson in the other language.

Organizational procedures

Board of Directors

- > All verbal or written information requests concerning the business of the Board will be answered in the language of the request.
- > Participants in meetings of the Board of Directors are free to express themselves in the language of their choice.
- > Both official language groups will be represented on the Board.

Various operational and executive committees

- > All verbal or written information requests concerning the business of the various committees will be answered in the language of the request.
- Participants in meetings and activities are free to express themselves in the language of their choice.
- > Both official language groups may be represented on the various committees.

Annual general assembly

- All information related to the annual general assembly (for example, invitation, notices, agenda, minutes) will be distributed in both official languages.
- > During the annual general assembly, members are free to express themselves in the language of their choice.
- Simultaneous interpretation will be made available as required.
- > The invitation to the annual assembly will be issued in both official languages.

Bilingual positions

- > Positions will be designated bilingual as required.
- Linguistic requirements for designated bilingual positions and a linguistic evaluation process will be established.
- > Targeted recruitment procedures will be used to assist in the hiring of qualified bilingual personnel.

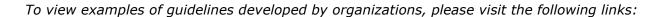
Language training

- When developing training or professional development programs, second language training programs will be included.
- > Incentives will be provided to employees who are willing to develop second language skills on their own time.

Applying the policy

> The President-Elect is responsible for ensuring overall application of the policy, however employees at every level will be held accountable.

Additional resources



Canadian Institute of Planners Official Language Policy

Canadian Mathematical Society Language Policy







Designating Bilingual Positions

A language policy establishes that services will be provided to members or clients and employees in both official languages. To actively offer services in both English and French, certain positions within your organization will need to be designated as bilingual.

What is a bilingual position?

When the functions of a job must be carried out in English and in French, the language requirements are said to be bilingual. When the language requirements of a position are bilingual, your organization must then determine the level of language proficiency required in each of the official languages. The linguistic proficiency must:

- > reflect the functions and responsibilities of the position to be carried out; and
- > ensure that services of comparable quality are provided in both official languages.

Identifying language skills

When you designate a bilingual position, you must clearly define:

- ✓ the language skills (for example: reading, writing and oral interaction) required in the two official languages;
- √ the functions and responsibilities that require the language skills; and
- ✓ the proficiency level of each skill required.

For example, if a bilingual reception position requires only basic reading and writing but high oral interaction skills in one language then the same requirements would apply to the other language. Also, not all skills may be required for certain bilingual positions. For example, if writing is not required for a position, no level of proficiency would be assigned for that skill.

Establishing language proficiency levels

Your organization should develop standard descriptions of duties that are performed for each language skill (for example: reading, writing and oral interaction) and establish proficiency levels for the identified skills. A hierarchical numbering (I, II, III) or alphabetical (A, B, C) system may be used to attribute level of proficiency in the skill.

Assessing language proficiency

Testing or scoring an applicant for language proficiency is not permitted unless the language requirements are specifically job related. Testing may be required to determine the level of proficiency in the required language skills (reading, writing and oral interaction). Testing may be arranged through an outside firm such as a language training institution that specializes in the assessment of language proficiency. Be sure to provide the firm with a copy of the job description and your organization's standards for proficiency levels in language skills.

Good employment practices

As with any employment qualification, language qualifications must be relevant to the duties and responsibilities of the position. A job description should specify which official language skills are required and the levels of language proficiency required to meet the job requirements. Determining proficiency in a language is only appropriate when it is specifically required for a job. To learn more about this and other appropriate screening and selection procedures in employment, consult your province or territory's human rights agencies. These agencies provide guidelines for employers to ensure that they avoid any form of discrimination in employment practices, applications and advertising. Refer to the Additional resources section below.

Additional resources

The information found here explains the Government of Canada's procedure for assigning bilingual positions; however it may be a useful reference for organizations.

<u>Determining the Linguistic Profile of Bilingual Positions</u> - Treasury Board of Canada Secretariat.

Some useful definitions

Anglophone – English-speaking person - Any person, of whatever ethnic origin or mother tongue, whose first official language is English.

Francophone – French-speaking person - Any person, of whatever ethnic origin or mother tongue, whose first official language is French.

Mother tongue - The first language learned at home in childhood and still understood by the individual at the time of the census.

First official language - The official language with which an employee has a primary personal identification (that is, the official language in which a person is generally more proficient).

Bilingual position - A position with at least one function requiring a knowledge and use of both official languages.

Linguistic profile - A description of the language requirements of a bilingual position and the proficiency level required in the second language for each of the skills; Reading, writing, and oral interaction.







Building a Bilingual Position Profile

When preparing a bilingual position profile, remember that both official language requirements must be relevant to the duties and responsibilities of the position. Designate bilingual positions using the descriptions of proficiency levels for the skills required (for example: reading, writing and oral interaction). These descriptions highlight the level of ability in official languages required and examples of tasks that would be performed at that level. For examples of bilingual position profiles, refer to the additional resources below.

A sample bilingual position profile

On the basis of the above duties, established as follows: Language Proficiency Requirement Language Skill (comprehension &	nts	English	.y requi	rements to	French	on are
established as follows:		e pronciend	.y requi	rements in	or this posit.	on are
	the language	e pronciend	.y requi	rements it	or triis posit	on are
			sv regu	iromonto f	or this nosit	_
Linguistic profile:						
Description of duties:						
In accordance with this policy, the designated as bilingual.	e position of	<u>posit</u>	ion nan	<i>ne</i> _ is	s hereby	

Explain the level required and the tasks associated with each skill.
Writing:
Reading:
Oral interaction:

* Select level of proficiency required based on your organization's language proficiency criteria.

Additional resources

The following sites present a governmental approach for determining levels of proficiency and cites examples of linguistic profiles; however it may be a useful reference for other organizations.

<u>Determining the Linguistic Profile of Bilingual Positions</u> - Treasury Board of Canada Secretariat.

<u>Linguistic Profile</u> - Canadian Museum of History







Recruiting Bilingual Employees

How does an organization recruit qualified bilingual employees? You can reach a larger number of potential bilingual candidates by increasing the visibility of your job posting. Here are some simple strategies to add to your existing recruitment procedures.

