



Office of the Commissioner of Official Languages

Performance Report

For the period ending
March 31, 1998

Canada

Improved Reporting to Parliament Pilot Document

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis what was known as the annual *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

This year, the Fall Performance Package is comprised of 80 Departmental Performance Reports and the government's "*Managing For Results*" report.

This *Departmental Performance Report*, covering the period ending March 31, 1998, provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's *Part III of the Main Estimates* or pilot *Report on Plans and Priorities* for 1997-98. The key result commitments for all departments and agencies are also included in *Managing for Results*.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government

The government continues to refine and develop both managing for and reporting of results. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site:
<http://www.tbs-sct.gc.ca/tb/key.html>

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**Office of the
Commissioner
of Official Languages**

Performance Report

**For the
period ending
March 31, 1998**

**The Right honourable Jean Chrétien
Prime Minister**



PREFACE

This document is the second performance report of the Office of the Commissioner of Official Languages (OCOL) under the new *Expenditure Management System* (EMS) introduced by the Treasury Board Secretariat (TBS) early in 1995.

The reader will recall that the 1996-97 Performance Report of the Office of the Commissioner was based on the OPERATIONAL PLAN FRAMEWORK (OPF) approved at that time. During 1996-1997, OCOL developed and received approval for its new *Planning, Reporting and Accountability Structure* (PRAS), which includes the performance measurement framework and enables OCOL to provide improved information on outcomes to Parliament. The new framework identifies the business lines, objectives, expected results and performance indicators. To enable the reader to compare the old and the new structure, a crosswalk and a description of the new business lines are presented in detail in Part II (page 20).

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LIST OF ABBREVIATIONS AND ACRONYMS

ACELF	<i>Association canadienne d'éducation de langue française</i>
APFCB	<i>Association des parents francophones de la Colombie-Britannique</i>
ARC	<i>Alliance des radios communautaires du Canada</i>
CDFS	Common Departmental Financial System
CF	Canadian Forces
CNPF	Commission nationale des parents francophones
COL	Commissioner of Official Languages
DND	Department of National Defence
EETP	Executive Employment Transition Program
EMS	Expenditure Management System
ERIP	Early Retirement Incentive Program
FIS	Financial Information Strategy
FPCB	<i>Fédération des francophones de la Colombie-Britannique</i>
FTE	Full-Time Equivalent
GAAP	Generally Accepted Accounting Principles
HRIS	Human Resources Information System
IB	Investigations Branch
IM	Information Management
ISO	International Standardization Organization
IT	Information Technology
OLA	Official Languages Act
OCOL	Office of the Commissioner of Official Languages
OPF	Operational Planning Framework
PB	Policy Branch
POLAJ	National Program for the Integration of Both Official Languages in the Administration of Justice
PRAS	Planning, Reporting and Accountability Structure
PSC	Public Service Commission
PWGSC	Public Works and Government Services Canada
TB	Treasury Board
TBS	Treasury Board Secretariat
UCS	Universal Classification Standard
WFAD	Workforce Adjustment Directive

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EXECUTIVE SUMMARY

One of the main challenges of the Office of the Commissioner of Official Languages continued to be the full and complete implementation of the language rights of Canadians as defined by the *Official Languages Act (OLA)* and the *Charter*. OCOL is also concerned with the vitality of the official language minority communities and the promotion and illustration of the benefits of linguistic duality to Canadians.

OCOL continued to take resolute action to better inform Canadians of their rights, to conduct studies on certain aspects of language policy – particularly an important study on the impact of the changes in governance on language rights – to assist in the full implementation of section 23 of the *Charter*, to encourage awareness by the authorities of the needs of the communities for health and social services and to conduct the investigations required to ensure respect for the official language rights of Canadians.

The Commissioner continued to attach great importance to the provision of service of equal quality in both languages. He pursued the follow-up to his 1994 special study of federal offices designated to provide service in both languages. After completing the follow-up in half of the provinces and territories, the Commissioner submitted a progress report asking that corrective measures be taken quickly, given the inadequacy of progress compared to the 1994 study.

The Commissioner was involved in 29 legal recourses dealing with language rights. Of that number, we can count six new legal recourses filed under the *OLA*. The Commissioner has also conducted, as of March 1998, an important Study dealing with the implementation of Section 23 of the *Charter* on a nation-wide basis. He also conducted a Study on the Equitable use of English and French before Federal Courts.

The Commissioner continued to reach the Canadian public through speeches and intervened with governmental authorities in order to favor the implementation of services in both official languages. He established partnerships in order to promote the linguistic duality. Different communication tools have also been distributed.

In terms of internal management, achievements include the establishment of several committees with members from all sectors of the organization to permit the horizontal review of operations and a decision-making procedure which takes into account the needs of the organization as a whole. It is also appropriate to note here the approval of the PRAS, the submission to TBS of the first employment equity plan and the adoption of the policy on the use of electronic networks. Finally, the event which mobilized many of the organization's resources was undoubtedly the move of the Headquarters offices in the fall of 1997.

TABLE 1
KEY RESULTS COMMITMENTS
OFFICE OF THE COMMISSIONER OF OFFICIAL LANGUAGES (OCOL)

To provide Canadians with:	To be demonstrated by:	Achievement reported in:
Respect for their language rights as set out in the <i>Act</i> and the <i>Regulations on service to the public</i> .	<ul style="list-style-type: none"> • Number and type of complaints received and handled pursuant to the provisions of the <i>Act</i> • Clients' level of satisfaction with the handling of complaints and associated results as indicated by periodic surveys • Degree of implementation , by institutions subject to the <i>Act</i>, of recommendations made (as shown by investigations and follow-ups) 	All achievements are reported under Section III – 2.2.
Recognition of the equal status of both official languages via the promotion by federal institutions of English and French	<ul style="list-style-type: none"> • Number and type of interventions with decision-makers, the communities affected and the public 	
Official language minority communities characterized by development and vitality	<ul style="list-style-type: none"> • Attitudes of the public to language rights • Degree of implementation of the findings and recommendations of the Annual Report and other reports or studies (special studies, reports to the Governor in Council, etc.) 	
Knowledge of their language rights and of the role of the Commissioner of Official Languages.	<ul style="list-style-type: none"> • Statistical data on the strength of the public service by federal institution, by region and by employment category • Statistical data on the percentage of bilingual service and active offer in designated offices, by region. 	

I COMMISSIONER'S MESSAGE

In the nearly 30 years since the *Official Languages Act* was adopted, the main focuses of the activities of the Commissioner of Official Languages have remained unchanged: to assist Canadians in obtaining quality service from federal institutions, under the criteria set out in the *Act* and *Regulations*, to ensure recognition of the equal status of Canada's two official languages, to foster respect for the spirit and intent of the *Act*, to promote appreciation of the benefits that linguistic duality confers on all Canadians, to inform them better about the role of the Commissioner of Official Languages and, finally, to enhance the vitality of the official language minority communities in their environments throughout the country.

Social and political conditions change, however, and the Commissioner has therefore adapted his activities accordingly. Thus, while the *Charter* was adopted over fifteen years ago, it is only in the last five years that, for minority community parents, the right of their children to instruction in their language has been implemented satisfactorily, thanks to their efforts, and the active and unfailing support that the Commissioner has given them.

The 1990s has seen a veritable revolution in the governance of Canada. Will the many changes that are taking place affect the language rights of Canadians? In this respect, the Commissioner has been vigilant and, through his repeated interventions with federal officials, has helped to ensure that the transfers and other delegations of power would take linguistic duality into account as an essential value of Canada.

These rapid changes on the Canadian scene have a direct impact on the communities, particularly in the health sector. This is an area under provincial jurisdiction, but the Commissioner has used his good offices and powers of persuasion to ensure that the minority communities continue to rely on adequate health services in their language.

The Commissioner's efforts also helped to ensure quality education for young people in the communities and thereby afford them opportunities for development. In doing so, the Commissioner makes his contribution to the building of a strong and united Canada.

Victor C. Goldbloom
Commissioner of Official Languages

II COMMISSIONER'S OFFICE OVERVIEW

The Office of the Commissioner, which serves the public from its office in Ottawa and its five (5) regional offices, supports the Commissioner of Official Languages (COL) in fulfilling his mandate to protect the language rights of individuals and groups in Canada and to monitor the linguistic performance of federal institutions and other agencies subject to the *Act* (hereinafter referred to as federal institutions).

1 MANDATE AND VISION

The *mandate* of the Commissioner consists in taking all necessary measures with a view to ensuring recognition of the status of each of the official languages and compliance with the spirit and intent of the *Official Languages Act* in the administration of the affairs of federal institutions, including any of their activities relating to the advancement of English and French in Canadian society.

The *vision* of the Office of the Commissioner of Official Languages rests on three essential principles on which all its activities are based:

- Linguistic duality as a fundamental value of the country
- The public comes first
- Compliance with the *Official Languages Act* and its spirit

2 OPERATING ENVIRONMENT

The Commissioner is appointed by commission under the Great Seal, after approval of the appointment by resolution of the Senate and House of Commons, for a seven-year term. Like the Auditor General and the Chief Electoral Officer – who, by virtue of their mandates, must be at arm's length from the government—the Commissioner reports directly to Parliament.

The Commissioner only has the power of recommendation (although he can apply to the courts in support of a complainant who asks him to do so). As an ombudsman, his most powerful tool is that of persuasion.

The role of the Commissioner essentially has three components:

- To investigate any complaint made to the Commissioner to the effect that the status of an official language was not or is not being recognized, any provision of an Act of Parliament or regulation relating to the status or use of an official language was not or is not being complied with, or the spirit and intent of the *Act* was not or is not being complied with in the administration of the affairs of any federal institution, and to make recommendations as necessary to ensure compliance with the *Act*.
- To conduct studies on any issues of major importance involving the implementation of the *Official Languages Act*.
- To report to Parliament and inform the Canadian public about the scope and implementation of the *Official Languages Act* and the rights and obligations arising from it.

While all federal institutions are subject to the *Act*, some of them play a particular role in this regard, as shown in the table below.

