

2010-2011 Report on Results

Implementation of Section 41 of the

Official Languages Act

Human Resources Branch Official Languages Directorate





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2010-2011 Report on Results

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ANNUAL REPORT ON RESULTS IMPLEMENTATION OF SECTION 41 OF THE OFFICIAL LANGUAGES ACT 2010-2011

General information

Federal institution: Web site:	Public Works and Government Services Canada (PWGSC)
	Place du Portage, Phase III
	11 Laurier Street, Gatineau, Quebec K1A 0S5
	www.tpsgc-pwgsc.gc.ca
Minister responsible:	Honourable Rona Ambrose
Senior official(s) responsible for implementation of section 41 of OLA (e.g., Assistant Deputy Minister or Official Languages Champion):	Deputy Minister: François Guimont Associate Deputy Minister: Andrew Treusch Official Languages Champions: Donna Achimov, Chief Executive Officer, Translation Bureau, and John McBain, Assistant Deputy Minister, Real Property Assistant Deputy Minister, Human Resources: Diane Lorenzato Director General, Corporate Human Resources Policies, Programs and Systems: Louis Seguin Director, Official Languages: Gilbert Taylor
General mandate of federal institution (4 to 5 lines – This summary of the mandate will be published in the Annual Report on Official Languages tabled in Parliament):	By providing the Government of Canada with the innovative common services it needs for program delivery, PWGSC helps the departments and agencies focus on what they do best – serving Canadians.
National coordinator responsible for implementation of section 41: Exact title: Telephone no.: E-mail:	Julie Paquette Manager, Official Language Minority Communities Secretariat Telephone: 819-934-0238 Fax: 819-956-8566 E-mail: julie.paquette@tpsgc-pwgsc.gc.ca Official Languages Directorate Public Works and Government Services Canada 11 Laurier Street, Gatineau, Quebec K1A 0S5

Regional coordinators	ATLANTIC David McGuire Client Service Director Dominion Public Building 1713 Bedford Row, 1 st Floor Halifax, NS B3J 3C9 E-mail: <u>david.mcguire@pwgsc-tpsgc.gc.ca</u>
	QUEBEC Justine Chan Principal Consultant Place Bonaventure, Southeast Portal 800 De la Gauchetière Street West, Suite 7300 Montréal, QC H5A 1L6 E-mail: justine.chan@tpsgc-pwgsc.gc.ca
	ONTARIO Louise Kelly Manager, Acquisitions 33 City Centre Drive, Suite 480-C Mississauga ON L5B 2N5 E-mail: Id.kelly@pwgsc-tpsgc.gc.ca
	WESTERN Carol Ryckenboer-Barsalou Human Resources Consultant 167 Lombard Avenue, Suite 100 Winnipeg, MB R3C 2Z1 E-mail: <u>carol.ryckenboer-barsalou@pwgsc-tpsgc.gc.ca</u>
	PACIFIC Mitsy Poirier Administrative Assistant, Office of Small and Medium Enterprises 800 Burrard Street, Room 641 Vancouver, BC V6Z 2V8 E-mail: <u>mitsy.poirier@pwgsc-tpsgc.gc.ca</u>

Summary of the <u>main progress</u> made by Public Works and Government Services Canada in 2010–2011

Francophone and Anglophone Minority Communities

Public Works and Government Services Canada (PWGSC) is proactive in meeting its responsibilities to ensure that both official language minority communities (OLMCs) fully benefit from the Department's programs and services that are available to all Canadians; and to ensure that departmental policies and programs take the needs of OLMCs into account in order to take the positive steps prescribed in the *Official Languages Act*. In the preparation of its triennial Action Plan and its annual Report on Results, the OLMC Secretariat met with the *Fédération des communautés francophones et acadienne du Canada* (FCFA) and with the Community Economic Development and Employability Corporation (CEDEC) and had conversations with representatives of the *Réseau de développement économique et d'employabilité* (RDÉE) Canada and the Quebec Community Groups Network (QCGN). The priorities and needs expressed by these organizations are reflected into the new 2011-2014 Action Plan.

The Department continued the development of an official languages media planning tool, based on cost guides, to help federal institutions plan their media campaigns compliant with official languages requirements. Further, the Consultative Committee on Advertising and Official Language Minority Media meets on a regular basis to dialogue on media and the tendencies. In 2010, the Committee, comprised of PWGSC and official languages minority media representatives has served as a forum to discuss the trends in media campaigns of the federal government, such as new technologies. These discussions ensure that the OLMC media is aware of the media trends and can adapt to them.