Newspaper advertising

When recruiting for bilingual employees consider running your advertisement in both English and French newspapers. In addition to major newspapers, consider using a local newspaper. To locate a community English or French newspaper in Canada, you may consult the following websites:

- Association de la presse francophone Membres (French community newspapers outside of Quebec - available in French only)
- Quebec Community Newspaper Association Members (English community newspapers in Quebec - available in English only)

Internet advertising

Posting job offers on the Internet has become a popular and effective method of advertising. Some job sites are available in both French and English. Don't forget to post the job offer in both languages on your own website.

- Service Canada Job Bank (allows employers to post job openings via the Internet)
- > Service Canada Training & Careers (A directory of specialty job sites)

Consider posting on job sites specific to Francophone communities across Canada.

- Accès-emploi Alberta
- Assemblée communautaire fransaskoise Emploi Saskatchewan
- Association franco-yukonnaise Jobs and career
- Le centre d'information 233-ALLÔ de la Société franco-manitobaine Manitoba (available in French only)

Networks

Other organizations may be able to assist you in your search for bilingual candidates because they have affiliations with French or English-speaking communities. Consider visiting the following websites to locate a community association near you.

- Fédération des communautés francophones et acadienne Membres (Francophone associations across Canada available in French only)
- Quebec Community Groups Network (English-language community groups in Quebec available in English only)

Translation and interpretation associations

Contact your provincial or territorial translation and interpretation association for recruitment possibilities. Some associations may post job offerings through a membership newsletter or bulletin. Visit the national website of the <u>Canadian Translators</u>, <u>Terminologists and Interpreters Council</u> to locate an association in your region.

Universities and colleges

Many Canadian universities and colleges offer a variety of certificate or degree programs in French. For example in Toronto, York University's Glendon College campus offers a variety of degree programs in both official languages. Further, some universities and colleges offer Coop programs which may represent an interesting recruiting possibility.

Most educational institutions offer career counselling services to their students and often offer some services to employers. Many also host "Career Fairs" where students have a chance to meet organizations and businesses.

- University study programs in Canada (to locate a university as well as Co-op programs across Canada)
- Colleges and Institutes Canada (to locate a college or institute)
- Association des universités de la francophonie canadienne (to locate a Canadian French-language university outside of Quebec - website available in French only)
- Établissements universitaires au Québec (to locate a college, CÉGEP or a university in Quebec - available in French only)







Bilingual Writing

Responding to the sender in the language of choice is a way to convey the bilingual nature of your organization. It also demonstrates respect for your client's language needs. Consider some of the following strategies to help your organization produce quality documents in both official languages.

- Use bilingual letterhead and a bilingual e-mail signature block.
- Have easy access to dictionaries.
- ➤ Have easy access to writing guides. For example:
 - Le guide du rédacteur (for writing in French)
 - The Canadian Style: A Guide to Writing and Editing (for writing in English)
- > Bookmark websites that provide access to writing tools. For example:
 - <u>Language Portal of Canada</u> (all Government of Canada language tools are found on this site)
 - <u>La banque de dépannage linguistique</u> Office québécois de la langue française (in French only)
- Bookmark online dictionaries and terminology data banks for quick consultation. For example:
 - TermiumPlus Translation Bureau of the Government of Canada
 - <u>Grand dictionnaire terminologique</u> Office québécois de la langue française (in French only)
- Use a glossary of relevant terminology to make translation easier. For example:
 <u>Publications, glossaries and more</u> Translation Bureau of the Government of Canada
 <u>Publications linguistiques</u> Office québécois de la langue française (in French only)
- > Build your own glossary of terms relevant to your work. Consider collaborating with other organizations in your field to create a shared glossary of terms.
- Keep on file copies of letters that you have sent out in the past. They can be referred to when preparing future correspondence.

>	Visit the <u>Translation and Interpretation section</u> for tips about using the services of professionals.
>	Visit the <u>Tools, Resources and Links section</u> for additional links and references related to communications, translation and interpretation.







Bilingual Formatting

Written documents - options:

1. One side in English, one side in French (tumble or "flip-side" format)

Advantage: conveys clear bilingual image

Disadvantage: cost



2. Two columns side-by-side, one English, one French

Advantage: conveys clear bilingual image **Disadvantage:** challenging to format



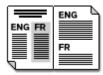
3. Two separate editions (Always inform the reader that the document exists in the other language, whether overleaf or on request. This notice also serves to promote the bilingual character of your organization.)

Advantage: cost effective, especially for long documents **Disadvantage:** does not convey a clear bilingual image



4. Switching from one language to the other within the same document

Advantage: may be used to introduce a change in policy **Disadvantage:** difficult to read, incomplete information



Digital presentations (PowerPoint) options:

1. Alternation: one slide in English, one slide in French

Advantage: conveys clear bilingual image

Disadvantage: information is incomplete in each language



2. Simultaneous presentation in both languages

Advantage: conveys clear bilingual image

Disadvantage: higher production and equipment rental costs



Internet site options:

1. Home page highlighting choice between the two languages, capacity to flip from one language to another from any page

Advantage: conveys clear bilingual image, ease of navigation



Business card options:

1. Two-sided, one side in French, the other in English

Advantage: clear bilingual image and attractive presentation



2. One-sided with integrated languages

Advantage: conveys clear bilingual image

Disadvantage: hard to display a lot of information



3. Two separate versions

Disadvantage: does not convey a clear bilingual image; hard to make sure the recipient gets the right one



Letterhead options:

1. Both languages at top, one above the other

Advantage: clear bilingual image

Disadvantage: a certain precedence given to the language on the top



2. Both languages at top, side by side

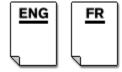
Advantage: clear bilingual image

Disadvantage: a certain precedence given to the language on the left



3. Two separate versions

Disadvantage: expensive; does not convey clear bilingual image









Bilingual Telephone Greetings

Welcoming your members or clients is an important opportunity for your organization or business to make an impression. The ability to offer your client the choice to use either English or French is a valuable service.

Telephone reception

- Answer the telephone in both official languages and continue the conversation in the official language chosen by your client and use the corresponding documentation.
- ➤ Keep a "cheat sheet" by the telephone with key phrases to respond to callers. A good list is provided by the Treasury Board of Canada Secretariat at: <u>From Bonjour to Au revoir Usual Expressions on the Telephone.</u>
- ➤ Identify bilingual person(s) within your organization to whom telephone calls may be referred. When transferring the call:
 - ✓ Inform your client that you are referring him/her to someone else.
 - ✓ Give the client the name and the phone number of this person and tell the client this person is bilingual.
 - ✓ Inform your colleague of the language used by your client.
- Ensure that voice mail messages are recorded in both official languages. Provide examples of messages to employees (see examples below).
- ➤ If your organization does not have a receptionist or is unable to staff this position with a bilingual employee consider letting calls ring into a bilingual voice mail. Ensure that the call is returned by a previously identified person with the required language skills.