TABLE 2
SURVEY OF OFFICE OF THE COMMISSIONER'S PARTNERS

PARTNERS	RESPONSIBILITY	INTERVENTION
Privy Council Office	Federal Language Policy	<ul style="list-style-type: none"> • Defines the major orientations
Treasury Board	Government Principles and Programs	<ul style="list-style-type: none"> • Develops and co-ordinates • Monitors, audits and evaluates implementation and effectiveness
Public Service Commission	Language Skills	<ul style="list-style-type: none"> • Provides language training to public servants • Determines the level of language knowledge of candidates for bilingual positions • Specifies the principles for the imperative or non-imperative designation of positions
Canadian Heritage	Part VII (Advancement of English and French)	<ul style="list-style-type: none"> • Co-ordinates the implementation within the federal administration of the commitment of the federal government to enhance the vitality of the English and French linguistic minority communities in Canada and support and assist their development and to foster the full recognition and use of both English and French in Canadian society
Department of Justice	Law, Legislation and Juridical Policy POLAJ (National Program for the Integration of Both Official Languages in the Administration of Justice)	<ul style="list-style-type: none"> • Provides advice to the government • Promotes and improves the availability of justice in both official languages to ensure that Canadians can exercise their rights in the language of their choice
Public Works and Government Services	Translation Bureau	<ul style="list-style-type: none"> • Manages the translation and interpretation activities
Federal Court	Court Remedies	<ul style="list-style-type: none"> • Hears actions brought by persons who have previously made a complaint to Commissioner
Standing Joint Committee on Official Languages	Act, Regulations and Directives	<ul style="list-style-type: none"> • Monitors the implementation of the <i>Act</i> as well as the reports of the Commissioner, of the President of the Treasury Board and of Canadian Heritage

2.1 OBJECTIVE

To ensure recognition of the status of each of the official languages and compliance with the spirit and intent of the *Official Languages Act*.

2.2 STRATEGIC PRIORITIES

The activities of the OCOL are governed by the following strategic priorities:

- Where required by the *Act* and Regulations, that the public receive service of good quality in the official language of its choice.
- That the federal commitment to enhance the vitality of the minority official languages communities and promote the advancement of English and French in Canadian society be realized.

2.3 CHALLENGES

SOCIO-ECONOMIC VALUES

Changing values...

Implementation of the *Official Languages Act* involves special challenges. While a large proportion of Canada's population fully supports the principles of the *Act*, some have still not accepted its primary objectives. Full implementation of the *Act* calls for changes in thinking. Change in thinking is a major phenomenon that gives rise to specific social tensions. While some feel that the scope of the *Act* is too ambitious, others express concerns about various aspects of its implementation, particularly in the context of budget cuts.

RENEWAL OF THE FEDERAL ADMINISTRATION

Changes and dynamic reorganizations ...

In view of the major organizational and structural changes in the federal administration, the variety and complexity of the complaints and situations to be resolved continue to increase. For example, the transfer of responsibilities to the provinces in the areas of labour market development and social development and the federal government's contraventions resulted in a number of complaints in regard to which it was necessary to determine the responsibility of each level of government and evaluate the scope and effectiveness of the language clauses contained in the agreements. In this context, strategies and modes of intervention must be found that are adapted to the new realities to ensure that the principles of the *Official Languages Act* are respected. Accordingly, in relation to the labour market investigation, the Commissioner developed five guiding principles which the government should follow in any transfer of responsibility in order to preserve the fundamental language

rights of Canadians. These principles are: explicit recognition of the right to services in the language of the client, the existence of a recourse procedure in case of dissatisfaction, the commitment of the provinces to promote the vitality of the minority communities, the existence of a control procedure to ensure respect for language rights and an arrangement for taking into account the language rights of affected employees. This proposal would result in a comprehensive rather than a case-by-case solution to a recurrent problem.

COURT REMEDY

Summary procedure ...

Part X (Court Remedy) of the *OLA* stipulates that court remedy proceedings initiated under the *Act* must be heard in a summary manner, that is, under a more rapid procedure where evidence is introduced by means of affidavits without the witnesses having to appear in court. The rules provide for quite short deadlines for the conduct of proceedings. As an ombudsman, the Commissioner has an interest in obtaining a decision as quickly as possible on the rights of the complainant and the obligations of organizations subject to the *OLA*, while minimizing costs. Our experience shows, however, that some remedy cases initiated under Part X of the *OLA* have been inactive for some time, while in others, the various preliminary proceedings initiated by organizations subject to the *OLA* prevent the achievement of a quick resolution of the problems brought before the Court.

HUMAN RESOURCES MANAGEMENT

A strategic investment ...

The Office of the Commissioner of Official Languages is looking at new, simpler and less costly operating methods for human resources management to lighten the financial burden and maximize the use of its human resources while at the same time modernizing the way managers perform their responsibilities. One of the main challenges is therefore to reconcile the strategic and results-based approach with the transactional approach, which is still necessary in some respects.

When the demographic analysis is completed, the Office of the Commissioner will develop its forecasts for needs and skills, strategic investments in training and development and the establishment of better performance indicators and measures.

Like the major empowering reforms in human resources, such as *La Relève* and the Universal Classification Standard, staffing reform is another initiative that will enable OCOL to identify its own solutions to the constraints and obstacles posed by the existing system.

Together with employee representatives and in the context of the modified delegation framework offered to departments and agencies by the Public Service Commission (PSC), OCOL will examine certain elements likely to add flexibility to its internal staffing practices and methods. OCOL will review the staffing delegations its currently has in co-operation with officials of the PSC.

2.4 TENSIONS

CHANGES IN CANADIAN SOCIETY

The tensions that prevail in Canadian society in general have an impact on official languages programs. In particular, the following factors may be mentioned:

Demographic factors: The population of Canada is changing rapidly, particularly because of immigration and the low fertility rate of Canadians. Consequently, many languages other than English and French are spoken with increasing frequency in Canadian homes.

Geographic factors: The tensions between the extremities of the country and its centre, and particularly between the West and the two large central provinces, often have a linguistic component, which takes the form of a lack of understanding of linguistic duality in certain circles in the Western provinces

Mobility factors: Canada's new economy promotes a very high degree of worker mobility. The homogeneous communities which helped to preserve languages, even in the case of small minority communities, increasingly tend to lose their identity in large entities, particularly in urban areas. This means that the traditional conditions for survival of the communities are no longer sufficient and that it is necessary to invent and create new tools for development and vitality and new "living spaces" to ensure their survival and vitality.

RENEWAL OF THE FEDERAL ADMINISTRATION

The Commissioner performs his duties in a context of major organizational and structural changes in the federal administration. The new methods of service delivery, the transfer of responsibilities to other sectors (public or private) and the major workforce reduction make it more difficult to deliver service in both official languages and support the vitality of the official language minority communities. The latter feel more vulnerable and often see the Commissioner as their only support in changing the course of things. For their part, federal institutions must cope with limited resources and thereby find it difficult to fully apply the *Act*. Some of them seem less prepared to co-operate with the Commissioner in rectifying situations which require correction.

COURT REMEDY

Under the 1988 *Official Languages Act*, a complainant or the Commissioner may initiate a court remedy following the Commissioner's investigation or in other circumstances that are prescribed. The existence of this remedy has further judicialized the Commissioner's investigation procedure with institutions subject to the *OLA*. The Commissioner must therefore, in many cases, adopt a more formalistic attitude and deal increasingly with legal issues.

Since the court remedy provision of the *OLA* is being used increasingly, the Commissioner is required to deal with large number of remedy actions aimed at obtaining

decisions on important issues whose determination has an impact on the accomplishment of his mandate.

The new Federal Court Rules, which regulate the conduct of such cases, are characterized by quite short deadlines whose observance is imperative. In view of the large number of remedy actions in which the Commissioner is involved and the great many proceedings initiated by the parties, the conduct of these cases within the allotted time frames poses a sizeable challenge.

PROGRAM REVIEW

With regard to internal management, the actual impact of the Program Review will really be felt in 1998-99. Limited budgets and a human resources pool reduced to the minimum will require the Office of the Commissioner to rationalize its operations and choose among many priorities. Similarly, it will not be possible to provide all “corporate” services in accordance with the standards in effect since resources no longer suffice to meet demand, which, for its part, has not fallen in line with the budget cuts.

Fiscal year 1998-99 will be particularly difficult in this regard and it will be necessary to manage budgets very strictly, modify our procedures and review service standards in light of the resources available.

UNIVERSAL CLASSIFICATION STANDARD (UCS)

The basic changes to the Public Service position classification system are without doubt a tension-producing element in the organization. Since the Office of the Commissioner’s financial resources do not permit the use of consultants for the entire exercise, OCOL must organize itself internally by seeking the active participation of all employees in the writing of work descriptions.

The time, effort and energy required to meet the deadlines imposed by the Treasury Board will definitely conflict with routine work, given the resources available.

In addition, the Office of the Commissioner obtained a loan from the Treasury Board and established certain partnerships with other organizations for the use of a consultant in the training of employees, supervisors and managers.

The organization, while it is in a position to benefit from the electronic tools of the UCS, remains dependent on the manager of the pay administration system (HRIS) regarding its preparation for pay conversion under the UCS.

FINANCIAL INFORMATION STRATEGY (FIS)

The Office of the Commissioner is just beginning to undertake activities related to the Financial Information Strategy. For a small organization like ours, such a basic change in financial management tools and procedures puts enormous pressure on human resources and the organization in general.

Systems Since the Office of the Commissioner presently uses a shared system, the Common Departmental Financial System (CDFS), the technical changes to systems will be performed by Public Works and Government Services Canada (PWGSC).

