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# RESULTS-BASED ACTION PLAN

for the Implementation  
of Section 41 of the  
*Official Languages Act*

2010 – 2014

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## 1 — Introduction

The Department of Human Resources and Skills Development Canada has a broad mandate that is delivered through three business lines. These include policies and programs that support human resources and skills development, the delivery of Government of Canada programs and services to citizens through Service Canada, and the application of labour laws and policies in federally regulated workplaces through the Labour Program. Its mission is to build a stronger and more competitive Canada, to support Canadians in making choices that help them live productive and rewarding lives, and to improve Canadians' quality of life.

In the design, development and delivery of the departmental programs and services, the Department is committed to enhancing the vitality of official language minority communities (OLMCs), supporting their development, and promoting English and French across Canada.

As a designated federal institution under the 1994 Accountability Framework for Official Languages, the Department remains committed to creating results through its application of the *Official Languages Act*. The Results-Based Action Plan for the Implementation of Section 41 of the *Official Languages Act* outlines the key results, activities, outputs and performance indicators planned for each of the following categories: awareness, consultation, communications, coordination and liaison, and accountability. The Action Plan builds on recent achievements during the period of the previous Results-Based Action Plan (2007–2010), such as the development and rollout of an internal questionnaire to measure employees' knowledge of the *Official Languages Act* and the establishment of ongoing formal dialogue with representatives from national official language minority communities.

This Action Plan covers the period from April 1, 2010 to March 31, 2014.

**Note:** In this document, the word *communities* refers to official language minority communities (OLMCs). The term *official language minority communities* refers to a group of persons that share a common language, English or French, distinct from the linguistic majority of the province or territory in which they live.

## 2 — Summary of Key Progress Expected During the Period Covered by the Action Plan

The Department will build on key progress achieved during the 2007–2010 Results-Based Action Plan in which dialogue sessions were established with OLMCs to gain a better understanding of their priorities and their needs. An internal questionnaire was also administered to employees of the Department to gauge their knowledge of the *Official Languages Act* (OLA). The results of this questionnaire will be used to establish baseline data to measure employees' progress, on a periodic basis, of their responsibilities under the OLA. The results of the questionnaire will be used to address any knowledge gaps and to better plan information and training sessions on official languages.

The Department will comply with its commitments regarding OLMCs by focusing on the following key activities between 2010 and 2014:

1. The Department will maintain a productive and ongoing dialogue with various stakeholders in order to take into account the priorities and needs of OLMCs.
2. The Department will disseminate relevant, up-to-date information to OLMCs regarding its programs and services using various means of communication to seek ongoing feedback from key stakeholders.
3. The Department will better inform employees and senior management regarding the departmental requirements under section 41.

The main elements in the Department's Action Plan to support the three key activities listed above are grouped according to the following six categories:

### 1. Awareness

The Department will build on best practices stemming from the previous plan in order to raise awareness among its employees of the obligations set out under section 41 of the value and importance of taking into account the reality of OLMCs in planning and executing departmental activities. Specifically, it will develop and put into action a revitalized strategy on departmental information sessions on the OLA to respond to the results of the internal questionnaire on official languages undertaken in January 2010.

### 2. Consultation

Human Resources and Skills Development Canada (HRSDC) recognizes the importance of consulting OLMCs on a regular basis. These dialogue sessions will continue to improve communications, mutual understanding and ensure the community views, needs and priorities are considered in the development of departmental policies, programs and services. HRSDC will build on best practices stemming from the previous plan in order to engage OLMCs in ongoing dialogue sessions and forums that provide opportunities to share information and ideas on the unique challenges in these communities.

### 3. Communications

The Department will continue to showcase its programs and services to OLMCs and its members. To this end, the Department will reach out to OLMCs by creating a Web site of interest to OLMCs with information about departmental programs and services.

### 4. Coordination and Liaison

HRSDC will continue its involvement in various interdepartmental forums and committees on official languages to advance linguistic duality and the needs and priorities of OLMCs that relate to the departmental mandate.

The Department will encourage dialogue and exchange of information and best practices among all its areas responsible for official languages, including strategic policy and research groups.

### 5. Funding and Program Delivery

The Department will continue to implement the four departmental initiatives under the Roadmap for Canada's Linguistic Duality, 2008–2013: Acting for the Future in support of OLMCs.

## **6. Accountability**

The Department will apply a section 41 lens when policies, strategies and programs are created or renewed to consistently assess and improve departmental initiatives of relevance to section 41. The Office of Coordination and Accountability for the Implementation of Part VII of the OLA will work closely with the Department's branches and regions to collect performance data on the execution of this Action Plan on an annual basis.

### 3 — Detailed Action Plan

#### 3.1 — Awareness (internal activities)

Training, information, orientation, awareness-raising and communication activities, etc., conducted **internally** to raise awareness of linguistic duality and the priorities of official language minority communities (OLMCs) among the federal institution’s employees and senior managers; performance contracts for senior managers and recognition programs; taking the viewpoint of OLMCs into consideration in conducting internal research, studies and investigations.

#### Expected result

Introduction of a lasting change in the federal institution’s organizational culture. All employees and managers are aware of and understand their responsibilities regarding section 41 of the *Official Languages Act (OLA)* and official language minority communities.

Planned activities to achieve the expected result	Expected outputs	Indicators to measure the expected result
<p>What activities will be carried out during the period? What will be done?</p>	<p>What products or services will the activities carried out during the period yield?</p>	<p>What information will be used to show progress towards the achievement of the above-mentioned result? How can the change be demonstrated and measured?</p>
<p>The Department will continue to promote section 41 of the OLA in order to support OLMCs, and will publicize the various tools, guides, reports and newsletters (such as Canadian Heritage’s <i>Bulletin 41–42</i>) about OLA Part VII to the Department’s employees and managers.</p>	<ul style="list-style-type: none"> <li>• Targeted awareness-building activities and documents directed to HRSDC executives, managers and employees in areas of most relevance to the needs of OLMCs.</li> <li>• Messages sent via the headquarters and regional official language champions of the institution’s obligations and initiatives taken and results achieved.</li> <li>• Messages sent by the departmental Part VII coordinator to the Part VII Coordinators’ Network for distribution in each branch/region.</li> <li>• Launch and maintenance of a regional intranet site that will include information on Newfoundland and Labrador (N. L.) Region’s OL priorities, national and regional action plans, language resources, roles and responsibilities links to N.L. Francophone community Web sites, etc.</li> <li>• Directors in the N.L. Region will ensure that awareness of OL is communicated in general staff meetings and leadership meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Level of awareness and knowledge of the employees and management related to the implementation of section 41 of the OLA (Strategic Policy and Research Branch to conduct a departmental survey).</li> <li>• Degree of staff satisfaction rate who access the site through evaluation sheets and participants’ comments.</li> </ul>