Additional resources

- > <u>Toolbox</u>, Office of Francophone Affairs, Government of Ontario
 - This user-friendly kit may help you in your everyday communications with the public in French, be it over the counter, on the telephone and in writing.
- > Service to the Public Getting on Board!, Treasury Board of Canada Secretariat
 - The information found here is designed to help in the delivery of Government of Canada services; however it may be a useful reference for organizations.

Examples of bilingual voicemail greetings

At the office

Bonjour/Hello. Vous avez joint (votre nom) de (organisation). Je suis au bureau mais présentement dans l'impossibilité de prendre votre appel. Veuillez me laisser un message détaillé et je vous rappellerai dès que possible. Merci.

Hello/Bonjour. This is (your name) at (organization). I am in the office; however I am currently away from my desk. Please leave me a detailed message and I'll return your call as soon as possible. Thank you for calling.

Short absence

Bonjour/Hello. Vous avez joint (votre nom) de (organisation). Je suis (en réunion/à l'extérieur du bureau/en formation, etc.). Veuillez me laisser un message détaillé et je vous rappellerai à mon retour. Merci.

Hello/Bonjour. This is (your name) at (organization). I am currently (in a meeting/out of the office/in a seminar, etc.). Please leave me a detailed message and I will call you back when I return. Thank you for calling.

On vacation/on a course/on a business trip

Bonjour/Hello. Vous avez joint (votre nom) de (organisation). Je serai en (vacances/formation/voyage, etc.) jusqu'au (date). S'il s'agit d'une question urgente, veuillez contacter (nom) au (numéro de téléphone). Sinon, veuillez me laisser un message et je vous rappellerai à mon retour. Merci.

Hello/Bonjour. This is (your name) at (organization). I will be on (vacation/a course/a business trip, etc.) until (date). If this is urgent, please call (name) at (phone number). If you wish to leave a message, I will call you back when I return. Thank you for calling.







Bilingual In-person Greeting

Welcoming your members or clients is an important opportunity for your organization or business to make an impression. The ability to offer your client the choice to use either English or French is a valuable service.

In-person reception

- Greet your client in both official languages and continue the conversation in the official language chosen by your client and use the corresponding documentation.
- > Identify bilingual employees (e.g. sign or lapel pin).
- > If you have a reception area, consider staffing this position with a bilingual employee.
- > Keep a list of bilingual employees at hand to whom clients may be referred.
- > Create a bilingual atmosphere. For example, ensure that written documentation in your reception area is available and displayed in both official languages.
- Ensure that signage indicating that both official languages are spoken is visible to your clients. See the Buy or create your own official languages symbol section below.
- > If your office has no one greeting the public in person, it is very important that the signs be in both languages.

Make people feel welcome in both official languages. If some of your clients react negatively to a bilingual greeting, the solution is not to give up all forms of bilingual offer of service. Instead, you could use this opportunity to instruct your staff - telephone receptionists in particular - how to deal with intolerant and even difficult clients. This training will prove invaluable in similar situations where official languages are not the issue.*

Your efforts must be aimed at making sure your clients never hear this sentence "Sorry... I don't speak French." How annoying this is for the client and how embarrassing for the employee, in addition to the hassles of dealing with complaints. One simple sentence, spoken in a friendly tone of voice, would have shown the client that the right to communicate in the language of his or her choice had been respected « Un moment, s'ilvous-plait, quelqu'un s'occupe de vous tout de suite! »*

Be careful with temporary signs. Sometimes we post special messages and reminders to our clients in our offices and other points of service on a temporary basis. This type of signage is the source of many of the complaints from the public. These messages, although temporary, must always be written properly in both official languages, which means they must be free of all grammatical and spelling errors. The public is particularly sensitive to the

care you give to messages of this nature, which indicates the importance your organization places on quality service.*

*Extracted from: <u>Service to the Public - Getting on Board!</u>, Treasury Board of Canada Secretariat

Buy or create your own official languages symbol

It is important to create a bilingual atmosphere that lets your members or clients know that your organization offers services in both official languages. Invite members and clients to use the language of their choice by displaying the easily recognizable official languages symbol or by creating your own symbol.

Use of the official languages symbol

This symbol identifies people, locations or organizations that are capable of communicating in either of Canada's two official languages. Make sure that the official languages symbol is readily visible to the public and that it directs them to areas where they may be served in both official languages.

English first:



When the word "English" is presented over the word "Français" the organization or person has English as a first language and has a capacity of communicating in French.

French first:



When the word "Français" is presented over the word "English" the organization or person has French as a first language and has a capacity of communicating in English.

Formats available:

- Surface-mounted sign
- Double-sided ceiling-suspended sign
- Double-sided wall bracket sign
- Counter sign
- Self-adhesive sign (for nameplates or glass)
- Lapel pins

For more information please visit:

Official Languages Symbol, Treasury Board of Canada Secretariat

or contact directly: Pattison Sign Group

Telephone: (613) 247-7762

1-800-661-2493

Create your own official languages symbol

Your organization may choose to create its own official languages symbol. Some advantages to this approach include:

- The ability to incorporate your organization's logo into your visual offer of bilingual services;
- the flexibility to indicate the level of service that you provide in both languages. For example, your organization may be able to offer bilingual services:
 - All of the time
 - Upon request
 - Certain documentation
 - Seasonal (for example, during tourist season)

Refer to the link below to view an innovative approach:

"Bonjour!", Réseau national de développement économique et d'employabilité Yukon (available in French only). The Bonjour! Logo is displayed in organizations and businesses throughout the Yukon to announce the offer of services in French.

Additional resources

- ➤ <u>Toolbox</u>, Office of Francophone Affairs, Government of Ontario
 - This user-friendly kit may help you in your everyday communications with the public in French, be it over the counter, on the telephone and in writing.
- > Service to the Public Getting on Board!, Treasury Board of Canada Secretariat
 - The information found here is designed to help in the delivery of Government of Canada services; however it may be a useful reference for organizations.