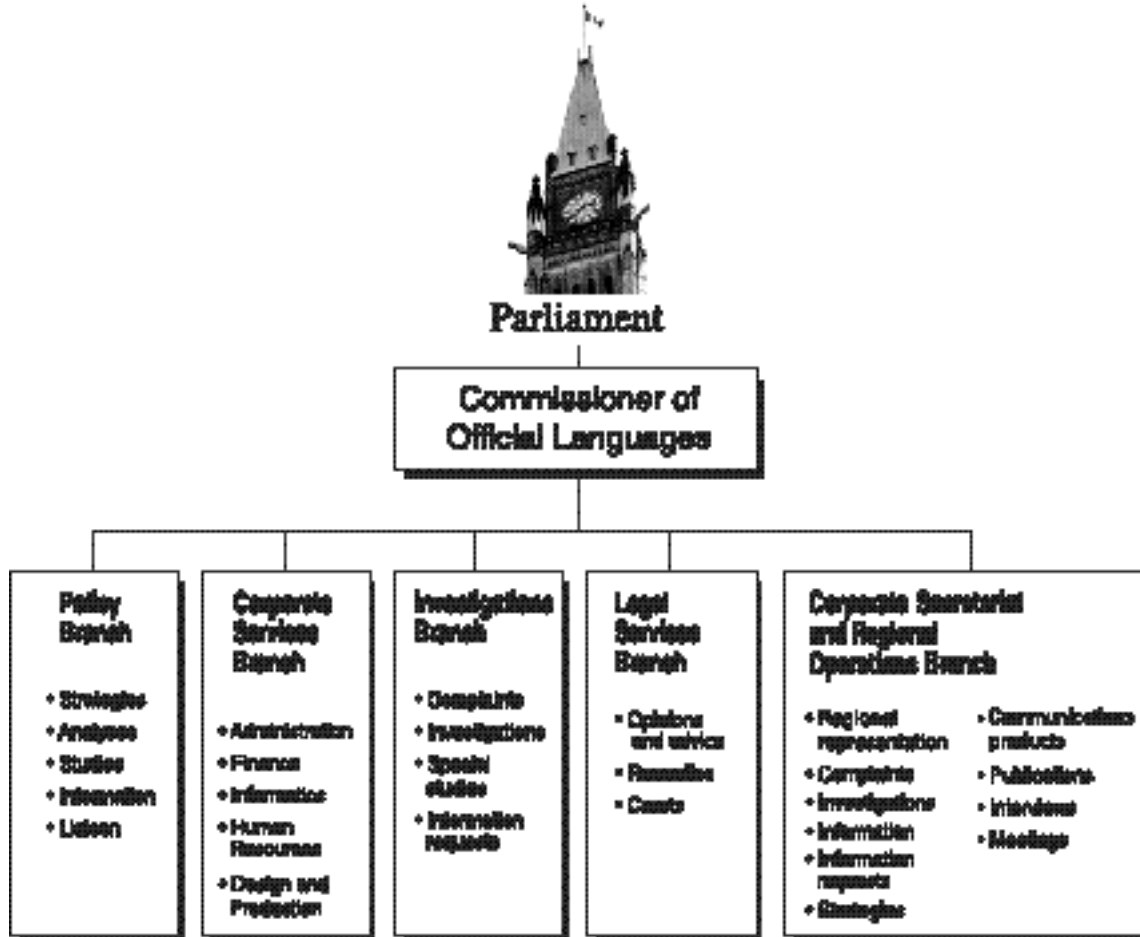
To meet the requirements of the new central accounting plan and the information needs of managers, the Office of the Commissioner will have to modify its internal accounting plan (classification of accounts) and develop a management system based on accrual accounting and on generally accepted accounting principles (GAAPs) which will include salary forecasts and operating expenses.

Policies The Office of the Commissioner will have to review and modify many policies and procedures to ensure that they meet the new requirements of the central agencies and of the FIS and the needs of the Office of the Commissioner in this context.

Training Financial, administrative and support staff will require training in order to be able to use new tools effectively and carry out the new procedures. Managers will also require training to improve their understanding of the financial information to which they will have access and to benefit fully from this information in making enlightened decisions.

3 COMMISSIONER'S OFFICE ORGANIZATION

Organization and Areas of Activity



3.1 CROSSWALK WITH OLD STRUCTURE

Since the structure used in this document differs from that used in the *Report on Plans and Priorities* tabled in Parliament in the spring of 1997, it is appropriate to indicate here the crosswalk between the old and the new reporting structure. The breakdown of financial resources in the two models is presented in the Financial Table 4 of this document (page 46).

The Office of the Commissioner of Official Languages has a single program involving one activity. Previously, the results were presented on the basis of the internal structure under which the Office of the Commissioner operates, i.e., four directorates and two branches.

**TABLE 3
OLD STRUCTURE**

Branches	Directorates
<ul style="list-style-type: none"> • Complaints and Audits • Policy 	<ul style="list-style-type: none"> • Communications • Legal Services • Corporate Secretariat and Regional Operations • Corporate Services

With the Program Review, the Communications Directorate was amalgamated with the Corporate Secretariat and Regional Operations. The names of the other directorates were also changed to better reflect the nature of the work they perform.

The new Expenditure Management System, introduced by the Treasury Board Secretariat in 1995, led to a change in the Office of the Commissioner’s reporting structure and the development of the *Planning, Reporting and Accountability Structure*, which introduces three (3) business lines within which are found the internal components of the organization, as the following table indicates.

**TABLE 4
CROSSWALK WITH OLD STRUCTURE**

NEW STRUCTURE	OLD STRUCTURE
Complaints and Investigations	Complaints and Audits Legal Services Corporate Secretariat and Regional Operations (Regional Operations portion)
Information, Research and Analysis	Policy Communications Corporate Secretariat and Regional Operations (Corporate Secretariat portion)
Corporate Services	Corporate Services

3.2 BUSINESS LINE DESCRIPTION

COMPLAINTS AND INVESTIGATIONS

OBJECTIVE

Carry out investigations and special studies and make recommendations on corrective actions to ensure full compliance with the *Official Languages Act*.

INVESTIGATIONS AND RESOLUTION OF COMPLAINTS

The Commissioner, as linguistic ombudsman, attempts, through persuasion and discussion, to resolve complaints received from members of the public to the satisfaction of the parties concerned within a reasonable period of time, as prescribed by the *Act*. To fulfill his role properly, the Commissioner must be accessible. Therefore, in addition to Headquarters, he has five regional offices across Canada. The Commissioner relies on the support of the Investigations Branch, the Corporate Secretariat and Regional Operations Directorate and the Legal Services Directorate to resolve the problems referred to him.

INVOLVEMENT IN COURT CASES

Full implementation of language rights sometimes requires that the linguistic ombudsman, after exhausting all the recourse available to him, take measures of an exceptional nature. Accordingly, to resolve problems of a systemic nature or prevent injustices, the Commissioner appears in court. He may take legal action with the consent of members of the public who have made a complaint or intervene in cases involving the *OLA*. The *OLA* also provides that the Commissioner may apply for intervenor status in any legal case concerning the status or use of English or French.

REPORTS TO PARLIAMENT

The Commissioner submits an annual report to the members of Parliament in which he reports on the achievements of the Office of the Commissioner and reviews the implementation of all the provisions of the *Official Languages Act*. If necessary, the Commissioner may also table special reports to Parliament and reports to the Governor in Council.

TABLE 5

<p><i>Clients, Users and Stakeholders</i></p> <ul style="list-style-type: none">• Canadian public• Commissioner of Official Languages• Managers and employees of the Commissioner's Office• Partners• Canadian Courts

INFORMATION, RESEARCH AND ANALYSIS

OBJECTIVE

Defining the strategic orientations for the Office of the Commissioner of Official Languages by conducting research and analysis projects into linguistic issues. Ensuring liaison with the various governmental organizations and associations working in the linguistic area and informing parliamentarians and the public at large on the *Act* and on the role of the Commissioner.

The policy arm of the Office of the Commissioner conducts research and comprehensive and detailed analyses and develops strategic approaches to support the Commissioner in fulfilling his mandate and informs him of regional realities.

It maintains relationships and, in some cases, establishes partnerships with central agencies, members of Parliament and their committees, elected provincial officials and heads of governments and various national and regional organizations and associations.

It maintains relationships with all associations actively involved in the area of linguistic duality, particularly those representing the minority communities, with a view to better understand their needs and relay those needs to the appropriate federal organizations.

In his role as ombudsman, the Commissioner of Official Languages informs the public about their language rights and his role. He also responds to various questions raised on linguistic issues.

The Commissioner of Official Languages reports to Parliament and the public on his activities and studies. He also responds to various questions raised with regard to linguistic matters.

The Commissioner of Official Languages has a statutory obligation report annually to Parliament and the public on his activities. The report, which is tabled with the Speaker of the Senate and the Speaker of the House of Commons, provides a detailed account of the Commissioner's activities and accomplishments in the past year and paints a portrait of the country's linguistic situation. The Commissioner's annual report is therefore a valuable source of information to members of Parliament and Canadians on Canada's linguistic situation.

TABLE 6

Clients, Users and Stakeholders

- Canadian public
- Commissioner of Official Languages
- Managers and employees of the Commissioner's Office
- Members of Parliament and particularly members of the Standing Joint Committee on Official Languages
- Federal employees

CORPORATE SERVICES

OBJECTIVE

To provide leadership to the Office of the Commissioner and support it in program delivery to enable the organization to fulfill its mandate completely and meet its responsibilities

Corporate Services provide both Headquarters and the regional offices with strategic advice, services and products associated with: financial management, human resources management, information management, administrative services and the design and production of information products.

TABLE 7

Clients, Users and Stakeholders

- Commissioner of Official Languages
- Managers of the Commissioner's Office
- Employees of the Commissioner's Office
- Central Agencies
- Partners of the Directorate (interdepartmental committees)

III PERFORMANCE OF THE COMMISSIONER'S OFFICE

The Office of the Commissioner investigated 1,367 admissible complaints during the 1997 calendar year. It completed five special studies on specific themes, such as the labour market development agreements, and the impact of government transformations on the official languages program. It also produced research in areas related to linguistic duality, particularly research to better identify the motivations of minority parents in choosing a school for their children. It completed an analysis of 27 plans of federal institutions concerning the implementation of Part VII (Advancement of English and French) of the *OLA* and submitted a copy of its report to the Standing Joint Committee on Official Languages. The Commissioner was a party to various remedy actions under Part X (Court Remedy) of the *OLA* and in several related cases.

The Office of the Commissioner intervened in a number of cases to promote the introduction of services in both official languages and enhance the vitality of the official language minority communities, notably in the field of education, with the implementation of section 23 of the *Charter* concerning instruction in the language of the minority communities, and in the field of health, with the Montfort Hospital campaign.

OCOL also forged partnerships to promote linguistic duality, particularly with the *Alliance des radios communautaires du Canada* (ARC) and with Language Training Canada.