Planned activities to achieve the expected result	Expected outputs	Indicators to measure the expected result
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The Department will develop and implement a strategy for information and training sessions on the OLA that responds to the results of the internal questionnaire on official languages.	<ul style="list-style-type: none"> <li>• Development and implementation of new strategy on information and training sessions.</li> <li>• Information sessions to new employees and documentation on section 41 of the OLA in the orientation material distributed to new employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Change in level of awareness of employees in questionnaire to be conducted in 2013 compared to 2010 questionnaire results.</li> <li>• Change in the number of information sessions held, number of participants and satisfaction rate of participants assessed through evaluation forms.</li> </ul>
The Official Languages Champion and/or Co-Champion will regularly inform the executive committee of the responsibilities and initiatives that relate to the implementation of section 41.	<ul style="list-style-type: none"> <li>• Presentations to senior management.</li> </ul>	<ul style="list-style-type: none"> <li>• Change in level of awareness of senior executives in questionnaire to be conducted in 2013.</li> </ul>
Every year, the Department will participate in activities held as part of Linguistic Duality Week and <i>Les Rendez-vous de la Francophonie</i> and will also organize its own events in connection with Parts IV, V and VI of the OLA to raise employee awareness of the importance of linguistic duality in Canada and official languages in general.	<ul style="list-style-type: none"> <li>• Events during Linguistic Duality Week and <i>Les Rendez-vous de la Francophonie</i>.</li> </ul>	<ul style="list-style-type: none"> <li>• Employees' participation level at <i>Les Rendez-vous de la Francophonie</i> and the Linguistic Duality Week.</li> </ul>
<p>The Department will continue raising employee awareness about incorporating official language activities into:</p> <ul style="list-style-type: none"> <li>• Process for preparing Memoranda to Cabinet (MCs) and Treasury Board (TB) submissions.</li> <li>• Policy/program development and implementation.</li> <li>• Processes related to grants and contributions and to due diligence in connection with projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Recommendations from the OLA section 41 team included in MCs, TB submissions, policy/programs grants and contributions programs and service delivery.</li> <li>• Development of standard wording on official languages to be implemented in grants and contributions programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Percent to which OLA section 41 team recommendations are accepted in the development and implementation of the Department's policies and programs (based on review of MCs and TB submissions).</li> </ul>

Planned activities to achieve the expected result	Expected outputs	Indicators to measure the expected result
What activities will be carried out during the period? What will be done?	What products or services will the activities carried out during the period yield?	What information will be used to show progress towards the achievement of the above-mentioned result? How can the change be demonstrated and measured?
The Department will undertake in 2013 an internal questionnaire to measure departmental employees' knowledge of the OLA and compare results from the 2010 questionnaire.	<ul style="list-style-type: none"> <li>• Internal questionnaire on OLA.</li> <li>• Baseline data on employees' knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>• Level of awareness/improvement compared with 2010 results of same internal questionnaire.</li> </ul>
Legal Services will organize presentations on key legal cases and issues relating to the implementation of Part VII as they evolve over the 2010–2014 period.	<ul style="list-style-type: none"> <li>• Ongoing presentations, including to the Legal Issues Management Committee.</li> <li>• Legal opinions.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of presentations.</li> </ul>
The Maritime Region will share the profiles of the Francophone and Acadian communities for each province with managers on an annual basis. Other communication products such as OL News Bulletins will be shared with all employees.	<ul style="list-style-type: none"> <li>• Distribution of bilingual profiles for New Brunswick, Nova Scotia and Prince Edward Island.</li> <li>• Communication products shared.</li> </ul>	<ul style="list-style-type: none"> <li>• Use of profiles by staff to increase their knowledge on OLMCs.</li> <li>• Number of emails sent to employees and types of documents posted on bulletin boards to create awareness.</li> </ul>
The Maritime Region will inform employees, managers and directors of the 2014 World Acadian Congress which will be held in Madawaska County (NB), Maine (USA), and Témiscouata (Qc) and will contribute to this event through employee participation.	<ul style="list-style-type: none"> <li>• Information sent regarding Web sites, events and announcements.</li> <li>• Employees will be scheduled to work at the Canadian Pavillion.</li> </ul>	<ul style="list-style-type: none"> <li>• Number and type of documents of information sent to create awareness.</li> <li>• Number of staff at the Canadian Pavillion.</li> </ul>
The Quebec Region will promote a learning policy focused on official languages for managers and employees in order to better serve clients.	<ul style="list-style-type: none"> <li>• Training sessions on the OLA offered to employees via the Service Canada College's Service Excellence Program.</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance and feedback from employees who attended training sessions on official languages.</li> <li>• Satisfaction rate of employees.</li> </ul>
The Quebec Region and its Human Resources Branch will share recruitment opportunities open to the public with OLMCs.	<ul style="list-style-type: none"> <li>• Forwarding of Weblinks to current job postings for Service Canada advertised through the Public Service Commission Web site.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of external job postings advertised within the Quebec Region through the Public Service Commission Web site sent to the QCGN and CEDEC.</li> </ul>
The Ontario Region will continue to emphasize learning and awareness activities for all parts of the OLA.	<ul style="list-style-type: none"> <li>• Regular communiqués to staff.</li> <li>• Targeted awareness-building activities in areas of most relevance to the needs of OLMCs.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of general and targeted activities, level of participation and participants' comments.</li> </ul>

3.2 — **Consultation** (sharing of ideas and information with OLMCs)

Activities (e.g. committees, discussions, meetings) that enable the federal institution to consult, hold discussions and exchange with OLMCs with a view to identifying their needs and priorities or understanding the possible impact on their development; activities (e.g. round tables, working groups) aimed at exploring opportunities for cooperation within the federal institution's current mandate or through the development of a new program or policy; participation in consultations with OLMCs coordinated by other government bodies; consultation of OLMCs by regional offices to determine their concerns and needs.

**Expected result**

Establishment of lasting links between the federal institution and official language minority communities, and understanding of respective needs and mandates.