Planning Bilingual Meetings and Events

The primary goal of a meeting or conference is to bring people together to share information. Language requirements should be integrated into the planning process from the beginning to ensure that individuals may participate fully in the official language of their choice.

Commitment and responsibility

Your plan should ensure that all participants feel comfortable in the language of their choice.

- Confirm commitment by your organization's senior management that both official languages will be recognized as an important element of the event.
- > Put in place a planning committee to assume the responsibility for ensuring that the language requirements are addressed for every aspect of the meeting or event.

Effective Planning

To create an effective plan, consider the following:

- Know your participants. Include a language preference question in your registration form.
- Identify the services that your organization will be required to provide to meet the language needs of participants. (for example: program content, reception, signage, documentation, advertising, media relations, contracts, food services and other onsite services)
- Endeavour to have both French and English presenters. Advise all presenters early in the process that they need to be prepared for a bilingual audience.
- > Advise service providers and contractors that their services must be available in both languages.
- Budget early on for the provision of bilingual services.

Remember that there are other important considerations when planning an inclusive meeting or event. Organizers should address the needs of participants with disabilities and respect religious or cultural differences.

Creating a checklist

Prepare a meeting or event checklist to ensure no item is forgotten and that the plan is executed respecting specific deadlines. Refer to the additional resources below to assist you in preparing your own checklist.

Additional resources

Guide for Chairing Bilingual Meetings Effectively, Government of New Brunswick

<u>You Have the Floor: Using Both Official Languages in Meetings,</u> Treasury Board of Canada Secretariat

<u>Welcome - Getting the most from both official languages at popular events of national or international significance</u>, Treasury Board of Canada Secretariat

<u>Checklist for the organization of special events</u>, Canadian Heritage

<u>Celebrating Canada—A Guide to a Successful Bilingual Event</u>, Office of the Commissioner of Official Languages

<u>Organizing a Major Sporting Event in Canada: A Practical Guide to Promoting Official</u>
<u>Languages</u>, Office of the Commissioner of Official Languages







Bilingual Meetings - Step by Step

Invitation

Make sure that the invitation and the agenda clearly state that both official languages will be used at the meeting and that arrangements have been made to allow unilingual attendees to take part in discussions.

Opening

- Use both official languages at the start of the meeting and invite participants to speak in the language of their choice. Don't hesitate to appoint a co-chair if you are not entirely comfortable in the two official languages.
- Ask participants whether they understand both official languages. If help is needed, offer to provide summaries of the relevant topics in the person's preferred language.
- > Remind participants that the presence of unilingual people should in no way inhibit bilingual discussion.

Presentations and discussions

- ➤ If necessary, call upon participants who support your initiative to contribute something in the minority language.
- Address participants in their first language.

Closing

- Remind participants that they are free to prepare documents in either English or French, both in draft or final form.
- > If necessary, decide which documents are to be translated and when.
- > Ask participants for their feedback.
- > Take note of suggestions or methods that were successful. Enter into a dialogue with your group.

Excerpted from: Chairing meetings: *How to successfully conduct meetings in both official languages*, Treasury Board of Canada Secretariat







Bilingual Teleconferencing

Organizing a teleconference is sometimes a more cost-efficient alternative for bringing people together. A regular telephone conference does not, however, take into consideration the language needs of participants. Consider arranging a bilingual telephone conference so that English and French-speaking members or clients are able to participate fully.

Bilingual teleconference options

- A bilingual teleconference may be held if it is chaired bilingually and the participants are able to participate in the language of their choice. Refer to the bilingual meetings section for tips on how to chair a bilingual meeting.
- A bilingual teleconference may also be held if simultaneous interpretation services are made available through a teleconference service provider. Both English and French-speaking participants benefit from the immediate translation of information from one language to another. A bilingual chairperson is not necessary for this teleconference format. Oral communication is passed from a speaker from one language group to the interpreter who then relays the interpretation to the participants of another language group. With simultaneous interpretation there is no delay the message is translated as it is being given.

A successful bilingual teleconference requires preparation on your part and you may require additional services from your teleconference service provider if you wish to provide simultaneous interpretation. Consider some of the following suggestions:

General preparation for a bilingual teleconference

Ensure that documentation for the teleconference is prepared in both languages (for example, meeting agenda, supporting documents, participant list) and distributed in advance.

Arranging simultaneous interpretation services

- ✓ Select a teleconference service provider and discuss your particular needs. Your service provider will be able to describe the different features they offer. Make sure that they are able to provide simultaneous interpretation.
- ✓ If this is the first time that your organization arranges a bilingual teleconference, provide instructions to your participants in both languages.







Translation Checklist

As you prepare to use the services of a translator, review this checklist to help you make the experience as effective and cost efficient as possible. This checklist is not exhaustive and every item may not apply to your situation. Consider some of these suggestions to guide you in the process (some of this material has been adapted from the website of the <u>Ordre des traducteurs, terminologues et interprètes agréés du Québec</u>).

What a translator might ask you:

- What is the document about? For example, is your document: technical or legal in nature, is it for promotional use (a brochure, website material) is it an internal communication (a company manual, committee minutes)?
- ➤ How long is your document? (try to have the number of pages and words available)
- ➤ Is this a document that is being revised? (In other words, is there an original version therefore requiring only certain parts to be reviewed and translated?)
- ➤ Is there any background information available? (e.g. a glossary of terms that are specific to your organization, were references made to any other works when preparing this document?)
- > Is the author of the document available for questions?
- > When do you need the document?
- Can the document be provided in electronic format?

What you might ask a translator:

- What experience do you have in the subject matter? (e.g. has the translator done work of a similar nature, are there references available)
- How do you bill and what is your rate? (e.g. by the word, by the hour)
- What other services are included in the translation? (e.g. proof-reading, document formatting, how do you deal with last minute revisions?)
- In what format do you require the document? (e.g. electronic format)

Cost considerations

When employing the services of a translator, you may wish to request a contract. It is important to outline the rates, services provided, a deadline for the translation, any other special considerations that you may have. You may view several sample contracts by visiting the following sites. These contracts were created by the respective provincial associations and are provided here as reference tools.