The Office of the Commissioner completed its workforce reduction plan, launched the Universal Classification Standard project and moved its headquarters offices.

1 PERFORMANCE EXPECTATIONS

As explained in the Preface, OCOL did not submit a *Report on Plans and Priorities* in 1997-1998, as was tabled in Parliament in the spring of 1998. The Main Estimates were therefore presented under the old format of Part III. The summary of performance expectations presented below, in Table 8, is therefore taken from that document.

TABLE 8
PERFORMANCE EXPECTATIONS

BUSINESS LINE	EXPECTED RESULTS
COMPLAINTS AND INVESTIGATIONS	<ul style="list-style-type: none"> • Investigation of admissible complaints and pursuit of court remedies • Conduct of special studies • Continuation of the analysis of departmental plans and follow-up on initiatives with respect to Part VII • Follow-up on the availability of two-language service in offices designated to provide it • Study of language of work in the National Capital Region • Follow-up of the study of <i>The Equitable Use of English and French before the Courts in Canada</i> of November 1995 • Pursuit of the national study of <i>The Equitable Use of English and French before the Courts in Canada</i> (Part III and IV of the <i>OLA</i>) • Improvement in the administrative handling of complaints • Increased use of informatics tools • ISO accreditation
INFORMATION, RESEARCH AND ANALYSIS	<ul style="list-style-type: none"> • Follow-up of the February 1996 report <i>A Blueprint for Action: Implementating Part VII of the Official Languages Act, 1988</i> • Study of factors influencing use of the mother tongue in day-to-day communications in a minority environment • Support to the dissemination of information to various target publics and information on the <i>OLA</i> and the role of the Commissioner of Official Languages • Development of partnerships • Support to minority language communities
CORPORATE SERVICES	<ul style="list-style-type: none"> • Move of Headquarters to new premises • Improvements to the financial and material management system, improvement of the communications products distribution system, introduction of electronic forms and access to the Internet for all employees

2 PERFORMANCE ACCOMPLISHMENTS

2.1 ACCOMPLISHMENTS OF COMMISSIONER'S OFFICE

TABLE 9
FINANCIAL INFORMATION

OFFICE OF THE COMMISSIONER	
Planned Spending	\$9,962,000
<i>Total Authorizations</i>	<i>\$10,699,500</i>
Actual Expenditures in 1997-1998	\$10,464,800

In addition to the overall accomplishments of the organization, which are described briefly in the Executive Summary and the introduction to this Part, the Office of the Commissioner believes it is appropriate to include some accomplishments which form part of the government's priorities as set out in the Throne Speech of 1997. The priorities, as set out in the Throne Speech, for which there is an accomplishment worth mentioning, are reproduced below for the convenience of the reader.

FOR A STRONGER CANADA

- The liaison activities with the minorities, the Commissioner's interventions and the special studies of the Office of the Commissioner contribute to the development of the two linguistic communities. To the extent that they feel strengthened and respected, the linguistic communities feel that they are an integral part of the country, resulting in a stronger Canada.
- Many of our activities, such as the COL's speeches and interventions, the various studies and the annual report, are designed to foster openness among Canadians to linguistic duality. By promoting the two official languages and positive attitudes toward the two linguistic groups, the Commissioner's interventions encourage mutual respect and the feeling of sharing common values. Our activities also help to dispel certain negative myths which weaken the perception of the Official Languages Program (for example: study on labelling and packaging).
- The many investigations and studies conducted by the Office of the Commissioner help to improve the implementation of the Official Languages Program and enhance the place of the two official languages in Canadian society (example: impact of transformations on the Official Languages Program). These efforts contribute to strengthening national unity.

OFFERING OPPORTUNITIES TO YOUNG CANADIANS

- Second language instruction, labour market training available in both official languages and school management are factors that promote the development of knowledge among our young people and open better prospects to them on the labour market and for integration into their environment.

INVESTING IN OUR CHILDREN

- Access to school management, an area in which the COL has made many interventions, makes instruction in the first official language possible and thereby strengthens the official language minority communities.
- In addition, second language learning equips young people better and enables them to communicate with the entire Canadian population and the international community.

INVESTING IN HEALTH AND QUALITY CARE

- Health care is a fundamental value of Canadian society and its availability in the appropriate language strengthens the feeling of belonging to Canada. In this regard, the Commissioner's interventions with provincial authorities responsible for health care are designed to ensure that Canadians have access to health care in their language, an element vital to the well-being of the population.

2.2 ACCOMPLISHMENTS BY BUSINESS LINE

COMPLAINTS AND INVESTIGATIONS

**TABLE 10
FINANCIAL INFORMATION**

COMPLAINTS AND INVESTIGATIONS	
Planned Spending	\$5,149,100
<i>Total Authorizations</i>	<i>\$5,954,400</i>
Actual Expenditures in 1997-1998	\$5,925,600

INVESTIGATIONS

Most of the Commissioner's ombudsman functions are performed by the Investigations Branch (IB) together with the Corporate Secretariat and Regional Operations (CSRO).

TABLE 11
CHANGE IN NUMBER OF COMPLAINTS

	Service to the public	Language of work	Other*	Total Number of Complaints
1997	1,430	224	108	1,762
1996	1,303	201	219	1,723
1995	1,206	238	110	1,554
1994	1,188	203	151	1,542
1993	1,201	245	173	1,619

* These complaints are concerned with participation, language requirements, the administration of justice, the vitality of the official language minority communities, the powers and obligations of the Treasury Board and the proceedings of Parliament.

- As Table 11 shows, the number of complaints in 1997 was slightly below the average of recent years. For their part, the type of complaints (service to the public, language of work) remained relatively stable. It might be thought that with time the number of complaints would decrease. The many changes in the federal administration in recent years, including the workforce reduction and reorganizations, however, have, in a number of cases, resulted in situations that do not comply with the Act and require the COL's intervention.

TABLE 12
NUMBER OF COMPLAINTS AND INFORMATION REQUESTS¹

	Information requests received	Complaints filed	Complaints refused of inadmissible	Complaints investigated and resolved	Complaints under investigation ²
1997	1,442	1,762	395	750	617
1996	1,268	1,723	353	1,220	150
1995	1,671	1,554	294	1,252	8
1994	1,601	1,542	406	1,135	2
1993	1,539	1,619	378	1,241	0

1 These figures include activities of the Investigations Branch and of the Corporate Secretariat and Regional Operations; 56% of complaints are investigated by the regional offices.

2 This figure indicates the approximate number of active files at the end of 1997.

- As shown in Table 12, the IB handled nearly 1442 information requests (most, i.e., 1293, were received and handled in the regions) on specific aspects of the administration of the official languages program. This work provided citizens, federal institutions and members

of Parliament with information on their language rights and obligations under the *OLA*. In some cases, it also familiarized federal institutions with their obligations and prevented situations that would constitute violations of the *OLA*. Citizens were thereby enabled to exercise their language rights in a more informed manner and to demand respect for them.

- To make the process as efficient as possible while using limited resources rationally, the Commissioner favours an investigation process without excessive formality in a great many cases. This procedure, based largely on persuasion, produces excellent results since the vast majority of investigation files are resolved without recourse to recommendations by the Commissioner. This approach, which simplifies relations with clients and the institutions, also harmonizes with the new government initiative on dispute resolution.
- As part of the complaints regionalization policy designed to bring the Office of the Commissioner closer to the complainants and institutions in question, 56% of investigations were conducted by the regional offices in 1997. For its part, headquarters investigates complaints of a systemic nature and those related to national policies or practices, among others. Our consultations with complainants show that they appreciate this approach.
- To ensure that the required corrective action has indeed been taken, officers of the regional offices and headquarters conducted many follow-ups, 524 this year. The data available show that in over 80% of cases, the situation was indeed corrected. The other cases, which are associated with repeated infractions, systemic problems or a lack of co-operation by certain institutions, require additional intervention by the Commissioner (recommendations, special studies and interventions with the courts). The Commissioner accordingly conducted a special study on the labour market development agreements following the reception of various complaints in this regard. In addition, being unable to agree with Air Canada on the legal status of regional carriers, the Commissioner applied to the Federal Court for a decision on the matter.
- In slightly over 10% of investigation files, the Commissioner made 137 recommendations to ensure that the required corrective measures were taken. Our follow-ups and audits showed that 90% of the recommendations have been or are being implemented. For example, following the filing of complaints about the lack of service in French for the families of service members posted to certain bases, the Department of National Defence (DND) implemented a recommendation by the Commissioner by adopting a wide range of services in both languages across the country

COURT REMEDY

- Legal Services gave numerous legal opinions on legal remedies, on questions related to the *OLA* or regarding the application of other federal laws such as the *Privacy Act*, as well as on various incorporating legislation in issue as a result of complaints and requests for information.
- During the 1997-1998 fiscal year, Legal Services represented the Commissioner in a number of cases before the courts. As of March 31, 1998, the Commissioner was involved in 29 court cases concerning language rights, six (6) of which were new. Among the cases, we note the following:
 - The Commissioner obtained permission to intervene in April 1997 in *La Société des Acadiens et des Acadiennes du Nouveau-Brunswick et al. v. The Governor in Council et al.* (E/C/204/97). This case was brought pursuant to sections 3 and 15 of the *Canadian Charter of Rights and Freedoms* and is based on the argument that language is a prohibited ground of discrimination as contemplated by section 15 of the *Charter*.
 - In another application made under Part X (Court Remedy) of the *OLA*, in *Duguay v. The Queen (National Defence)* (T-1874-97), the Commissioner was named as mis-en-cause in August 1997. The application was made following a complaint concerning the language of work and opportunities for advancement of French-speaking Canadians in the Canadian Forces.
 - The Commissioner also obtained intervenor status in March 1998 in two (2) cases concerning language of work in the Department of National Defence, *Etienne v. The Queen (National Defence)* (T-696-92) and *Etienne v. The Queen (National Defence)* (T-1818-97). The former was brought mainly under the *Canadian Charter of Rights and Freedoms*. The latter was brought under Part X of the *OLA* following a complaint made to the Commissioner about the language of instruction of a course offered in English only to members of the Reserve of the Canadian Forces.
 - In another case, *Association des parents du programme-cadre de français et al. v. The Queen (Vancouver Island North - Okanagan - Columbia)* (A-970287), the Commissioner obtained intervenor status in December 1997. This is a case under section 23 of the *Charter* where the Association des parents francophones de la Colombie-Britannique (APFCB), the Fédération des francophones de la Colombie-Britannique (FFCB) and parents expressed the opinion that the new *School Act* and other aspects of Bill 45 were contrary to section 23 of the *Charter*.
 - An application under the *Privacy Act* was commenced against the Commissioner in December 1997, referenced as *Rogers v. Commissioner of Official Languages* (T-2634-97).
 - On December 31, 1997, a decision of the Trial Division of the Federal Court was rendered in *The Commissioner of Official Languages v. Air Canada (services in*

the Halifax airport) (T-1989-96). The Court accepted the arguments of the Commissioner and denied the motion on preliminary issues of Air Canada. The Federal Court also rendered a decision on July 9, 1997 denying Air Canada's motion to strike the Commissioner's application for a reference to the Federal Court (T-541-97). Air Canada has appealed these two decisions.