Planned activities to achieve the expected result	Expected outputs	Indicators to measure the expected result
What activities will be carried out during the period? What will be done?	What products or services will the activities carried out during the period yield?	What information will be used to show progress towards the achievement of the above-mentioned result? How can the change be demonstrated and measured?
The Department will prepare a departmental plan for ongoing dialogue with OLMCs.	<ul style="list-style-type: none"> <li>• Annual dialogue sessions with OLMCs to determine their priorities and needs and identify potential opportunities for action in areas related to HRSDC's mandate and priorities.</li> <li>• OLMCs are informed of new programs or initiatives developed by HRSDC.</li> </ul>	<ul style="list-style-type: none"> <li>• OLMC degree of satisfaction with the outcome of dialogues and discussions, measured by meeting evaluation forms and participants' comments.</li> </ul>
The Department will consult informally with OLMCs on their needs and priorities through networking events and/or activities that they host throughout the year and will take them into account wherever possible, into the development and implementation of its policies, programs and services.	<ul style="list-style-type: none"> <li>• OLMCs are consulted on a regular basis.</li> <li>• OLMC representatives participate in various consultation activities on disability, community, homelessness and seniors' issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriateness and effectiveness of consultation approaches, as measured by number of consultations, number of participants, evaluation forms and participants' comments.</li> </ul>
The Department will attend community meetings/dialogues, including consultations led by other departments that bring together national stakeholders in a given sphere and/or region of the country (e.g. National Committee of Economic Development and Employability, National Human Resources Development Committee for the English Linguistic Minority of Quebec whom have an annual meeting which the Department will attend).	<ul style="list-style-type: none"> <li>• Meetings with OLMC representatives.</li> <li>• Participation in and support for committees, round tables and meetings where OLMCs are consulted on their priorities and needs.</li> <li>• Communication of the Department's point of view and opportunities for action in discussions among all federal government stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Degree of understanding of the respective needs and mandates.</li> <li>• Nature of the follow-up activities conducted by the Department.</li> </ul>

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What activities will be carried out during the period? What will be done?	What products or services will the activities carried out during the period yield?	What information will be used to show progress towards the achievement of the above-mentioned result? How can the change be demonstrated and measured?
<p>The Foreign Credential Recognition Program and its stakeholder relations activities will take into account OLMC requirements and will continue to participate, at the request of OLMCs, in information meetings concerning recognition of foreign credentials and integration of immigrants in the Canadian labour market.</p>	<ul style="list-style-type: none"> <li>• Ongoing dialogue with OLMCs on the Foreign Credential Recognition Program.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of meetings with OLMCs.</li> <li>• Ongoing feedback from OLMCs on progress in responding to their needs in program and policy implementation.</li> </ul>
<p>As the Centre of Expertise on Grants and Contributions develops and implements its stakeholder engagement strategy in response to grants and contributions modernization, it will ensure that OLMCs' needs are represented and understood.</p>	<ul style="list-style-type: none"> <li>• Improved engagement strategy resulting from enhanced participation from OLMCs.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder engagement strategy for grants and contributions includes OLMCs.</li> </ul>
<p>The Quebec regional office will continue to encourage the participation of English OLMCs at special events.</p>	<ul style="list-style-type: none"> <li>• Interaction with the community and government partners via the Senior Development Officers and other community partners.</li> <li>• Invite OLMCs to participate on the <i>Table de concertation</i>.</li> <li>• Partnerships between OLMC stakeholders and other private sector and regional organizations.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of special events to which OLMCs have been invited.</li> <li>• Degree of satisfaction of OLMCs with special events, as assessed through evaluation forms and/or participants' comments.</li> </ul>
<p>The Quebec Region will continue to meet and consult regularly with OLMCs when implementing its official languages services, policies and new points of services.</p>	<ul style="list-style-type: none"> <li>• Regular and informal meetings with regional and local OLMC organizations that address and resolve specific issues.</li> <li>• Access to Service Canada Centres services and programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of English OLMCs consulted at least once each year.</li> <li>• Relevance and effectiveness of consultations, as measured by the number of participants, evaluation forms and participants' comments.</li> </ul>

<b>Planned activities to achieve the expected result</b>	<b>Expected outputs</b>	<b>Indicators to measure the expected result</b>
What activities will be carried out during the period? What will be done?	What products or services will the activities carried out during the period yield?	What information will be used to show progress towards the achievement of the above-mentioned result? How can the change be demonstrated and measured?
<p>The Senior Development Officers in the Service Canada Centres from the Quebec Region will continue to invite OLMCs to information sessions and consultations on new programs and services.</p>	<ul style="list-style-type: none"> <li>• Management Committee encourages and promotes service delivery measures to provide improved service to OLMCs within the Region.</li> <li>• Measures to improve services to English OLMCs.</li> <li>• Liaison between the Senior Development Officers and OLMCs.</li> <li>• Activities with OLMCs relating to community development.</li> </ul>	<ul style="list-style-type: none"> <li>• Measures implemented to improve services and activities relating to community development with OLMCs.</li> <li>• Feedback from OLMCs on new programs and services.</li> </ul>
<p>The Ontario Region will continue to undertake targeted official language consultations in support of OLMCs.</p>	<ul style="list-style-type: none"> <li>• Regional and local level consultations for engaging Francophone organizations for each of the 11 service areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Degree of satisfaction of OLMCs with consultation processes as assessed through meeting feedback and participants' comments.</li> </ul>
<p>In Alberta, Service Canada will participate in federal-community meetings to discuss projects jointly identified during annual meetings.</p>	<ul style="list-style-type: none"> <li>• Federal-community committees will be established to work on projects that promote linguistic duality in Alberta and enhance the vitality of Alberta's Francophones.</li> </ul>	<ul style="list-style-type: none"> <li>• Change in the number of joint projects carried out.</li> </ul>
<p>The British Columbia, Alberta, Territories Region will continue to build on the progress made on bilingual service delivery during the 2010 Olympic Games and will pursue discussions with <i>Collège Éducentre</i> and other OLMC partners to continue to build French language capacity within Service Canada.</p>	<ul style="list-style-type: none"> <li>• Continue to work in partnership with <i>Collège Éducentre</i> and other OLMC partners in order to support an ongoing French language capacity development, including recruitment and retention initiatives.</li> <li>• Increase integration of linguistic duality into the workplace and into service proficiency.</li> </ul>	<ul style="list-style-type: none"> <li>• Change in the number of meetings held with OLMC partners.</li> <li>• Change in the number/percentage of bilingual positions.</li> <li>• Change in the number/percentage of bilingual leadership positions.</li> </ul>

**3.3 — Communications** (transmission of information to OLMCs)

External communications activities aimed at informing OLMCs of the federal institution’s activities, programs and policies, and promoting the bilingual character of Canada; inclusion of OLMCs in all information and distribution lists; use of the federal institution’s Web site to communicate with OLMCs.