Sample Contract - Association of Translators and Interpreters of Nova Scotia

Model Translation Contract - Association of Translators and Interpreters of Ontario

Plan in advance and give as much notice as possible when having a document translated. This allows for important revision time and for any unforeseen glitches during the process. Avoid last minute requests for translations as you might incur increased costs for the urgency.

Ideally, all documents should be produced in both languages simultaneously, but depending on the document's size, distribution (internal and external) and purpose (to support decision-making or for information purposes only) several other options are available. For example, you could:

- > Translate the document at a later date
- Draft the documents in parallel in the two languages to avoid the need for translation
- > Summarize the contents of the document in the other language

Someone within your organization should review the translation. This process helps to ensure that the translator, who is not a part of your organization's culture, has captured the essence of your document.

Consider the number and length of the documents to be translated. Remember that the documents still have to be printed and distributed.

You may wish to contact a local school of translation. There may be students who are available to do small translations as part of their study program. You may visit the following websites to locate a school of translation near you to inquire about this possibility:

Canadian Association of Schools of Translation - Member Programs

Association of Universities and Colleges of Canada







Interpretation Checklist

As you prepare to use the services of an interpreter, review this checklist to help you make the experience as effective and cost-efficient as possible. This checklist is not exhaustive and every item may not apply to your situation. Consider some of these suggestions to guide you in the process.

What an interpreter might ask you:

- What kind of interpretation services do you require?
 - Simultaneous which means the interpretation is made available to all participants at the same time as the speaker. (will often make use of electronic equipment)
 - Consecutive which is intended for an individual or a small group, the interpreter speaks after the speaker.
- ➤ What time of day are the services required? (e.g. between 9 am to 5 p.m. or after working hours?)
- How long do you require the services of an interpreter? (e.g. less than 4 hours or a full working day?)
- What is the subject matter and is there preparatory material available for review?

What you might ask an interpreter:

- > What kind of technical equipment or room do you require? (this will depend on the type of interpretation services you require)
- > Do you have any other special requirements?
- What experience do you have in the subject field?
- What is your fee, will there be more than one interpreter and what costs are included? (e.g. travel expenses)

Cost considerations

Note that rental of simultaneous interpretation equipment is provided by service providers independent from the interpreters, therefore a separate contract is necessary.

- > Get more than one quote for the work to be done.
- Plan in advance. Avoid last-minute arrangements. With good planning in terms of equipment, rooms and events, you may be able to use a single interpretation team.
- > Determine in advance what the language requirements are of your participants. (e.g. provide event preregistration).
- > Evaluate what parts of the event require interpretation. (e.g. plenary sessions and workshops to be interpreted or offered separately in English and French)
- Consider that normal working hours are usually from 9 a.m. 12 p.m. and 1:30 p.m. to 5 p.m., after which overtime must be paid.
- > Two interpreters are usually enough for each half day.
- > Rent only the equipment that you need. (e.g. order only the number of headsets that you require, use one microphone for two speakers)
- > Seek out rental locations that have permanent interpretation booths to save on equipment rental costs.
- Plan your event so that all parts requiring interpretation are held in the same room. This way you save the cost of rental equipment being moved or duplicated.
- ➤ Have background material available for the interpreter(s) in advance for their review.
- Whispered interpretation by professionals or volunteers may be appropriate in certain situations and may save you money on interpretation fees and equipment rentals.
- > You may wish to contact a local school of translation and interpretation. There may be students who are available to do smaller scale interpretation as part of their study program. You may visit the following website to locate a school of translation and interpretation near to you to inquire about this possibility.

Canadian Association of Schools of Translation - Member Programs

Association of Universities and Colleges of Canada







Language Training Program Checklist

What are some strategies for successful language learning? There are many factors that contribute to the success of learning a second language. For example, the method of instruction, the learning materials used, the classroom size and the program goals. There are also factors related to the individual learning the second language. For example, motivation to learn the language and a willingness to practise newly acquired language skills. Consider some of the following strategies when offering or participating in second language learning programs.

Strategies related to the second language training program

- ✓ Determine the appropriate language level for the participants by way of a language assessment test.
- ✓ Determine the objectives of the program. Are they related to a specific language need for your organization? For example: do your employees require reception language skills; conversational skills or written competency? Consider a program tailored to needs.
- ✓ Offer incentives to maintain interest and participation in the program.
- ✓ Regularly monitor the program's overall progress as well as the progress of the individual participants.

Strategies for the language learner

- ✓ Set clear goals for yourself. Establish what your needs are and what you hope to accomplish during your language training.
- ✓ Be realistic about the time it takes to learn a second language. You will have to reserve time in your schedule for classroom instruction and study time when learning a language.
- ✓ Be aware of your learning style. What learning resources would enhance your experience? Ask the institution or the program instructor what their approach is to teaching a second language.
- ✓ Make the most of your second language learning experience. Your active participation in the classroom is important but there are other ways to improve your language skills. Look for informal opportunities to practise your newly acquired language skills.







Practising Second Language Skills

Learning and maintaining a second language requires the opportunity to practise newly acquired language skills. Formal language training often involves a structured approach, but practising a second language may be done through many informal and innovative ways. The list below divides various language skills into groups and offers some suggestions for practising the particular language skill. The methods are simple and may be easily incorporated into your daily activities.

Second language (SL) skill practice

Reading

- ✓ Read a newspaper or book in the SL
- ✓ Subscribe to a magazine in the SL
- ✓ Try an activity in the SL
 - play a board game
 - read and prepare a new recipe

Writing (grammar and vocabulary)

- ✓ Correspond with a pen-pal in the SL
- ✓ Use dictionaries, grammar guides, effective writing guides when doing any written work
- ✓ Refer to and bookmark websites that provide online dictionaries, glossaries, writing tips, etc.
- ✓ Take advantage of online grammar exercises or games

Listening

- ✓ Listen to the news on a radio station in the SL
- ✓ Watch a television program or sporting event in the SL
- ✓ Listen to music in the SL
- ✓ Watch a movie in the SL

- ✓ Attend a cultural performance in the SL
 - theatre
 - concert

Speaking and listening

- ✓ Visit a museum or go to a restaurant in the SL
- ✓ Take lessons or classes taught in the SL
 - tennis or dance lessons
 - cooking classes
- ✓ Join a club whose membership is in the SL
 - a sporting activity such as a cycling club
 - a book club
 - a bird watching group
- ✓ Practise speaking the SL with colleagues at work ask them to correct you if you make an error
- ✓ Try a CD-Rom or other computer software focusing on oral SL communication skills
- ✓ Consider taking your next vacation in a region that speaks the SL







Member and Client Satisfaction Questionnaires

Sample Member Satisfaction Questionnaire

<u>Organization name</u> has taken steps to offer services to its members in both of Canada's official languages. In order to serve you better, we would appreciate you answering the following questions:

- 1. Did the person who answered the phone adequately identify the organization in English and in French?
- 2. Did you feel free to continue the conversation in the language of your choice?
- 3. Are you able to use the language of your choice at meetings?
- 4. Is the correspondence that you receive (including newsletters, annual reports and meeting minutes) in the language of your choice?
- 5. Are the translated documents produced by the organization consistently of acceptable quality?
- 6. Do you feel that the organization projects a bilingual image to its members, its customers and the general public?
- 7. Are you satisfied with the services provided in the language of your choice?
- 8. Are there any ways the delivery of services in both official languages could be improved?