PARTICIPATION OF COMMISSIONER'S OFFICE

- As part of the follow-up to its November 1995 study on the equitable use of English and French before the courts in Canada, the Commissioner participated actively in the work of the subcommittee of the National Program for the Integration of Both Official Languages in the Administration of Justice (POLAJ) which, in December 1997, produced the report *Towards a Consolidation of Language Rights in the Administration of Justice in Canada*.
- The Commissioner also participated in the work of the task force on improvement of French-language services in the Manitoba justice system. This task force did important work and developed pilot projects designed to improve the administration of justice in both official languages which can be used at the national level.
- The IB represented the Commissioner to Canadian and international ombudsmen associations and to the *Association des ombudsmans et médiateurs de langue française*. He participated actively in the development of joint training projects to disseminate pertinent information on language rights and project a bilingual image on the international stage. For example, the Office of the Commissioner represented the Americas-Caribbean region within the *Association des ombudsmans et médiateurs de langue française*. The Office of the Commissioner also played an active role in ensuring that the principle of bilingualism was acknowledged in the by-laws of the recently created *Canadian Association of Ombudsmen*.

STUDIES

- In March 1998, the Commissioner conducted an important Canadian-wide study on the implementation of section 23 of the *Canadian Charter of Rights and Freedoms*. This study reviews the nature and scope of the laws, regulations and policies in force in the area of school governance and instruction in the minority language in the provinces and territories. It summarizes the principles established by the Supreme Court of Canada in *Mahé v. Alberta* and the *Reference Re Public Schools Act (Man.)* and other cases brought before the courts. The study indicates the various solutions chosen to implement section 23 of the *Charter* and surveys the still unresolved questions and concerns which were raised in the various provincial and territorial jurisdictions. The study will be published in August 1998.
- The Commissioner completed a study on the equitable use of English and French before federal, judicial and administrative tribunals and courts in conformity with the requirements of the Constitution and Part III (Administration of Justice) of the *OLA*. The

information obtained during the consultations with various players in the judicial system allowed the Commissioner to evaluate the progress achieved by the tribunals to facilitate the equitable use of the two official languages. The study will be published in 1998.

- In 1997, in co-operation with the regional offices, the IB pursued the follow-up on its special study of federal offices designated to respond to the public in English and in French. The special study had shown that the situation left a great deal to be desired. For example, outside Quebec, the provision of service in French was satisfactorily in only 72% of cases. In Quebec, service in English was satisfactory 92% of the time. To more effectively target the required action, separate reports presenting the situation in each province and the specific profile of each office were prepared as part of the follow-up. A progress report showing the results for 207 offices in six regions (Newfoundland, Prince Edward Island, New Brunswick, Manitoba, Saskatchewan and Yukon) was prepared to encourage the Treasury Board Secretariat to take corrective measures without delay with regard to federal institutions, given the inadequacy of progress since the 1994 study. The Commissioner accordingly made 558 recommendations regarding the deficiencies noted in the 207 offices. The follow-up is continuing in the other regions.
- The Office of the Commissioner completed the study begun in 1996 on labour market development agreements. The study showed that the agreements already concluded did not contain adequate linguistic guarantees to ensure the preservation of existing rights. In order to have an immediate impact, the Commissioner took care at the start of the investigation to develop five principles that the agreements should respect. (See page 15.) The subsequent agreements, such as the ones with Quebec and Manitoba, contain more elaborate language clauses. The Commissioner subsequently made 11 recommendations, including one for the development of a general policy which would take into account the above-mentioned five principles and apply to any situation involving the withdrawal or transfer of federal responsibilities and powers. The government did not accept this recommendation, preferring to adopt a case-by-case approach.
- A major special study was conducted in 1997 to examine the impact of government transformations on the official languages program in general. Considering the variety and scope of the transformations (devolution, privatization, partnerships, restructuring and downsizing), the increasing number of complaints with respect to them and the concerns of the minorities in this regard, the Commissioner deemed it advisable to evaluate the impact of the changes on implementation of the *Act*. The study was concerned, among other things, with the major transformations in the past 20 years (work of the Nielson group, Public Service 2000, Program Review and ongoing renewal of the federal government).

The study showed that the transformations of the federal government had led to a subtle, but cumulative erosion of language rights and, within the federal administration, had weakened the official languages program. The study identified two principal causes of this situation: lack of clarity in accountability for program management and the fact that the government had not succeeded in fully taking into consideration its responsibility to the official languages communities.

Since the federal government is responsible for managing change while respecting the fundamental values of Canadian society, including linguistic duality, the Commissioner asked the government to conduct a thorough review of the situation without delay by establishing a task force on official languages. The task force would be responsible for developing the strategies, policies and criteria required to ensure that federal institutions fully implement the *Official Languages Act*. Upon publication of the Commissioner's report, the government acted on this recommendation by announcing the creation of a task force charged with producing a report in November 1988.

- In 1997, the Office of the Commissioner conducted an analysis of the second generation of plans for the implementation of Part VII (Advancement of English and French) of the *OLA* submitted by the 27 federal institutions required to submit them. Our analysis of the first generation of plans had shown many deficiencies and suggested corrective measures. Institutional planning in this regard remained inadequate and most of the institutions did not fully understand the commitment set out in section 41 of the *Act*. On the whole, the exercise produced encouraging results; there was an improvement in the plans compared to those of the first generation. The plans are clearer and better organized, the objectives of Part VII are better understood and concrete measures and programs are provided for. In his analysis, the Commissioner made observations designed to improve the deficiencies found—deficiencies in performance management and auditing systems and in accountability procedures and insufficient integration of Part VII into the organizational culture.

PUBLICATIONS

- The Commissioner produced the publication *Language Rights in 1997*, which gives an overview of the various court remedy proceedings under the *OLA* and other cases of a linguistic nature, as well as dealing with case law and the Commissioner's studies on language rights.

OTHER

- We are continuing to make improvements and adjustments to the complaints handling system and informatics tools. Regarding complaints, we attach increasing importance to follow-ups to ensure that our recommendations and the commitments of institutions are implemented. We accordingly are developing a computerized follow-up control system to improve reliability.
- Because of the scope of the above-mentioned studies and limited resources, the Office of the Commissioner was not able to conduct the study on language of work in the National Capital Region which it had planned to do. The same applies to the ISO accreditation project. These projects will be postponed to 1998-1999.

INFORMATION, RESEARCH AND ANALYSIS

TABLE 13
FINANCIAL INFORMATION

INFORMATION, RESEARCH AND ANALYSIS	
Planned spending	\$3,311,900
<i>Total authorizations</i>	<i>\$2,831,300</i>
Actual expenditures in 1997-1998	\$2,728,100

INFORMATION

- In 1996, 4.8 million Canadians were bilingual, compared to 4.4 million in 1991 (increase of 400,000 in five years) and only 2.8 million in 1971.
- 1.8 million pupils are enrolled in various types of French second language courses. Before promulgation of the *OLA*, a much smaller percentage of Canadians learned French as a second language.
- All pupils in French schools in Quebec learn English as a second language during certain years of their schooling. Last year, the first year in which Quebec pupils began to learn English as a second language dropped from grade four to grade three of elementary school.

INTERVENTIONS

- The Office of the Commissioner intervened on numerous occasions with government authorities at the federal, provincial and municipal levels to promote the introduction of services in both official languages and thereby strengthen the vitality of the communities. For example, ongoing intervention in the field of education led to the implementation of section 23 of the *Charter* in all the provinces and territories; similarly, the number of school and community centres has increased in recent years from five to sixteen; in the field of health, the Office of the Commissioner participated in the Montfort Hospital campaign.
- The Commissioner also intervened in the election of school boards in Quebec to ensure that the English-speaking minority could in fact pay its school taxes to the school board of its choice and exercise its right to vote on voting day. As a result of the Commissioner's intervention, the Government of Quebec adopted an amendment that enabled thousands of electors who wished to vote for the English-language school board and who had not voted in the advance poll to exercise their right on voting day.
- Interventions with the communities enabled us to report on our conclusions in the follow-ups to the points of service study by province or territory by informing the communities of the action taken on the specific recommendations for each office where deficiencies were found.

PARTNERSHIPS

- Through various partnerships, particularly with Statistics Canada and the Department of Canadian Heritage, a national symposium on official languages research was held early in 1998 which helped identify the principal requirements in this regard. This led to the realization that the French-speaking communities had major needs in the area of health and social services; follow-ups will be conducted with the Department of Health to meet these needs.
- The Communications Program established a partnership with the *Alliance des radios communautaires du Canada* (ARC) to develop and broadcast info-capsules on eight community radio stations across Canada as part of a radio contest offering three grand prizes with a value of \$500 each. It should be noted that nearly 1,700 persons in Canada participated in the radio contest by contacting the Office of the Commissioner's regional offices. This partnership enabled us to reach members of the French-speaking minority communities and inform them about their language rights, the availability of services in French provided by federal institutions, the role of the Commissioner, the services of the Office of the Commissioner and, specifically, the location of OCOL's regional offices and the services they provide.
- A partnership was also developed with the *Association canadienne d'éducation de langue française* (ACELF) to organize a writing contest during the *Semaine nationale de la francophonie*, held in March 1988. The objective of the contest was to reach students of French at the primary and secondary levels across Canada, familiarize them with Canada's *Francophonie* and increase their pride in the French language. This initiative also increased knowledge of the Office of the Commissioner and of the Commissioner's commitment to the *Francophonie* among young French-speaking Canadians and their teachers. The Commissioner offered two prizes, one of \$1,000 and the other of \$500, to the writers of texts notable for their originality and quality of language.
- Another partnership with Language Training Canada was developed to acknowledge the efforts made by federal employees to obtain the "B" or "C" level in their second language. Under this activity, which is designed to encourage public servants to achieve excellence in order to provide better linguistic service in the federal Public Service, the Commissioner sent personalized letters and certificates of excellence to 234 public servants in 1997-1998.