**Expected result**

The culture of official language minority communities reflects an extensive understanding of the federal institution’s mandate. They receive up-to-date and relevant information about the federal institution’s programs and services.

Planned activities to achieve the expected result	Expected outputs	Indicators to measure the expected result
What activities will be carried out during the period? What will be done?	What products or services will the activities carried out during the period yield?	What information will be used to show progress towards the achievement of the above-mentioned result? How can the change be demonstrated and measured?
The Department will develop and implement a communications approach to inform OLMCs of departmental activities, programs and policies.	<ul style="list-style-type: none"> <li>• Integrated communications approach.</li> </ul>	<ul style="list-style-type: none"> <li>• Communications approach developed and implemented.</li> <li>• Regular dissemination of information on departmental activities, policies, strategies and programs to OLMCs.</li> </ul>
The Department will launch and maintain a Web site accessible to the public on official languages and post information, including details of projects funded under the Roadmap.	<ul style="list-style-type: none"> <li>• Production of information for the Web site.</li> <li>• OLMCs informed of important events, announcements, activities, published reports, adoption or review of policies, programs or services.</li> </ul>	<ul style="list-style-type: none"> <li>• Frequency of updates to the Department’s Web site to reflect OLMC interests and comments.</li> <li>• Number of visits to Web site; number and nature of resulting enquiries and suggestions.</li> </ul>
The Department will organize information sessions in various regions to inform OLMCs of Service Canada programs and services.	<ul style="list-style-type: none"> <li>• Information sessions.</li> <li>• Presentation materials.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of sessions and participants.</li> <li>• Level of satisfaction from OLMCs.</li> </ul>
Income Security and Social Development Branch will give presentations to OLMC representatives on its programs such as pre-retirement seminars.	<ul style="list-style-type: none"> <li>• Presentations to OLMCs.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of branch presentations to OLMCs.</li> <li>• Volume of comments received from OLMCs on quality and usefulness of presentations.</li> </ul>



Planned activities to achieve the expected result	Expected outputs	Indicators to measure the expected result
What activities will be carried out during the period? What will be done?	What products or services will the activities carried out during the period yield?	What information will be used to show progress towards the achievement of the above-mentioned result? How can the change be demonstrated and measured?
<p>The ongoing focus testing and surveying of clients of Canada Student Loans Program's (CSLP) Web-based communications will assess needs and requirements of clients, including those in OLMCs, to ensure that their needs and requirements are met.</p>	<ul style="list-style-type: none"> <li>• Dissemination to OLMCs of up-to-date information about the CSLP programs and services through various means and vehicles of communication in the language of their choice.</li> </ul>	<ul style="list-style-type: none"> <li>• Participation rate of eligible individuals or organizations from OLMCs in the CSLP compared with the participation rate of similar majority-language communities.</li> </ul>
<p>The Canada Education Savings Program (CESP) will target low to middle income Canadians, including OLMCs, by mail-outs, public announcements, information booths and attendance at various trade shows in both official languages.</p>	<ul style="list-style-type: none"> <li>• Mail-outs, public announcements, information booths and attendance at various trade shows.</li> <li>• Access to CESP information is facilitated through the HRSDC and CanLearn Web sites.</li> <li>• In collaboration with Service Canada, distribute CESP publications and contribute to awareness activities concerning education savings incentives across Canada.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of information products distributed to low and middle income families, including OLMCs, to inform them about the Canada Learning Bond and the Canada Education Savings Grant.</li> <li>• Level of change in number of the Canada Learning Bond applications in the six month period after mail-outs, including those from OLMCs.</li> </ul>
<p>In the British Columbia, Alberta, Territories Region, area directors of citizen services will ensure that bilingual representatives meet with Francophone organizations to discuss Service Canada services and programs. Other business lines will participate as needed.</p>	<ul style="list-style-type: none"> <li>• Distribution of Service Canada brochures or other relevant information.</li> <li>• Increased knowledge of Service Canada programs and services and potential areas of partnership collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of meetings.</li> <li>• Volume of comments received from OLMCs.</li> <li>• Feedback on French language service delivery.</li> </ul>
<p>The Quebec Region will update its communication plan to target OLMCs with respect to new programs and services on an annual basis.</p>	<ul style="list-style-type: none"> <li>• Presentations and distribution of media material (<i>Bulletin 41–42</i>).</li> <li>• Verbal and written announcements (i.e. new programs).</li> </ul>	<ul style="list-style-type: none"> <li>• Results for service quality indicators.</li> <li>• Change in the number of requests received and amount of funding for English-speaking communities.</li> </ul>
<p>The senior development officers in the Quebec Region will continue to have ongoing communication with OLMCs and will make available socio-economic profiles of their respective regions and OLMCs.</p>	<ul style="list-style-type: none"> <li>• Monthly communication between the senior development officers and OLMCs.</li> </ul>	<ul style="list-style-type: none"> <li>• Change in the number of OLMC clients requesting and receiving funding for community projects through Service Canada's programs.</li> <li>• Level of satisfaction of OLMCs with socio-economic profiles of their Region.</li> </ul>

**3.4 — Coordination and Liaison** (does not include funding – internal coordination and liaison with other government institutions)

Coordination activities (research, studies, meetings, etc.) conducted by the federal institution itself, with other federal institutions or other levels of government; participation in activities organized by other federal institutions, other levels of government, etc.; participation of official languages champions, national and regional coordinators, etc., in various government forums.

**Expected result**

Cooperation with multiple partners to enhance official language minority community development and vitality, and to share best practices.