The Hotel Card Program was renewed for five years, from January 1, 2010 to December 31, 2015. This Program enables OLMC organizations to obtain the federal government discount at participating hotels in Canada. Over 800 hotel cards were issued to over 400 organizations.

Francophone Communities

The *Fédération de la jeunesse canadienne-française*, which promotes and supports the development of young Francophones outside Quebec, obtained funding for a pan-Canadian project to coordinate 250 paid private-sector internships for students registered in a translation program. This contribution is part of the Canadian Language Enhancement Program, an initiative from the *Roadmap for Canada's Linguistic Duality 2008-2013*.

The Office of Small and Medium Enterprises (OSME) played an active role within the francophone minority communities. For example, the Pacific Region secured funding for external activities by developing an understanding with EducaCentre to deliver seminars on OSME in French three to five times a year. OSME also participated actively in meetings with OLMCs. For example, the Regional Director of OSME met with the Director of *Alliance Française* in Calgary to explain the services provided by OSME and discuss possible seminars. OSME also participated in the *Chambre de commerce francophone de la Colombie-Britannique* meetings (for the Pacific Region) and in the Halifax Francophone Chamber of Commerce meetings (for the Atlantic Region). In the Ontario Region, OSME undertook two specific events geared towards assisting and informing the francophone community on doing business with the Government of Canada, the conference organized by the Association francophone des municipalités de

l'Ontario (AFMO) in Kapuskasing, and the Business Government Services and You event organized by Canada Business Ontario. In the later event, OSME had the opportunity to discuss with RDÉE Ontario future joint-seminars.

Anglophone Communities

The efforts of the Quebec English-speaking community in fostering employment for English-speaking Quebecers is supported by the Department's concern about the under-representation of employees whose first official language is English in its workforce in the Quebec Region, excluding the NCR. PWGSC sits on the public service renewal sub-committee sponsored by the CEDEC. The purpose of this sub-committee is to facilitate cooperation between the Government of Canada and Quebec's English-speaking communities so as to increase English-speaking Canadians' participation in the federal public service workforce in Quebec. In order to address this issue, a staffing plan has been implemented within PWGSC.

The Department also participated in several career fairs including the Salon Carrières du Réseau des ingénieurs du Québec, which was attended by Anglophone students, and the McGill Public Service Career Fair. Job opportunities have also been posted on the websites of *l'Ordre des ingénieurs du Québec*, McGill University, and CEDEC.

Following consultations the Department had with OLMCs, the Office of Small and Medium Enterprises (OSME) demonstrated leadership by responding to the needs expressed from the English-speaking community in Quebec. As part of its active outreach, OSME now provides seminars to English-speaking entrepreneurs on how to become federal government suppliers through a strengthened partnership with CEDEC.

Linguistic Duality

Public Works and Government Services Canada (PWGSC) is committed to show strong leadership in linguistic duality and to embed this value in all its business lines. Official languages are part and parcel of governance at PWGSC through the Official Languages Governance Committee presided by the two champions to official languages at the assistant deputy minister level. Consistent with PWGSC's dual focus—on promoting official languages both within the department and externally, to the general public—one champion works to enhance bilingual service delivery, and one to promote linguistic duality and the vitality of official language minority communities. Members of the official languages governance committee also act as the network of departmental official languages ambassadors.

The Official Languages Directorate (OLD), which comes under the Human Resources Branch, has the mandate to ensure compliance of the implementation of the *Official Languages Act* and the coordination of language training service. The Secretariat, Official Language Minority Communities (OLMC), within the OLD, has a coordinating and monitoring role for the implementation of section 41 of the OLA at PWGSC.

The OLD counts on the support of the Network of Official Languages Coordinators composed of a representative from each branch and region, and on a proactive departmental official languages complaints resolution process.

The Translation Bureau plays a leadership role in linguistic duality through the implementation of the Canadian Language Enhancement Program and the Language Portal of Canada (initiatives from the *Roadmap for Canada's Linguistic Duality 2008-2013.*)

The OLMC Secretariat, whose mandate is to provide support to OLMCs and promote linguistic duality, organized several events, such as Linguistic Duality and Diversity Week and *Les Rendez-vous de la Francophonie* in order to promote linguistic duality within the Department. Four national organizations representing the OLMCs were also invited to participate in the celebrations of the 2010 Linguistic Duality and Diversity Week. This enabled awareness of the OLMCs to the department's employees.