Sample Client Satisfaction Questionnaire

Organization name	has taken steps to offer services to its clients in
both of Canada's official languages.	In order to serve you better, we would appreciate you
answering the following questions:	

- 1. Did the person who answered the phone adequately identify our organization in English and in French?
- 2. Did you feel free to continue the conversation in the language of your choice?
- 3. Are you able to use the language of your choice in communicating with our organization?
- 4. Is the correspondence that you receive in the language of your choice?
- 5. Are the translated documents produced by our organization consistently of acceptable quality?
- 6. Do you feel that our organization projects a bilingual image to its clients and the general public?
- 7. Are you satisfied with the services provided in the language of your choice?
- 8. Can you suggest how the delivery of services in both official languages could be improved?









Best Practices and Lessons Learned

To illustrate some key concepts found in this site, we are pleased to share with you some examples of best practices and lessons learned based on feedback received from organizations such as yours. A best practice refers to a strategy or technique that an organization has adopted and found to be efficient and effective in the delivery of services in English and French.

We hope these shared experiences will serve to help your organization develop or improve its own strategy for offering English and French-language services. Please share your experiences or a best practice by completing the <u>Submit a best practice form</u>.

Advantages of language policy

In addition to establishing guidelines for the implementation of bilingualism, a clear language policy provides other benefits to an organization. The <u>Benefits of a Bilingual Organization</u> section and the following comments highlight some of these positive benefits.

Establishing a language policy provides greater accessibility to information and resources for members/clients. An organization can reach out to a broader membership base when it provides its services in both English and French.

"(A language policy) ensures that materials and other resources are able to be used in all areas of Canada. A policy ensures that we do not take shortcuts and respect both languages."

Canadian Hospice Palliative Care Association

"By providing all nationally-produced educational materials in both official languages, we are able to reach more people and share and exchange knowledge across both languages."

Kidney Foundation of Canada

Establishing a language policy provides lasting direction to an organization. It ensures that over time there are adequate provisions for the delivery of services in both languages. (for example: monetary and timing issues, planning budgets and projects, designating bilingual positions).

"A language policy ensures that we take French accessibility into consideration in the business we do: translation, access to French-speaking staff, and delivery of workshop and conference sessions in French when possible."

Community Foundations of Canada

➤ Establishing a language policy encourages communication and participation from members/clients and employees. It signals that individuals are welcome to participate in the official language of their choice.

"One of United Way of Canada - Centraide Canada's core values is "demonstrating active commitment to bilingual services". As part of this core value, United Way of Canada - Centraide Canada developed guiding principles and standard operating guidelines that ensure communications are delivered in both official languages to United Way of Canada - Centraide Canada members and other constituents across Canada."

United Way of Canada - Centraide Canada

Examples of language policies

To help facilitate the creation of a language policy, this guide provides templates that may be adapted to suit the needs of individual organizations. View the following organizations' actual language policies to learn how they have incorporated bilingualism in their day-to-day operations. You may also refer to the Sample guidelines section* to help you create a language policy for your organization.

"A language policy is useful because it provides direction on how we do business regarding our bilingual practices and services, thereby ensuring that bilingual services are always considered in any communication, promotional material or initiative undertaken by CES National Council. Our policy increases our awareness and need to provide bilingual services to our members. Our policy has helped us to increase our capacity to provide bilingual services"

Canadian Evaluation Society (CES)

To view the CES language policy, refer to section 4.08, p.8 of their By-Laws. To view the CES translation policy.

"As an organization that promotes participation from all members, we make sure that all members are able to apply for positions on the Board of Directors and play other representative roles in the organization. Without English and French policies, not all of our members would be able to apply to these positions. Part of being familiar with the organization to fulfill these roles requires being familiar with our policies."

Canadian Nursing Students Association (CNSA)

Written communications

Effective written communications are essential for a successful organization. By communicating in both French and English, your organization's message reaches a broader membership and encourages greater participation by members and employees. Consider some of the suggestions made by organizations when planning communications in both French and English.

Plan adequate time for the translation and printing of materials to allow for simultaneous distribution. Your product will have a greater impact if it is delivered to members and clients in both official languages at the same time. Keep in mind that there are several steps in the translation process including having the documents translated, proofread and subsequently revised. It is often more cost-effective to have both versions of a document printed at the same time. For additional information regarding cost-effective translation practices refer to the Translation checklist*.

"We created a new bilingual newsletter for our members. Now, all our communications are sent out simultaneously in both languages, helping to increase our French-based membership."

Association of Canadian Travel Agencies

"All of our communication and promotional materials are available in both official languages and distributed simultaneously. Sometimes it is created first in French, sometimes first in English. Then it is reviewed and sent to translation. The material is only distributed once it is ready in both official languages."

Coaching Association of Canada

Determine language requirements for promotional materials and other documentation in advance to ensure that your members' or clients' language needs are met. Every organization has their own approach when accommodating members or clients. Some options available to you:

- Ask your membership or clients to indicate their language preference. In this case, you must be able to flag this preference in your database. All documentation should then be available in both French and English.
- Provide documentation in a bilingual format. Plan for the most cost-effective presentation of bilingual materials. For helpful tips, refer to the Bilingual formatting section*.

"We provide material using a two-sided format when possible and find this to be a cost-efficient presentation."

Philanthropic Foundations of Canada

"All of our materials have English and French "sides".