Planned activities to achieve the expected result	Expected outputs	Indicators to measure the expected result
<p>What activities will be carried out during the period? What will be done?</p>	<p>What products or services will the activities carried out during the period yield?</p>	<p>What information will be used to show progress towards the achievement of the above-mentioned result? How can the change be demonstrated and measured?</p>
<p>The Department will continue participating in various intradepartmental and interdepartmental seminars and committees affecting OLMCs in order to promote their development. The Department will participate in the following committees:</p> <ul style="list-style-type: none"> <li>• Committee of Assistant Deputy Ministers on Official Languages;</li> <li>• Interdepartmental Policy Committee;</li> <li>• Interdepartmental Management Committee for the Official Languages Program;</li> <li>• Coordinating Committee on Official Languages Research;</li> <li>• Citizenship and Immigration Canada Steering Committee for the Integration of Francophone Immigrants in OLMCs;</li> <li>• Network of Departmental Official Languages Champions;</li> <li>• National Coordinators' Network Responsible for Implementing Section 41 of the OLA;</li> </ul>	<ul style="list-style-type: none"> <li>• Interdepartmental meetings held, relationships established with public- and private-sector players.</li> <li>• Information collected on best practices in implementation of section 41 of the Act.</li> <li>• Contribution made to development of tools, under the leadership of Canadian Heritage, to help departmental employees meet their obligations under the OLA.</li> </ul>	<ul style="list-style-type: none"> <li>• Level of HRSDC's involvement in interdepartmental and intradepartmental forums, meetings, etc.</li> <li>• Exchange of information on OLMC issues among departments.</li> <li>• Effective cooperation and sharing of information (determined by adoption of best practices).</li> </ul>



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What activities will be carried out during the period? What will be done?	What products or services will the activities carried out during the period yield?	What information will be used to show progress towards the achievement of the above-mentioned result? How can the change be demonstrated and measured?
<ul style="list-style-type: none"> <li>• Government tables relating to the National Committee on Economic Development and Employability of OLMCs;</li> <li>• Maritime Official Language Coordinating Group;</li> <li>• Official Languages Committee of the Federal Council in departmental regions;</li> <li>• N.L. Region's <i>Comité d'orientation aux affaires francophones</i> and <i>Cercle de collaboration</i>;</li> <li>• N.L. Federal Council Official Languages Committee;</li> <li>• Manitoba and Saskatchewan Interdepartmental Networks of Official Languages Coordinators; and</li> <li>• Annual workshop of HRSDC coordinators for Parts IV, V, VI, VII and Section 91 of the OLA.</li> </ul>		
<p>The Enabling Fund National Committees will continue to address economic development and employability in OLMCs with other departments.</p>	<ul style="list-style-type: none"> <li>• The National Committees will take into consideration economic development and employability issues in OLMCs, and will address those issues with other federal departments.</li> </ul>	<ul style="list-style-type: none"> <li>• Minutes of National Committee meetings and type of actions taken.</li> <li>• Partnerships created with other federal departments.</li> </ul>
<p>The Department will undertake research activities on official languages that take into account needs expressed by OLMC representatives at dialogue sessions organized by the Department.</p>	<ul style="list-style-type: none"> <li>• Research projects undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>• Change in the number of research projects or analysis undertaken.</li> <li>• Degree to which OLMCs views were considered in research projects.</li> </ul>
<p>The Department will establish dialogue with strategic and/or research units to encourage the inclusion of official languages in research supported by the Department.</p>	<ul style="list-style-type: none"> <li>• Information sessions, meetings with strategic or research units.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of discussions.</li> <li>• Number of research projects that include OLMCs.</li> </ul>

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What activities will be carried out during the period? What will be done?	What products or services will the activities carried out during the period yield?	What information will be used to show progress towards the achievement of the above-mentioned result? How can the change be demonstrated and measured?
<p>The Department will continue to work on issues of common interest (e.g. immigration and labour force integration) in collaboration with other departments and OLMCs.</p>	<ul style="list-style-type: none"> <li>Partnerships created with other government departments and OLMCs.</li> </ul>	<ul style="list-style-type: none"> <li>Number of partnerships and areas of collaboration with other departments.</li> </ul>
<p>The Department will encourage dialogue, exchange of information and best practices among branches and regions responsible for implementing Part IV and Part VII of the OLA in order to develop collaborative relationships between the coordinators' committees.</p>	<ul style="list-style-type: none"> <li>Exchanges between the branches and the regions will be maintained through collaborative communication channels such as conference calls and various meetings and national workshops.</li> </ul>	<ul style="list-style-type: none"> <li>Number of best practices shared and implemented, where possible.</li> <li>Degree of understanding of coordinators' respective issues and needs based on feedback received from participants.</li> </ul>
<p>The Department will plan regular meetings of the Coordinators' Network on Part VII of the OLA to discuss planned and completed activities in support of OLMC development and best practices. As well, ongoing liaison will be maintained among members through teleconferences and emails.</p>	<ul style="list-style-type: none"> <li>Network meetings held, relationships established among various branches, Service Canada and regions.</li> <li>Information collected on best practices in implementation of section 41 of the Act.</li> </ul>	<ul style="list-style-type: none"> <li>Number and type of best practices shared and implemented.</li> </ul>
<p>Branches and regions will support, where applicable, departmental participation in ongoing networking with other federal departments and other orders of government on issues related to OLMCs:</p> <ul style="list-style-type: none"> <li>National Coordinators' Network Responsible for Implementing Section 41 of the OLA; and</li> <li>Government-wide annual events such as <i>Les Rendez-vous de la Francophonie</i>.</li> </ul>	<ul style="list-style-type: none"> <li>The branches and regions' official languages coordinators are disseminating the best practices that have been presented at various forums, retreats or at meetings of the National Coordinators' Network, responsible for Implementing Section 41 of the OLA.</li> <li>Awareness of departmental and interdepartmental activities/initiatives to enhance OLMC development.</li> <li>Better understanding of the implementation of Part VII of the OLA within branches and regions.</li> <li>Branches and regions are working with multiple partners to meet OLMCs' priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Number and type of partnerships established.</li> <li>Number of best practices shared and implemented, where possible.</li> </ul>