PARTICIPATION OF COMMISSIONER'S OFFICE

- A structure was put in place to co-ordinate research on official languages in the federal government. It consists of a committee of senior officials of OCOL, Canadian Heritage, Treasury Board, Statistics Canada, Justice Canada and the Privy Council. A series of thematic meetings is being organized to determine research requirements in health, human resources training, etc.
- The Office of the Commissioner participated in many events of national scope (symposiums, congresses, annual general meetings on official languages and the

Francophonie), which gave it a better understanding of the concerns of Canadians regarding official languages and an opportunity to inform the participants about their language rights and the role of the Commissioner. These events included OCOL's participation in the meetings of the *Association canadienne d'éducation de langue française* (ACELF), the *Commission nationale des parents francophones* (CNPF), the Statistics Canada Symposium on Research, etc.

STUDIES

- A study of the factors motivating parents in the minority communities in the choice of a school for their children was launched to identify some ten key factors that influence parents' choice of a school. Knowledge of these factors will assist parents in making enlightened choices.
- As in the past, the Office of the Commissioner also conducted a systematic analysis of studies and documents of various origins dealing with official languages in order to gain a good understanding of the major trends and problems. These analyses enabled the Commissioner to make targeted interventions with public or private institutions to permit better understanding of the issues. To take one example, the Commissioner's repeated interventions with federal, provincial and university officials played a role in developments concerning Montfort Hospital.

COMMUNICATIONS

- The Commissioner, by making speeches to various associations, community and other groups, federal employees and the general public, continued to reach a wide audience. The Canadian public is thus better informed about the role of the Commissioner and the objectives and methods of the official languages program.
- Analysis and distribution of press clippings enabled the Commissioner to follow developments in the linguistic situation in the Canadian media and take action to correct false perceptions among the public by writing letters to the editor.
- The Annual Report 1997 made it possible to bring to the federal government's attention the most serious language problems in the federal administration and thereby familiarize it with the situation so that it could take action to ensure respect for the language rights of Canadians. Let us refer, as an example, to the Commissioner's study *Government Transformations: The Impact on Canada's Official Languages Program*, published as an appendix to the Annual Report 1997, mentioned above on page 32. The other appendix, entitled Language Rights in 1997, which reports specifically on developments in the area of language rights, is dealt with in detail on page 33.
- The various communications tools that the Commissioner uses to provide information on the official languages program and inform the public about his role continued to be popular with clients of the Office of the Commissioner, despite a drop in the number of publications distributed. This drop can be explained in part by the fact that a number of

OCOL publications and documents are available on the Internet. Appendix A provides information (nature, addressees and volume) on the brochures, pamphlets, posters, newsletters and publications distributed during the year covered by this report.

- The Internet site, inaugurated in December 1996, received 28,856 visits in a few months of operation in 1996-1997. While the figures available for 1997-1998 cover only eight months, the number of visits is proportionately the same this year, with 85,678 visits recorded.
- The Office of the Commissioner also participated in the meetings of the Treasury Board Secretariat's Internet Advisory Committee to provide it with its expertise on the development of regulations governing the establishment of Internet sites of departments and agencies of the federal government. In this regard, the Treasury Board is preparing an update of the Federal Identity Program, which will contain precise guidelines on the layout and content of federal government Internet sites.
- The development and distribution of bookmarks with the Office of the Commissioner's Web site address made it possible to inform clients of the move of the headquarters office in 1997.

OTHER

- Some of the planned activities in last year's Part III were not carried out, for example, the follow-up on the study *A Blueprint For Action: Implementing Part VII of the Official Languages Act*, 1988. In accordance with the recommendations of the Standing Joint Committee on Official Languages, Canadian Heritage and the Treasury Board Secretariat signed an agreement setting out their respective roles in implementing Part VII of the *Act*. We are awaiting the concrete results of this collaboration before evaluating the situation again. In addition, it was impossible to conduct the Study of Factors Influencing the Use of the Mother Tongue in Routine Communications in the Minority Environment because of budget cuts.

CORPORATE SERVICES

TABLE 14
FINANCIAL INFORMATION

CORPORATE SERVICES	
Planned Spending	\$1,501,000
<i>Total Authorizations</i>	<i>\$1,913,800</i>
Actual Expenditures in 1997-1998	\$1,811,100

HUMAN RESOURCES

Employment Equity

- It should be noted that OCOL developed and submitted to the TBS its first *Employment Equity Plan*. Subsequently, the Employment Equity Committee, chaired by a manager other than the Director of Human Resources, was established and held regular meetings. Employees and managers therefore now have an official forum in which they can discuss issues related to employment equity and make sure that the subject receives all due attention.
- With regard to representation, analysis of the staff shows that, in the case of women and Aboriginal persons, internal representation has increased slightly and still exceeds workforce availability. The representation of persons belonging to a visible minority approximately reflects that in the rest of the federal Public Service, although it declined slightly internally compared to last year. Finally, with regard to persons with a disability, their representation internally also declined slightly, but still exceeds that in the Public Service as a whole. The three-year plan that has been developed takes the situation of the visible minorities group into account.

TABLE 15
REPRESENTATION OF EMPLOYMENT EQUITY GROUPS

As of March 31, 1998

EE Group	OCOL	Workforce Availability	Public Service Representation
<i>Aboriginal Persons</i>	3.8%	2.6%	2.5%
<i>Women</i>	59.6%	47.4%	49.4%
<i>Visible Minorities</i>	3.1%	9.0%	4.7%
<i>Persons with a Disability</i>	3.8%	4.8%	3.1%

Classification

- As is the case everywhere in the Public Service, the Office of the Commissioner initiated a project associated with the *Universal Classification Standard*. The Steering Committee was formed and held an initial project presentation and planning meeting. The presentations given to OCOL staff (including regional staff) provided all employees with information about the changes ahead. More concrete results in this regard will be presented in next year's report.

Training and Development

- Under the *Federal Public Service Youth Internship Program*, OCOL was able to offer four assignment opportunities, each for 12 months, to young Canadians. These trainees will work in administrative services, human resources and communications. This one-year experience enables the participants to acquire skills to enhance their employability, which they will need to find a job, by providing them with vital work experience.
- Training costs represented 1% of the organization's operating budget. In 1997-1998, the entire staff used 130 training days, which represents 1 day per employee. The main areas of training were: retirement preparation, labour relations, informatics and workplace health and safety.

Official Languages

- The breakdown of Anglophones and Francophones is the same as it was last year. The Office of the Commissioner therefore maintained its representation of the two linguistic groups.

FINANCE

Accountability

- The Office of the Commissioner received Treasury Board's approval for its new *Planning, Reporting and Accountability Structure*, which replaces the *Operational Planning Framework*. This exercise was of the utmost importance to OCOL because it defined the structure on which the Office of the Commissioner will have to report on its results, both financial and non-financial, in the years to come.

Program Review

- In 1997-1998, the Office of the Commissioner met the targets set under the Program Review. The table below shows the number of full-time equivalents (FTEs) eliminated, the associated salary savings and the type of plan under which employees left the Public Service.

TABLE 16
WORKFORCE REDUCTION

	FTES	SALARY SAVINGS	TOTAL
1995-1996			\$1,119,148
ERIP	11	\$890,656	
WFAD	8	\$228,492	
1996-1997			\$406,152
ERIP	6	\$362,148	
WFAD	2	\$44,004	
1997-1998			\$435,498
ERIP	4	\$205,727	
WFAD	1	\$62,271	
EETP	2	\$167,500	

INFORMATION MANAGEMENT

- The Corporate Services Branch reactivated and modernized the *Information Management Committee*. All of OCOL principal stakeholders now participate in the work of this committee, and decisions which affect all operations and directorates are now referred to the Committee and taken collectively with full awareness of the facts. This procedure ensures uniformity in major acquisitions of informatics products and services and the horizontal management and co-ordination of corporate issues. The Committee adopted the *Policy on the Use of Electronic Networks* for OCOL.

Year 2000 Readiness

- OCOL's preparedness towards Y2K compliance is pretty much complete. It is important to note however, that we do not have any Government Mission Critical systems.
- During the past year, the Office of the Commissioner of Official Languages has reviewed the entire networking infrastructure in order to identify network hardware and software products that do not fully support the compliancy issues with the year 2000 millenium bug.
- All the network hardware and software components have been either replaced or upgraded to adhere to Year 2000 compliancy. Furthermore, the Information Technology Group has already taken the initiative to upgrade all desktop computers with compliant operating systems. In partnership with the Government Telecommunications and Informatics Services (GTIS), the LAN/WAN communications infrastructure has been reviewed and upgraded accordingly. Also, network security was addressed by implementing a firewall to ensure possible hackers from intruding OCOL's networking infrastructure. At this time, all the main Office Automation (O/A) application software tools have been researched and

upgraded accordingly for the year 2000 millenium bug. In regards to the remaining O/A tools that either do not comply to the year 2000, they will be removed and replaced accordingly once replacement O/A tools are available in the marketplace.

- To ensure Year 2000 compliancy with the CIMS (Complaints Information Management System) which is the core business application and **mission critical system** in OCOL, the system's components and underlying products used to produce reports, views and database links have been reviewed. the preliminary analysis shows that one of the six databases (the recommendations database) requires enhancements to fully support the 4 digits required for the year 2000. Once the programming changes have been completed, the Information Technology Group will carry out in the fall of 1998 a proof of concept by advancing the time on our servers. The CIMS application will then be tested to the best of our abilities in real mode. Once the test results are compiled, the CIMS application will be either certified or corrective action will have to be taken to ensure the application is ready for year 2000.
- As for the Government Shared Systems listed below, we rely on PWGSC to ensure that these systems are Year 2000 compliant.