Canadian Amateur Musicians

"Always published in both languages and distributed at the same time. For example, newsletters, brochures, etc.".

Alzheimer Society of Montreal

"All our official materials are released in both languages. This has worked very well for our national awareness week as materials can be sent to all parts of the country and can be utilized in both official languages."

Canadian Hospice Palliative Care Association

"We have found that our members prefer to receive written communications only in the language of their choice. For example, we print a newsletter in French for the Francophones and a newsletter in English for the Anglophones."

Canadian Women in Communications

Bilingual meetings and events

Anticipate the language needs of your membership/clientele at special events, whether you are organizing a conference, a gala or an annual meeting. Ensure that your members or clients feel that their language requirements have been addressed. Was the advertising for the event done in both English and French newspapers? Are invitations bilingual? Have conference presenters been advised that material must be suitable for a bilingual audience? Will printed documentation or visual presentations be available in both languages? Refer to the Planning bilingual meetings and events section* for helpful tips.

"Every year our organization holds a gala in Ottawa. Ministers and other important individuals from the Canadian communications sector attend this event. The master of ceremonies is always bilingual. The gala's program and speeches are also bilingual."

Canadian Women in Communications

"We plan to allow for all participants to experience all speakers in both languages, by adjusting the way that speakers and students are assembled in particular rooms."

Canadian Nursing Students Association

Teleconferencing is a good solution to overcome the challenges presented by distance. Don't forget that a teleconference may be arranged to accommodate French and English participants. For helpful tips for organizing a successful bilingual teleconference refer to the Bilingual Teleconferencing section*.

"The teleconference interpretation service is a powerful tool to enhance involvement by Francophone members of committees, organizations and others who could only participate in teleconferences, Webcasts, etc. in English. This service has been welcomed whenever it has been offered. We are happy that it is becoming better known and, we hope, more widely used. The service involves two components: the interpretation service proper and the underlying teleconference (or Webcast). In some cases organizations obtain both services separately, but the usual and more convenient practice is to order the interpretation as part of the teleconferencing package."

Council of Ministers of Education, Canada (CMEC)

Translation and interpretation

For many organizations, the cost of translation and interpretation may represent a budgeting challenge. Consider some of the approaches other organizations use to help reduce costs and control quality when providing French and English services to their members or clients. Refer to the Translation Checklist* and the Interpretation Checklist* for additional information.

Ensure that documents have been translated to correctly communicate your organization's message. Have the document proofread by someone who is familiar with your organization.

"When required, translations are also sent to our Quebec branch for verification and to ensure that not only is the translated document grammatically sound, but that it will resonate with a francophone audience on all levels."

Kidney Foundation of Canada

Use the same translators for consistency when possible. Someone who is familiar with your organization will be more likely to provide reliable and cost-efficient translations.

"We have been using the same translators for some time now to ensure consistency of language, terminology and to save time on internal proofreading and editing."

Kidney Foundation of Canada

"We have engaged an excellent translator who understands the business we are in and who has translated virtually all of our communications material and professional development resources."

Community Foundations of Canada

Prioritize the documentation that will require the services of a translator. It may not always be possible to have every document available in both languages due to budgetary constraints or lack of human resources. Pre-established guidelines can help an organization determine which documentation should be translated. Refer to the Sample Guidelines section* on this subject. For example, some organizations decide to translate key internal documents and materials for the public and have non-critical or short communications prepared internally by a designated bilingual staff person. Remember however, that speaking the language does not replace the skills of a professional translator.

Contact a school of translation and interpretation to inquire if there are students who might do work as part of their study program or as part of a Co-op program. Refer to the Translation checklist section* for links to the schools.

"Request, welcome and give guidance to students studying in this domain. For example, we are privileged to benefit regularly from student placements through Concordia's Co-op program."

Alzheimer Society of Montreal

* This additional information may be found in the Practical Tools section.







Resources and Links

Here you will find links and references related to communications (bilingual reception, writing and meetings), translation and interpretation, and learning a second language. Also, to help put your official languages strategy in context, links to background information on the history and status of official languages in Canada have been provided.

Some links bring you directly to a resource. Other references are for text-based resources that should be available through a local or online boookseller. Even though certain links direct you to sites designed for the public service, the information and suggestions they contain may be easily adapted to suit your particular situation.

The following sampling of resources is not exhaustive. It has been designed to provide you with suggestions that will help your organization build its own resource collection.

Communications

<u>Language Portal of Canada</u> (Government of Canada language tools can be found through this site)

Dictionaries

- The Canadian Oxford Dictionary, 2nd edition, Oxford University Press (2004)
- > Le Petit Robert : Dictionnaire de la langue française, Dictionnaires le Robert (2006)
- Le Robert & Collins Senior : Dictionnaire français-anglais, anglais-français, Dictionnaires le Robert (2005)

Specialized dictionaries

- > Bescherelle : L'Art de conjuguer, nouvelle édition, Hurtubise HMH (2012)
- > Bescherelle: Complete Guide to Conjugating 12000 French Verbs, Hurtubise HMH (2012)
- Canadian Oxford Paperback Thesaurus, Oxford University Press (2004)
- ➤ Le Grand Druide des synonymes et des antonymes, 2^e édition, Éditions Québec Amérique (2006)
- Multidictionnaire de la langue française, 5e édition, Éditions Québec Amérique (2009)
- > Roget's International Thesaurus, 7th edition, HarperCollinsCanada Ltd. (2011)

Glossaries, terminology tools

<u>Le grand dictionnaire terminologique</u>, Office québécois de la langue française (French only)

Le grand dictionnaire terminologique de l'Office québécois de la langue française is an online terminological dictionary that covers over 3 million French and English terms specific to industry, science and commerce in 200 fields of specialization.

Writing Tools - Translation Bureau, Public Works and Government Services Canada The Government of Canada Translation Bureau offers you a wide range of terminology resources that will help you solve your trickiest language, terminology and usage problems.

The Bureau publishes vocabularies and terminology in many areas of activity. These publications are available to people in Canada and around the world and have become essential working tools for language professionals and for the general public.

More than a dictionary, TERMIUM Plus ® contains specialized and highly specialized terms not found in any standard bilingual dictionary.

TERMIUM Plus ® also includes online versions of the Bureau's many writing assistance tools including *The Canadian Style*, *Le guide du rédacteur* and the *Lexique analogique*.