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What activities will be carried out during the period? What will be done?	What products or services will the activities carried out during the period yield?	What information will be used to show progress towards the achievement of the above-mentioned result? How can the change be demonstrated and measured?
The Director Generals' Official Languages Working Group members will collaborate to ensure the the OL responsibilities are led in an efficient and collaborative manner.	<ul style="list-style-type: none"> <li>• Bi-monthly meetings between the coordination groups.</li> <li>• Sharing information on OL related files.</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting records will be used to establish attendance and matters discussed.</li> <li>• Number and nature of joint activities pursued.</li> </ul>
As part of the Roadmap for Canada's Linguistic Duality 2008–2013, the Department will pursue its Child Care Pilot Research Project (CPPP) evaluating the impacts of a preschool program for Francophone children living in minority situation within six communities across Canada.	<ul style="list-style-type: none"> <li>• Acquisition and dissemination to Francophone minority communities of new knowledge on child care services to those communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Number and proportion of minority Francophone organizations to which CPPP research results are disseminated.</li> </ul>
The Official Languages champion and co-champion will increase the visibility of OL in the Department and ensure that the Department respects the Government's OL commitments and obligations.	<ul style="list-style-type: none"> <li>• Participation in executive committees and in various special events related to the champion role.</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance and feedback from OL champions at related events.</li> <li>• Change in level of awareness of executives as assessed through an official languages questionnaire.</li> </ul>
The Department will establish an Interdepartmental Research Committee on Community Economic Development (IRCCED) for OLMCs.	<ul style="list-style-type: none"> <li>• Establishment of the IRCCED and holding of first meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Research projects undertaken.</li> </ul>
The Office of Literacy and Essential Skills (OLES) will continue to carry out active projects with various partners to develop literacy and essential skills tools, materials and models that meet the needs of certain population groups, including immigrants and OLMCs.	<ul style="list-style-type: none"> <li>• Information on organizations and projects funded is available in the OLES project database on the Department's Web site.</li> <li>• Development and distribution of literacy and essential skills tools, materials and models.</li> </ul>	<ul style="list-style-type: none"> <li>• Change in the number of tools, materials and models developed and/or adapted to the needs of immigrants and/or OLMCs.</li> </ul>
The Department will participate in the Citizenship and Immigration Canada – Francophone Minority Communities Steering Committee to explore the priorities of OLMCs and link them with the work done through the Foreign Credential Recognition Program.	<ul style="list-style-type: none"> <li>• Participation in meetings with respect to the Foreign Credential Recognition Program.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of meetings attended.</li> </ul>

Planned activities to achieve the expected result	Expected outputs	Indicators to measure the expected result
What activities will be carried out during the period? What will be done?	What products or services will the activities carried out during the period yield?	What information will be used to show progress towards the achievement of the above-mentioned result? How can the change be demonstrated and measured?
<p>The Department has been funding since 2000 Canadian participation in the Organisation for Economic Co-Operation and Development Programme for International Student Assessment (PISA) project. PISA assesses skill levels of Canadian 15-year olds in reading, mathematics and science. The assessment is implemented every 3 years. Thus far, 4 assessment cycles have been implemented, and the project is planned to continue into the future. The next round of PISA will occur in 2012. Since its inception, PISA has been oversampling to achieve representative estimated for minority language groups in Nova Scotia, New Brunswick, Quebec, Ontario and Manitoba. Since 2009, this option has been extended to all provinces.</p>	<ul style="list-style-type: none"> <li>• Research reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of research reports released and data used within learning related policy.</li> </ul>
<p>The Department has entered into research agreements with the ministries of education from New Brunswick, Ontario and Manitoba. These multi-year agreements focus on issues of post-secondary education that are of relevance to all parties involved. The Department continues to collaborate with these provinces on research on access to post-secondary education. Minority language groups are a prominent research focus in all these projects. Future joint research projects are being currently negotiated.</p>	<ul style="list-style-type: none"> <li>• Research findings for OLMCs will be highlighted in these reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of research reports that focus on OLMCs.</li> </ul>
<p>The Newfoundland and Labrador Region will hold regular meetings of the Regional Coordinators for OLA Parts IV, V–VI (section 91) and VII (section 41) (i.e. OL Team) to exchange information and coordinate their activities.</p>	<ul style="list-style-type: none"> <li>• Best practices will be shared and understood.</li> <li>• Understanding of regional coordinators’ respective issues and needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of meetings and analysis of the exchange of information on OLMC issues.</li> <li>• Feedback received from participants.</li> </ul>

<b>Planned activities to achieve the expected result</b>	<b>Expected outputs</b>	<b>Indicators to measure the expected result</b>
What activities will be carried out during the period? What will be done?	What products or services will the activities carried out during the period yield?	What information will be used to show progress towards the achievement of the above-mentioned result? How can the change be demonstrated and measured?
<p>The regional coordinators from the Quebec Region will continue to develop tools for the implementation of section 41 and promote these tools and other horizontal events for Regional Councils of Senior Federal Officials such as the Quebec Federal Council (QFC) and the Official Language Interministerial Network (OLIN).</p>	<ul style="list-style-type: none"> <li>• Development and distribution of awareness, information and training tools.</li> <li>• Participation in meetings (RILO/OLIN and CFQ/QFC).</li> </ul>	<ul style="list-style-type: none"> <li>• Number of tools and documents created and distributed within the Quebec Region and with Regional Councils of Senior Federal Officials.</li> <li>• Feedback on usefulness of tools and documents through questionnaire.</li> <li>• Number of meetings in which Regional Coordinators participate.</li> </ul>
<p>The Quebec Region will ensure continued active participation at the National Human Resources Development Committee for the English Linguistic Minority Community.</p>	<ul style="list-style-type: none"> <li>• Participation at bi-annual meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of presentations delivered.</li> <li>• Number of initiatives and partnerships supported.</li> </ul>

### 3.5 — Funding and Program Delivery

Implementation of the federal institution's programs and delivery of its services; funding of OLMC projects alone or in cooperation with other federal institutions; inclusion of the needs of OLMCs in the delivery of the institution's programs and services.

#### Expected result

Official language minority communities are part of Service Canada's regular clientele and they have adequate access to Government of Canada programs and services. OLMC needs (e.g. geographic dispersion, development opportunities) are taken into account.

Planned activities to achieve the expected result	Expected outputs	Indicators to measure the expected result
What activities will be carried out during the period? What will be done?	What products or services will the activities carried out during the period yield?	What information will be used to show progress towards the achievement of the above-mentioned result? How can the change be demonstrated and measured?
The Department will ensure that new and renewed initiatives are consistent with implementation of Part VII of the OLA.	<ul style="list-style-type: none"> <li>• Development of standardized wording for program terms and conditions and grant and contribution agreements.</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of analyzed programs/policies that take impact on official languages and OLMCs into account.</li> </ul>
The Department, through Enabling Fund contribution agreements, will continue to support economic development and employability in OLMCs.	<ul style="list-style-type: none"> <li>• Contribution agreements with the Enabling Fund's 14 recipient organizations.</li> </ul>	<ul style="list-style-type: none"> <li>• Number and type of contribution agreements signed with Enabling Fund recipients and amounts committed.</li> <li>• Program evaluation results.</li> </ul>
The Department will continue to support the strengthening of NGO capacity for early childhood in OLMCs.	<ul style="list-style-type: none"> <li>• Via the Roadmap for Canada's Linguistic Duality 2008–2013, funding is provided to OLMC stakeholder groups, allowing them to promote the implementation of early childhood development programs and services for families.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of programs and services implemented and their impacts.</li> <li>• Program evaluation results.</li> </ul>
The Office of Literacy and Essential Skills will complete a call for proposals for projects designed to help immigrants and OLMCs improve their literacy and essential skills in order to meet the needs of the labour market.	<ul style="list-style-type: none"> <li>• Literacy and essential skills projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Number and type of proposals targeting immigrants and/or OLMCs.</li> <li>• Number of projects funded and amounts invested targeting immigrants and/or OLMCs.</li> </ul>
The New Horizons for Seniors Program will continue to be actively promoted to seniors in OLMCs in order to encourage increased take-up of the program by seniors in their community.	<ul style="list-style-type: none"> <li>• Program officials establish and maintain positive relationships with OLMCs and provide access to program opportunities in support of community initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of funding requests received from OLMCs and number of projects actually funded.</li> </ul>