CDFS	Common Distributed Financial System
PCIS	Position Classification System
HRIS	Human Resources Information System
Online Pay	Online Pay System
SMS	Salary Management System

ADMINISTRATIVE SERVICES

Facilities Management

- The major event in this regard was undoubtedly the *move* of the Office of the Commissioner. At the request of PWGSC, the Headquarters of the Office of the Commissioner moved last October. Because of the budget cuts and space reduction requirements imposed by PWGSC, the Office of the Commissioner is now housed in a physical environment where closed space has been reduced by over 80%. In doing so, OCOL helped to optimize facilities leased by PWGSC. This exercise required a colossal amount of co-ordination, and Administrative Services carried out a great many adjustments, not only with regard to open-concept workstations, but also to meet various requests from managers, union representatives and employees.

Shared Services

- OCOL launched a *shared services* review project to identify, in co-operation with other agencies of the same size, new methods of service delivery to reduce operating costs and increase the efficiency of client service. This initiative means not only probable savings but also a wider range and greater specialization of our services.

-
- The *subject of translation* was resolved by renewal of the service agreement with the Translation Bureau. After review, the current agreement was found to meet all OCOL's needs and, in the end, means savings of time and resources compared to an agreement with private sector firms.

Document Management

- The *electronic forms* project too could not be carried out. A great many changes and improvements to the informatics system delayed introduction of the electronic forms project. The same applies to the *finance and material management system* (computerization of transactions).

IV FINANCIAL PERFORMANCE

4.1 FINANCIAL OVERVIEW

Financial Table 1 shows the share of total government resources assigned to OCOL. Of the initial planned spending (\$9,962), nearly \$737.5 was added to the budget to include the carry-over of 96-97 funds and the transfer of vote 5. These additional funds were allocated in accordance with the operational requirements of each business line, capital spending forecasts (176.0) and the increase in the reserve (102.4).

The resources obtained by OCOL were invested mainly in activities that directly affect services provided to Canadians. Nearly 83% of the funds went to the administration of complaints and investigations and to information, research and analysis, while 17% were used by Corporate Services. The reduction in the cost of services provided by other departments is essentially due to the reduction in the amount of office space assigned by PWGSC. (*Financial Table 2* and page 41.)

The expenses incurred by the Office of the Commissioner since fiscal year 95-96 decreased by nearly 10% (*Financial Table 3*), while the number of complaints investigated has continued to increase since 1993 (Table 11 - Change in Number of Complaints, page 28). The reorganization of the federal government was a major factor in this increase. Since OCOL also contributed to cost reduction measures by reducing its workforce (see Table 16), it had to find and introduce new and more efficient and effective work methods if it was to continue to focus its efforts on the quality of service provided to Canadians. The number of partnerships in which the Office of the Commissioner was involved in the last fiscal year definitely contributed to the effectiveness of its operations. Despite these efforts, the number of files to be handled at year's end increased significantly: 617 for 1997, 150 for 1996, etc. (see Table 12, page 28). This can be explained in part by the increased complexity of the files handled and management that is more focused on complaints follow-up.

Since this year, for the first time, OCOL is submitting a performance report based on the PRAS, *Financial Table 4* allows better comparison of the 97-98 financial data with that of previous years. This table shows the old and new structure and how resources have been allocated under both (see also section 3.1 of this document).

Financial Table 5 indicates, by responsibility centre, authorizations and actual costs by showing the business line to which they apply.

All other things being equal, implementation of the FIS in OCOL will no doubt enable us to manage our resources more effectively and further increase our effectiveness in providing the services we offer to Canadians and other stakeholders.

4.2 FINANCIAL SUMMARY TABLES

Financial Table 1

A. Authorities for 1997-98 (millions of dollars)

Vote		1997-98 Planned Spending	1997-98 Total Authorities	1997-98 Actual
Office of the Commissioner of Official Languages				
25	Program Expenditures	8,848.0	8,848.0	9,349.0
25a	Program Expenditures	0.0	474.0	
	Transfer from Credit 5 of the TB	0.0	261.7	
(S)	Contribution to Employee Benefit Plan	1,114.0	1,114.0	1,114.0
Total for the Commissioner's Office		9,962.0	10,697.7	10,463.0

Total authorities correspond to the Main Estimates plus all supplementary estimates and other authorities.

Excludes expenditures against Crown assets revenues which total 1.8.

Financial Table 2

Comparison of Total Planned Spending to Actual Spending (millions of dollars)

Business Lines	FTEs	Operating	Capital	Voted Grants and Contributions	Subtotal: Gross Voted Expenditures	Statutory Grants and Contributions	Total Gross Expenditures	Less: Revenue Credited to the Vote	Total Net Expenditures
Complaints and Investigations	71.0	5,149.1	0.0		5,149.1		5,149.1		5,149.1
<i>(Total Authorities)</i>	<i>71.0</i>	<i>5,905.7</i>	<i>48.7</i>	<i>–</i>	<i>5,954.4</i>	<i>–</i>	<i>5,954.4</i>	<i>–</i>	<i>5,954.4</i>
(Actuals)	74.4	5,773.4	152.2	–	5,925.6	–	5,925.6	–	5,925.6
Information, Research and Analysis	33.0	3,311.9	0.0		3,311.9		3,311.9		3,311.9
<i>(Total Authorities)</i>	<i>33.0</i>	<i>2,795.5</i>	<i>35.8</i>	<i>–</i>	<i>2,831.3</i>	<i>–</i>	<i>2,831.3</i>	<i>–</i>	<i>2,831.3</i>
(Actuals)	26.3	2,616.2	111.9	–	2,728.1	–	2,728.1	–	2,728.1
Corporate Services	22.0	1,386.0	115.0		1,501.0		1,501.0		1,501.0
<i>(Total Authorities)</i>	<i>22.0</i>	<i>1,883.3</i>	<i>30.5</i>	<i>–</i>	<i>1,913.8</i>	<i>–</i>	<i>1,913.8</i>	<i>–</i>	<i>1,913.8</i>
(Actuals)	23.7	1,715.8	95.3	–	1,811.1	–	1,811.1	–	1,811.1
Total	126.0	9,847.0	115.0	0.0	9,962.0	0.0	9,962.0	0.0	9,962.0
<i>(Total Authorities)</i>	<i>126.0</i>	<i>10,584.5</i>	<i>115.0</i>	<i>0.0</i>	<i>10,699.5</i>	<i>0.0</i>	<i>10,699.5</i>	<i>0.0</i>	<i>10,699.5</i>
(Actuals)	124.4	10,105.4	359.4	0.0	10,464.8	0.0	10,464.8	0.0	10,464.8
Other Revenues and Expenditures									
Revenue credited to the Consolidated Revenue Fund									0.0
<i>(Total Authorities)</i>									<i>(1.8)</i>
(Actuals)									(1.8)
Cost of services provided by other departments									0.0
<i>(Total Authorities)</i>									<i>1,056.0</i>
(Actuals)									1,056.0
Net Cost of Program									9,962.0
<i>(Total Authorities)</i>									<i>10,697.7</i>
(Actuals)									11,519.0

Note: Numbers in normal font correspond to planned spending (Part II of 1997-98 Main Estimates)
 Numbers in italics correspond Total Authorities for 1997-98 (main and supplementary estimates and other authorities).
 Bolded numbers correspond actual expenditures/revenues in 1997-98.

Financial Table 3

Historical Comparison of Total Planned Spending to Actual Spending (millions of dollars)

Business Lines	Actual 1995-96	Actual 1996-97	Planned Spending 1997-98	Total Authorities 1997-98	Actual 1997-98
Complaints and Investigations	5,844.3	5,757.3	5,149.1	5,954.4	5,925.6
Information, Research and Analysis	3,914.7	3,128.0	3,311.9	2,831.3	2,728.1
Corporate Services	1,772.4	1,740.4	1,501.0	1,913.8	1,811.1
Total Spending	11,531.4	10,625.7	9,962.0	10,699.5	10,464.8

Financial Table 4

Crosswalk between Old and New Structure

– Planned Spending –

Old Structure	New Structure			Old Structure		
	Complaints and Investigations	Information, Research and Analysis	Corporate Services	Total (\$\$\$)	FTEs	% of Total
Policy Branch		854.0		854.0	11.0	8.6%
Investigations Branch	2,806.0			2,806.0	41.0	28.2%
Corporate Services Branch			1,501.0	1,501.0	22.0	15.1%
Legal Services Branch	481.0			481.0	5.0	4.8%
Communications Branch		1,179.0		1,179.0	13.0	11.8%
Corporate Secretariat and Regional Operations Branch	1,862.1	1,278.9		3,141.0	34.0	31.5%
New Structure Total (\$\$\$)	5,149.1	3,311.9	1,501.0	9,962.0		
FTEs	71.0	33.0	22.0		126.0	
% of Total	51.7%	33.2%	15.1%			100.0%

– Actual –

Old Structure	New Structure			Old Structure		
	Complaints and Investigations	Information, Research and Analysis	Corporate Services	Total (\$\$\$)	FTEs	% of Total
Policy Branch		1,007.4		1,007.4	10.2	9.6%
Investigations Branch	3,217.1			3,217.1	41.0	30.7%
Corporate Services Branch			1,811.1	1,811.1	23.7	17.3%
Legal Services Branch	718.8			718.8	6.3	6.9%
Communications Branch		629.1		629.1	6.2	6.0%
Corporate Secretariat and Regional Operations Branch	1,989.7	1,091.6		3,081.3	37.0	29.4%
New Structure Total (\$\$\$)	5,925.6	2,728.1	1,811.1	10,464.8		
FTEs	74.4	26.3	23.7		124.4	
% of Total	56.6%	26.1%	17.3%			100.0%

Financial Table 5

Resource Requirements by Organization and Business Line (\$ millions)

Organisation	Business Lines			TOTALS
	Complaints and Investigations	Information, Research and Analysis	Corporate Services	
Policy Branch		854.0		854.0
<i>(Total Authorities)</i>		<i>1,028.3</i>		<i>1,028.3</i>
(Actuals)		1,007.4		1,007.4
Investigations Branch	2,806.0			2,806.0
<i>(Total Authorities)</i>	<i>3,259.4</i>			<i>3,259.4</i>
(Actuals)	3,217.1			3,217.1
Corporate Services Branch			1,501.0	1,501.0
<i>(Total Authorities)</i>			<i>1,913.8</i>	<i>1,913.8</i>
(Actuals)			1,811.1	1,811.1
Legal Services Branch	481.0			481.0
<i>(Total Authorities)</i>	<i>784.8</i>			<i>784.8</i>
(Actuals)	718.8			718.8
Corporate Secretariat and Regional Operations	1,862.1	2,457.9		4,320.0
<i>(Total Authorities)</i>	<i>1,910.1</i>	<i>1,803.0</i>		<i>3,713.1</i>
(Actuals)	1,989.7	1,720.7		3,710.4
TOTALS	5,149.1	3,311.9	1,501.0	9,962.0
<i>(Total Authorities)</i>	<i>5,954.3</i>	<i>2,831.3</i>	<i>1,913.8</i>	<i>10,699.4</i>
(Actuals)	5,925.6	2,728.1	1,811.1	10,464.8
% of TOTAL	55.6%	26.1%	17.3	100.0%

Note: Numbers in normal font correspond to planned spending (Part III of 1997-98 Main Estimates).
 Numbers in italics correspond Total Authorities for 1997-98 (main and supplementary estimates and other authorities).
 Bolded numbers correspond actual expenditures/revenues in 1997-98.