Style guides and reference works

 <u>La banque de dépannage linguistique</u>, Office québécois de la langue française_(in French only)

An educational resource that provides answers to frequently asked questions regarding grammar, spelling, punctuation, general vocabulary and abbreviations.

The Canadian Style: A Guide to Writing and Editing, Translation Bureau, Public Works and Government Services Canada (English only, however, a similar writing tool, Le guide du rédacteur, is available in French).

The Canadian Style gives concise answers to questions concerning written English in the Canadian context. It covers such topics as the decimal point, abbreviations, capital letters, punctuation marks, hyphenation, spelling, frequently misused or confused words and Canadian geographical names. It also includes useful advice for drafting letters, memos, reports, indexes and bibliographies.

Editing Canadian English, 2nd edition, Editor's Association of Canada, MacFarlane Walter & Ross (2000) (English only)

This work addresses spelling, punctuation, French in English context, canadianization, avoiding bias etc.

 <u>Le français au bureau</u>, 7e édition, Office québécois de la langue française (French only)

Le français au bureau addresses a range of linguistic difficulties encountered when composing letters, forms and other administrative and commercial writing.

Le guide de rédaction et de communication du gouvernement de l'Ontario (2014), Ontario Ministry of Government Services (French only)

This publication is designed to assist individuals who must prepare documentation in French for the Government of Ontario. It provides answers to questions relating to the subject of communication style in written French.

> <u>Le guide du rédacteur, 2e édition</u>, Public Works and Government Services Canada (1996) (French only)

Revised and updated, this online edition includes chapters dealing with punctuation, use of capital letters, bibliographic references, forms for correspondence and everything else one needs to know to communicate effectively in the French language.

Peck's English Pointers (in English only)

Writing clearly and simply makes communication better and translation much easier. *Peck's English Pointers* has a section on clarity.

Reception and signage

- "Bonjour!", Réseau national de développement économique et d'employabilité Yukon (available in French only). The Bonjour! Logo is displayed in organizations and businesses throughout the Yukon to announce the offer of services in French.
- From Bonjour to Au revoir Usual Expressions on the Telephone, Treasury Board of Canada Secretariat
- Official Languages Symbol, Treasury Board of Canada Secretariat
- > <u>Service to the Public Getting on Board!</u>, Treasury Board of Canada Secretariat The information found here is designed to help in the delivery of Government of Canada services; however it may be a useful reference for organizations.
- <u>Toolbox</u>, Office of Francophone Affairs, Government of Ontario
 This user-friendly kit may help you in your everyday communications with the public in French, be it over the counter, on the telephone and in writing.

Guidelines – Official Languages Policy

Canadian Institute of Planners Official Language Policy

Canadian Mathematical Society Language Policy

Bilingual meetings and events

Bilingual meetings

- > Guide for Chairing Bilingual Meetings Effectively, Government of New Brunswick
- You Have the Floor: Using Both Official Languages in Meetings, Treasury Board of Canada Secretariat

Planning bilingual meetings and events

- Checklist for the organization of special events, Canadian Heritage
- Welcome Getting the most from both official languages at popular events of national or international significance, Treasury Board of Canada Secretariat
- <u>Celebrating Canada—A Guide to a Successful Bilingual Event</u>, Office of the Commissioner of Official Languages
- Organizing a Major Sporting Event in Canada: A Practical Guide to Promoting Official Languages, Office of the Commissioner of Official Languages

Bilingual positions

Designating bilingual positions

The following sites present the Government of Canada's approach for assigning bilingual positions; however it may be a useful reference for other organizations.

- <u>Determining the Linguistic Profile of Bilingual Positions</u> Treasury Board of Canada Secretariat.
- <u>Linquistic Profile</u> Canadian Museum of History

Translation and interpretation

Associations

Canadian Translators, Terminologists and Interpreters Council
 Here you may consult your provincial association's membership listings to locate a certified translator or interpreter that will meet your specific needs.

Sample translation contracts

- Sample Contract Association of Translators and Interpreters of Nova Scotia
- Model Translation Contract Association of Translators and Interpreters of Ontario

Schools and programs for translation and interpretation

There may be students who are available to do smaller scale interpretation as part of their study program. You may visit the following website to locate a school of translation and interpretation near to you to inquire about this possibility.

- > Association of Universities and Colleges of Canada
- > Canadian Association of Schools of Translation Member Programs

Translation and interpretation funding

- Support for Interpretation and Translation Canadian Heritage.
 For a similar program in New Brunswick available to any non-profit social or community organization working province-wide and whose permanent office is in New Brunswick, please visit:
- > Support for Translation and Interpretation Program New Brunswick

Learning a second language

Educational resources and second language programs

- ➤ The Canadian database <u>LangCanada.ca</u> will lead you to:
 - Language training organizations (private and public) listed by province or territory;
 - Thousands of second language educational resources to practise and improve your skills.

Information sheets

- > Go to the New Brunswick Office of Human Resources page to find:
 - Ten Benefits of Learning and Using Another Language;
 - Tips for Maintaining Your New Language Skills examples of activities to maintain new language skills.

Official Languages in Context

- ➤ <u>History of Official Languages</u>, Office of the Commissioner of Official Languages
- Profiles of Francophone and Acadian Communities of Canada, 2006, La fédération des communautés francophones et acadienne du Canada (FCFA)
 - Note: The FCFA main website is in French only, however the documentation related to each provincial and territorial profile is available in French and English.
- Profile of Ontario's Francophone Community, 2009, Office of Francophone Affairs, Government of Ontario
 - The Office of Francophone Affairs offers five profiles on the Francophone community in Ontario, based on Statistics Canada 2006 Census data. The studies present an insightful portrait of the Francophone population.
- Site for Language Management in Canada (SLMC)
 - This site presents the geopolitical situation in Canada, placing an emphasis on the historical and legislative aspects of language laws. It also provides information on language organizations and services in Canada as well as a comparison between elements of the Canadian model to bilingualism in other countries.
- Statistics Official Languages in Canada, Office of the Commissioner of Official Languages (2006)
 - Map and fact sheets presenting demolinguistic data for each province and territory.

Government of Canada - Official Languages links

- > Canadian Heritage Official Languages
- <u>Language Portal of Canada</u> (all Government of Canada language tools are found on this site)
- Office of the Commissioner of Official Languages
- Treasury Board of Canada Secretariat Official Languages