As part of the *Roadmap for Canada's Linguistic Duality 2008-2013*, in the Fall 2010, the Translation Bureau updated the performance-measurement strategy for its two initiatives (the Language Portal of Canada and the Language Sector Enhancement Program). The purpose of this review is to ensure that PWGSC is in a better position to demonstrate the outcomes of the initiatives and is transparent and accountable for spending public funds.

Each year, the Deputy Minister recognizes employees who have gone above and beyond to contribute to the Department's success, while serving Canadians. The PWGSC Awards of Excellence honor individuals and teams that, through their work in a particular field or project, exemplify the core values of PWGSC: Respect, Integrity, Excellence and Leadership. In June 2010, the Official Languages Award of Excellence was granted to the Language Portal of Canada Team, Translation Bureau.

Success Story

PWGSC has been recognized in the Commissioner of Official Languages' 2009-2010 Annual Report "Beyond Obligations" because it ensures that it is fully aware of the needs of official language communities, and takes them into consideration in the decision-making process. PWGSC stands out with the best report card out of the 16 federal institutions assessed.

A. AWARENESS (In-house activities)

[Training, information, orientation, awareness, communication and other activities carried out **in-house** in order to educate employees and/or senior managers of the federal institution about linguistic duality and the priorities of OLMCs; senior manager performance contracts and recognition programs; consideration of the viewpoints of OLMCs in research, studies and investigations carried out in-house.]

Activities carried out to achieve the	Outputs	Progress made in achieving the expected	Expected result
expected result	What products or services came	result	
What activities were carried out during the	from the activities carried out	What has changed as a result of the activities carried	
reporting year? What was done?	during the reporting year?	out during the reporting year?	
1. The departmental official languages (OL) champions educated employees and senior managers about linguistic duality and official language minority communities (OLMCs) throughout the Department.	 The Champion for the Promotion of Linguistic Duality and Development of OLMCs participated in various activities and on various committees to support departmental official languages commitments: participation in a working group for the development of a strategy to promote socialization in the official languages; participation on the Committee of Assistant Deputy Ministers on Official Languages (CADMOL); participation in a discussion on bilingualism in the public service. The Department's Official Languages Governance Committee is chaired by the two OL Champions. 	1. PWGSC employees are aware of linguistic duality, particularly as a result of the visibility of departmental OL Champions and their contribution to official languages.	Creation of lasting changes in federal institution organizational culture; employees and management are aware of and understand their responsibilities regarding section 41 of the <i>Official</i> <i>Languages Act</i> and OLMCs.