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What activities will be carried out during the period? What will be done?	What products or services will the activities carried out during the period yield?	What information will be used to show progress towards the achievement of the above-mentioned result? How can the change be demonstrated and measured?
<p>In signing Labour Market Development Agreements and Labour Market Agreements, provinces and territories committed to provide services and assistance in both official languages to members of OLMCs in areas of significant demand.</p>	<ul style="list-style-type: none"> <li>• All provinces and territories will, in areas of significant demand, provide services and assistance in both official languages.</li> </ul>	<ul style="list-style-type: none"> <li>• Degree of satisfaction with services and assistance provided by provinces and territories to OLMCs.</li> </ul>
<p>The Department will provide as many Canadians as possible with access to services in the minority language. Through collaborative partnerships with provincial governments who have signed Labour Market Development Agreements, Service Canada ensures that translation services are available.</p>	<ul style="list-style-type: none"> <li>• Client needs analysis.</li> <li>• National Job Bank services available in both official languages, coast to coast.</li> </ul>	<ul style="list-style-type: none"> <li>• Residents in OLMCs have equal access to search for job opportunities across the country posted on the Job Bank Web site in both official languages.</li> </ul>
<p>The Education Savings Community Outreach (ESCO) program contributes funds to support community-based organizations in the development and delivery of outreach projects that will encourage low-income Canadians to save for their children's postsecondary education, help them to access education savings incentives and increase their financial literacy. Priority will be given to proposals targeting single parents, Aboriginal peoples, children in care, families living in rural and remote areas and in OLMCs and recent immigrants.</p>	<ul style="list-style-type: none"> <li>• ESCO recipients: Information sessions on Canada Learning Bond and Canada Education Savings Grant tailored to target groups, including OLMCs.</li> </ul>	<ul style="list-style-type: none"> <li>• Change in the number of participants in information sessions among OLMCs from ESCO recipient organizations providing services to OLMCs.</li> <li>• Change in the number of families with young children, including those from OLMCs, better informed about the importance of saving early for post-secondary education from ESCO recipient organizations providing services to OLMCs.</li> </ul>
<p>The Regional Office of the Quebec Region will encourage the development of partnerships that take into account the needs of OLMCs in the funding and delivery of its programs.</p>	<ul style="list-style-type: none"> <li>• Partnerships between government and OLMCs.</li> <li>• Funding of projects which take into account the needs of OLMCs.</li> </ul>	<p>Capacities built:</p> <ul style="list-style-type: none"> <li>• Number of proposals;</li> <li>• Number of projects supported and funds invested; and</li> <li>• Number of partnerships created and maintained.</li> </ul>

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What activities will be carried out during the period? What will be done?	What products or services will the activities carried out during the period yield?	What information will be used to show progress towards the achievement of the above-mentioned result? How can the change be demonstrated and measured?
<p>In the British Columbia, Alberta, Territories Region, Processing and Payment Services will monitor the volume of French Employment Insurance claims and ensure they are processed where bilingual capacity exists.</p>	<ul style="list-style-type: none"> <li>• More effective bilingual service.</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback from Employment Insurance clients.</li> </ul>
<p>The British Columbia, Alberta, Territories Region will build on the temporary Whistler Service Canada Centre experience by continuing efforts to present a fully bilingual face to service delivery.</p>	<ul style="list-style-type: none"> <li>• Exceed the requirements of TB Regulations on Service to the Public in the Service Canada Centres – five Vancouver Sea to Sky service management areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Change in the number of bilingual staff in that area.</li> </ul>
<p>British Columbia, Alberta, Territories Region’s Processing and Payment Services business line will include bilingual staffing in all of its external and internal processes over the next four years.</p>	<ul style="list-style-type: none"> <li>• Increased capacity to serve members of the public in their official language of choice.</li> </ul>	<ul style="list-style-type: none"> <li>• Change in the number of bilingual staff in this business line.</li> </ul>



### 3.6 — Accountability

Activities through which the federal institution integrates its implementation of section 41 of the OLA into departmental planning and accountability mechanisms (e.g. report on plans and priorities, departmental performance report, departmental business plan, status report on implementation of section 41 of the OLA, etc.); evaluations and internal audits of programs and services; regular review of programs and services as well as policies by senior managers of the federal institution to ensure implementation of section 41 of the OLA.

#### Expected result

Section 41 of the *Official Languages Act* and the perspective of official language minority communities are fully integrated into the federal institution's policies, programs and services. The reporting structure, internal evaluations and policy reviews determine how to better integrate the OLMC perspective.

Planned activities to achieve the expected result	Expected outputs	Indicators to measure the expected result
What activities will be carried out during the period? What will be done?	What products or services will the activities carried out during the period yield?	What information will be used to show progress towards the achievement of the above-mentioned result? How can the change be demonstrated and measured?
All branches and regions will contribute to the departmental multi-year Results-Based Action Plan and the annual Report on Results in collaboration with departmental officials to meet HRSDC commitment under section 41 of the OLA.	<ul style="list-style-type: none"> <li>• Branches and regions' contribution to departmental multi-year Action Plan and annual Status Report on the Implementation of Section 41 of the OLA.</li> <li>• Progress monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>• Extent of progress and achievement in implementing section 41 of the OLA.</li> </ul>
The Department will report key achievements related to the implementation of section 41 in various departmental annual reports.	<ul style="list-style-type: none"> <li>• Report on Plans and Priorities, Departmental Performance Report, Integrated Business Plan.</li> <li>• Annual reports prepared on implementation of OLA section 41.</li> <li>• Relevant information contributed to the Office of the Commissioner of Official Languages report cards.</li> </ul>	<ul style="list-style-type: none"> <li>• Information on departmental activities related to official languages included in reports.</li> <li>• Evaluation by the Office of the Commissioner of Official Languages in its report card and nature of the changes, when applicable.</li> </ul>
The Department will apply a section 41 lens (impact analysis) when policies, strategies and programs are created or renewed.	<ul style="list-style-type: none"> <li>• List of analyzed programs/policies.</li> <li>• Section 41 impact analysis documents.</li> <li>• Systematic process established.</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of programs/policies analyzed that take into account the impact on official languages and OLMCs, when relevant.</li> </ul>