Financial Table 6

Revenues to the Vote

Does not apply to the Office of the Commissioner of Official Languages.

Financial Table 7

Revenues Credited to the Consolidated Revenue Fund (\$ millions)

Business Lines	Actual 1995-96	Actual 1996-97	Planned Spending 1997-98	Total Authorities 1997-98	Actual 1997-98
Complaints and Investigations			0	0	0
Information, Research and Analysis			0	0	0
Corporate Services			0	0	0
Sub total	0	0	0	0	0
Unplanned		15.8	0	0	3.1
Total Revenues Credited to the CRF	0	15.8	0	0	3.1

Financial Table 8

Statutory Payments

Does not apply to the Office of the Commissioner of Official Languages.

Financial Table 9

Transfer Payments

Does not apply to the Office of the Commissioner of Official Languages.

Financial Table 10

Capital Spending by Business Line

Does not apply to the Office of the Commissioner of Official Languages.

Financial Table 11

Capital Projects

Does not apply to the Office of the Commissioner of Official Languages.

Financial Table 12

Status of Major Crown Projects

Does not apply to the Office of the Commissioner of Official Languages.

Financial Table 13

Loans, Investments and Advances

Does not apply to the Office of the Commissioner of Official Languages.

Financial Table 14

Revolving Fund Financial Summaries

Does not apply to the Office of the Commissioner of Official Languages.

Financial Table 15

Contingent Liabilities

Does not apply to the Office of the Commissioner of Official Languages.

V CONSOLIDATED REPORTING

Does not apply to the Office of the Commissioner of Official Languages

VI OTHER INFORMATION

1 Contacts For Further Information and Web Site

HEADQUARTERS		
344 Slater Street	General Information	(613) 996-6368
Ottawa, Ontario K1A 0T8	Fax	(613) 993-5082
World Wide Web	Complaints	(613) 992-LANG
http://ocol-clo.gc.ca		(613) 992- 5264
Internet Address		
ocolo@synapse.net		

COMPLAINTS & INVESTIGATIONS		INFORMATION RESEARCH & ANALYSIS	CORPORATE SERVICES
Michel Robichaud Director general Investigations Tel.: (613) 995-9070 Fax: (613) 943-0451 Email: <i>michel.robichaud@ocol-clo.gc.ca</i>	Richard Tardif Director Legal Services Tel.: (613) 995-9069 Fax: (613) 996-9671 Email: <i>richard.tardif@ocol-clo.gc.ca</i>	G�rard Finn Director general Policy Tel.: (613) 995-1065 Fax: (613) 953-5082 Email: <i>gerard.finn@ocol-clo.gc.ca</i>	Marie Bergeron Director Corporate Services Tel.: (613) 947-5598 Fax: (613) 947-4751 Email: <i>marie.bergeron@ocol-clo.gc.ca</i>
Monique Matza Executive Director Corporate Secretariat and Regional Operations Tel.: (613) 996-6518 Fax: (613) 943-2255 Email: <i>monique.matza@ocol-clo.gc.ca</i>			

COMMISSIONER'S REPRESENTATIVES IN THE REGIONS		
ATLANTIC	QUEBEC	ONTARIO
Jeanne Renault Heritage Court 3rd Floor, Room 303 95 Foundry Street MONCTON , New Brunswick E1C 5H7 Telephone: (506) 851-6994 1-800-561-7109 Fax: (506) 851-7046 Email: <i>jeanne.renault@ocol-clo.gc.ca</i>	Eva Ludwig 800 Victoria Square 42nd Floor, Room 4204 P.O. Box 373 MONTREAL , Quebec H4Z 1J2 Telephone: (514) 283-4996 1-800-363-0628 Fax: (514) 283-6677 Email: <i>eva.ludwig@ocol-clo.gc.ca</i>	Karsten Kaemling 1 Dundas Street West Room 2410 P.O. Box 24 TORONTO , Ontario M5G 1Z3 Telephone: (416) 973-1903 1-800-387-0635 Fax: (416) 973-1906 Email: <i>karsten.kaemling@ocol-clo.gc.ca</i>
MANITOBA & SASKATCHEWAN	ALBERTA, BRITISH COLUMBIA, NORTHWEST TERRITORIES & YUKON	
G�rard Gagnon Centre-Ville Building 2nd Floor, Room 200 131 Provencher Boulevard WINNIPEG , Manitoba R2H 0G2 Telephone: (204) 983-2111 1-800-665-8731 Fac: (204) 983-7801 Email: <i>gerard.gagnon@ocol-clo.gc.ca</i>	Deni Lorieau 10055 106th Street Room 620 EDMONTON , Alberta T5J 2Y2 Telephone: (403) 495-3111 1-800-661-3642 Fax: (403) 495-4094 Email: <i>deni.lorieau@ocol-clo.gc.ca</i>	

2 Legislation and Associated Regulations Administered by the Office of the Commissioner of Official Languages

The Commissioner has sole responsibility to Parliament for the following Act and Associated Regulations

<i>Official Languages Act</i>	R.S.C. (1985), c.31 (4th Supp.)
<i>Official Languages (Communications with and Services to the Public) Regulations</i>	SOR/92-48

3 Statutory Annual Report

The Commissioner is required by the *Act* to table an annual report to Parliament. This report is available from the offices of the Commissioner or via the Internet at the following address: <http://ocol-clo.gc.ca>

APPENDIX A












PUBLICATIONS DISTRIBUTED IN 1997-98

☎ available on Internet : <http://ocol-clo.gc.ca>

☎ telephone orders

☎ postal orders

TITLE	DESCRIPTION	AUDIENCE	VOLUME
PUBLICATIONS			
<i>Annual Report 1997</i>		☎ General Public	9,204
<i>Impact of Government Transformations on the Official Languages Program in Canada</i>	Annual Report	☎ General Public	3,781
<i>Language Rights in 1997</i>	Annual Report	☎ General Public	991
<i>The Official Languages Act, 1988</i>	Complete text of the Act	☎ General Public	1,597
<i>The Equitable Use of English and French before the Courts in Canada</i>		☎ General Public	89
<i>Language Rights and the Court Challenges Program – A Review of its Accomplishments and Impact of its Abolition</i>		☎ General Public	3
<i>The Principles of Individual Choice and Territoriality in the Implementation of Language Rights</i>		☎ General Public	51
<i>Our Two Official Languages Over Time</i>	Historical overview - 1867 to 1994	☎ General Public	1,096
<i>A Chronicle of the Office of the Commissioner of Official Languages, 1970-91</i>	Role and development from the beginnings to 1991	☎ General Public	31
<i>Official Language Minority Education Rights in Canada: From Instruction to Management</i>		☎ General Public	78
PAMPHLETS			
At Your Service! – Official Languages Regulations		☎☎ General Public	564
Let the Commissioner Know!	Mission of the Commissioner	☎☎ General Public	3 254
BROCHURES			
<i>Official Languages Act, 1988: Synopsis</i>		☎☎ General Public	326
Court remedy: Towards Linguistic Justice	Steps to Follow to Apply to the Federal Court	☎☎ General Public	30
Official Languages: Basic Facts	Questions and Answers	☎☎ General Public	1,522
The Commissioner at Your Service	Mandate and Roles of the Commissioner's Office	☎☎ General Public	2,066
PRINTED MATERIALS			
<i>Adventures in Time</i>	Fun story and activities for 10 to 11 year-olds	☎☎ Youth	9,796
<i>Talking to Each Other</i>	Resource kit for high school teachers	☎☎ Teachers	1,416
<i>English and French in the Workplace – What Federal Employees Need to Know</i>	16-page bilingual booklet	☎☎ Public servants	1,456

TITLE	DESCRIPTION	AUDIENCE	VOLUME
POSTERS			
Feathered Friends	The English and French names of a variety of North American birds 	General Public	5,241
Owls Hoot	Shows birds and animals and describes in English and French the sound each makes 	General Public	5,425
Magic Mural	Two bird-children on a street, standing in front of a magic mural		228 196
Perspective	The earth as seen from the moon 	General Public	3,603
Tradition Ethel Seath Marc-Aurèle de Foy Suzor Côte	The White Barn, Eastern Townships Retour des champs 	General Public	2,966
Vision A.J. Casson Lauren S. Harris	Anglican Church at Magnetawan Maligne Lake, Jasper Park 	General Public	2,999
Perspective Alex Colville Clarence Gagnon	To Prince Edward Island De l'église à la maison 	General Public	2,910
MISCELLANEOUS			
Infoaction Volume 4, No 1 Volume 4, No 2	June 1997  December 1997 	General Public General Public	6,261 5,783
List of articles from <i>Language and Society</i>	From 1979 to 1994 	General Public	18
Our Information Products		General Public	5,944
Bookmarks		General Public	6,771

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