Planned activities to achieve the expected result	Expected outputs	Indicators to measure the expected result
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The Department will coordinate and follow up on all complaints received under Part VII in order to take appropriate remedial action. In order to promote client service excellence and improve client satisfaction, complaints received through the Office for Client Satisfaction are handled according to specific service standards.	<ul style="list-style-type: none"> <li>• Responses to address reports of complaints.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of positive measures implemented in response to complaints.</li> <li>• Type of improvements made to policies, programs and services.</li> </ul>
The Department will participate in the evaluation of key departmental initiatives under the Roadmap for Canada's Linguistic Duality, 2008–2013: Acting for the Future.	<ul style="list-style-type: none"> <li>• Evaluation reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of relevance, success and cost-effectiveness of key departmental Roadmap initiatives.</li> </ul>
The Department will implement the Horizontal Results-based Management and Accountability Framework for the Roadmap for Canada's Linguistic Duality 2008–2013: Acting for the Future.	<ul style="list-style-type: none"> <li>• Horizontal approach with partners inside the Department and other federal departments and agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluations to determine whether the Roadmap initiatives helped contribute to community development and improve community vitality.</li> </ul>
The Newfoundland and Labrador Region will finalize and implement its OL Action Plan 2009–2012 and conduct mid-year and year-end reviews.	<ul style="list-style-type: none"> <li>• Finalized regional action plan.</li> <li>• Mid-year report on results.</li> <li>• End of year report on results.</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of initiatives implemented in the action plan.</li> <li>• Coordinators are able to demonstrate results of initiatives.</li> <li>• Action plan is updated yearly.</li> </ul>
The Maritime Region will develop a regional plan to support the national action plan for the implementation of section 41.	<ul style="list-style-type: none"> <li>• Regional plan has been prepared with specific activities for the Region.</li> </ul>	<ul style="list-style-type: none"> <li>• Progress of activities carried out.</li> </ul>
In order to ensure that objectives contained in the action plan are met, the Quebec Region will prepare quarterly departmental reports for the National Committee meetings.	<ul style="list-style-type: none"> <li>• Monitoring of activities in action plan.</li> <li>• Production and distribution of reports in timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Degree of implementation of workplan and results achieved.</li> </ul>

Planned activities to achieve the expected result	Expected outputs	Indicators to measure the expected result
What activities will be carried out during the period? What will be done?	What products or services will the activities carried out during the period yield?	What information will be used to show progress towards the achievement of the above-mentioned result? How can the change be demonstrated and measured?
<p>The Ontario's Regional Official Languages Committee (ROLC) will develop each year a workplan for the Region of Ontario with the collaboration of all business lines.</p>	<ul style="list-style-type: none"> <li>• Workplan to foster a culture of excellence in providing service in the official language of the citizens' choice.</li> <li>• Reporting and monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>• Degree of implementation of workplan and results achieved.</li> </ul>
<p>In the British Columbia, Alberta, Territories Region, the Human Resources and Integrated Plan of the Processing and Payment Services (PPS) Branch highlights the need to ensure increased bilingual capacity. Discussions on OL Part VII will remain on the agenda for all PPS management meetings. The director of PPS will continue to communicate obligations under the OLA and will promote and raise awareness at every opportunity.</p>	<ul style="list-style-type: none"> <li>• Promotion of bilinguism within the workplace and to serving clients.</li> </ul>	<ul style="list-style-type: none"> <li>• Action items contained in minutes of meetings and carried out.</li> </ul>

## 4 — General Information

### 4.1 — Identification of the Department

#### Human Resources and Skills Development Canada

140 Promenade du Portage  
Place du Portage, Phase IV  
Gatineau, Quebec  
K1A 0J9  
[www.hrsdc.gc.ca](http://www.hrsdc.gc.ca)

#### Labour Program

165 Hotel-de-Ville Street  
Place du Portage, Phase II  
Gatineau, Quebec  
K1A 0J2  
[www.labour.gc.ca](http://www.labour.gc.ca)

#### Service Canada

355 North River Road  
Place Vanier  
Ottawa, Ontario  
K1L 8C1  
[www.servicecanada.gc.ca](http://www.servicecanada.gc.ca)

### 4.2 — Our Ministers and Parliamentary Secretary

#### The Honourable Diane Finley

*Minister of Human Resources and Skills Development*

#### The Honourable Lisa Raitt

*Minister of Labour*

#### The Honourable Diane Ablonczy

*Minister of State (Seniors)*

#### Ed Komarnicki

*Parliamentary Secretary to the Minister of Human Resources and Skills Development and to the Minister of Labour*

### 4.3 — Our Senior Officials

#### Ian Shugart

*Deputy Minister of Human Resources and Skills Development*

#### Hélène Gosselin

*Deputy Minister of Labour*

#### Liseanne Forand

*Senior Associate Deputy Minister of Human Resources and Skills Development and Chief Operating Officer for Service Canada*

#### Karen Jackson

*Associate Deputy Minister of Human Resources and Skills Development*

### 4.4 — Official Languages Champions and National and Regional Coordinators Responsible for the Implementation of Section 41 of the *Official Languages Act*<sup>1</sup>

#### Official Languages Champions

##### Scott Streiner

*Official Languages Champion*

*Assistant Deputy Minister*

Labour Program – Policy, Dispute Resolution and International Affairs

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<sup>1</sup> Please note that this list does not reflect the newly adopted regional structure.

**Dominique La Salle**

*Official Languages Co-Champion*  
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## 5 — Distribution

The Department will distribute the Action Plan to all national and provincial organizations with an economic or social mandate affecting official language minority communities in Canada, and to all federal government stakeholders responsible for implementing section 41 of the *Official Languages Act*, among others:

- National associations representing official language minority communities and their members: *Fédération des communautés francophones et acadienne du Canada*, Quebec Community Groups Network, *Réseau de développement économique et d'employabilité*, CEDEC;

- Department of Canadian Heritage;
- Office of the Commissioner of Official Languages;
- Members of the House of Commons Standing Committee on Official Languages; and
- Members of the Senate Standing Committee on Official Languages.

The Action Plan will also be posted on the Human Resources and Skills Development Canada Web site at [www.hrsdc.gc.ca](http://www.hrsdc.gc.ca)