organized the third Linguistic Duality and Diversity Week.a p gav per ling Em cof perAt Headquarters, Public Works and Government Services Canada joined with Human Resources and Skills Development Canada to celebrate Linguistic Duality Day on Thursday, September 9.On em gar be also per DéActivities were held in the regions to inform senior management and employees about linguistic duality.The per DéIn t 2000 frame em The perIn t per per Dé	On September 8, <i>Improtéine</i> , professional improv group, ave a humorous, interactive erformance on the themes of aguistic duality and diversity. mployees enjoyed cake and offee while watching the erformance. In e of the activities the mployees participated in was a ame quiz called "Who wants to e un fonctionnaire?"; employees so attended a musical erformance by the group <i>Sage</i> élire. The exhibition produced by the ffice of the Commissioner of fficial Languages of caricatures arking the 40th anniversary of e Official Languages Act was eld in the Quebec Region. The Ontario Region, more than 00 copies of the book <i>Je parle</i> <i>ançais</i> were distributed to mployees. The Western Region planned a erformance by Comic Improv ilingual format).	 2. The celebration of Linguistic Duality and Diversity Week highlighted the importance the Department attaches to both official languages. PWGSC employees learned about linguistic duality. Participating in interdepartmental activities enables employees to grasp the scope of the OL network. Partnering allows available resources to be pooled. 	Creation of lasting changes in federal institution organizational culture; employees and management are aware of and understand their responsibilities regarding section 41 of the Official Languages Act and OLMCs.
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An awards ceremony was held in the Atlantic Region. A speech by the Regional Director General was followed by the viewing of PWGSC's video on official languages.The Pacific Region organized a <i>Fête de la Francophonie</i> , a celebration of Canada's francophone heritage and communities.Interactive French language tours of the Vancouver Art Gallery and Museum of Anthropology with discussion sessions were also organized.The Atlantic Region participated in the Newfoundland and Labrador and New Brunswick Federal Council Official Languages Week. Events took place throughout the region's offices.The Matane Office organized an activity to celebrate Official Languages Week. Employees were invited to a music appreciation event where they could sing songs in the official language of their choice.	
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3. The Department celebrated the <i>Rendez-vous de la Francophonie</i> on March 10, 2011.	3. At Headquarters, the employees listened to French- language music while visiting Translation Bureau and Official Language Directorate booths. As well, the employees participated in a trivia game called "Discover Our Official Languages" designed by the Office of the Commissioner of Official Languages.	3. Employees learned about the Canadian Francophone population and the <i>Rendez-vous</i> celebrations.	
4. Communication products directed at employees and senior managers are designed to raise awareness of linguistic duality.	4. The October 2010 edition of <i>Dialogue</i> included two articles on Part VII "A Little-Known Part of the <i>Official Languages Act</i> ", and "Amendments to Part VII of the <i>Official Languages</i> Act".	 4. An announcement is made to notify employees when each new issue of <i>Dialogue</i> is published, and is available on the departmental intranet website. The newsletter offers increased visibility to official languages champions and is an official-languages and promotion of linguistic duality positioning exercise within the Department. 	Creation of lasting changes in federal institution organizational culture; employees and management are aware of and
5. Information tools produced outside the Department are distributed within the Department.	5. Bulletin 41-42 was distributed to departmental OL Champions, OL Ambassadors of branches and regional offices, and OL Coordinators.	5. Ambassadors and Coordinators are asked to distribute <i>Bulletin 41-42</i> within their sector and work team.	understand their responsibilities regarding section 41 of the <i>Official</i> <i>Languages Act</i> and OLMCs.
6. The Official Languages Directorate continues to call upon the network of departmental OL coordinators on an ad-hoc basis.	6. The meetings enable attendees to discuss events organized throughout the year, such as <i>Les Rendez-vous de la Francophonie</i> and Linguistic Duality and Diversity Week, and to report on the three-year action plan for the implementation of section 41 and the annual reports.	6. OL Coordinators do not hesitate to contact the Official Languages Directorate and the OLMC Secretariat for advice and tips on their role.	

7. The Translation Bureau continued to offer workshops on the Language Portal of Canada, including TERMIUM Plus®, to Government of Canada employees who request them.	 7. More than a dozen workshops were held in the National Capital Region and in Québec City and Montréal; over 150 employees attended the workshops in the NCR, while those in Montréal and Québec were attended by 28 employees. The Bureau also produced instructional software that provides an on-line tour of the resources of the Language Portal of Canada. The Bureau was also an exhibitor at 17 events. The Language Portal was always the main attraction at the Bureau's booth during these events. 	7. Government of Canada employees and Language Portal users are aware of the various options that the Language Portal of Canada and TERMIUM Plus® offer.	Creation of lasting changes in federal institution organizational culture; employees
8. The Translation Bureau began to establish throughout the federal government a network of professionals specializing in clear and effective communication.	 8. The network of clear and effective communication specialists is composed of trainers, writers, revisers, etc., who work to make communication clearer and more effective in both official languages. The goal of this network is to promote the exchange of information, expertise and material. The Translation Bureau has already found 20 experts from different departments. It has started liaising with them, circulating information and supporting their work. To this end, the Bureau has created a discussion group on GCconnex, the Government of Canada's collaborative tool. 	8. The network of clear and effective communication specialists will help all those for whom it is important to produce clearer and more effective documents for the public.	and management are aware of and understand their responsibilities regarding section 41 of the Official Languages Act and OLMCs.

9. The Translation Bureau continued to publish linguistic recommendations and disseminate linguistic reminders within the public service.	 9. The Translation Bureau publishes linguistic recommendations and reminders every month; these linguistic tools are posted on the Bureau's Web site and distributed throughout the public service through the Translation Bureau newsletter. In 2010-2011, the Translation Bureau published a total of 10 linguistic recommendations and reminders in French, and 10 linguistic recommendations and reminders in English. The recommendations and reminders are available to some 50,000 federal employees via the Translation Bureau's Bulletin and they are also sent to nearly 2,000 Internet subscribers. 	9. The recommendations and reminders help Government of Canada employees and Canadians solve difficult language problems and avoid certain common language mistakes.	Creation of lasting changes in federal institution organizational culture; employees and management are aware of and understand their
10. The Translation Bureau continued to manage and add content to the Language Portal of Canada, on-line since October 2009, and promoted the Portal to various target audiences.	 10. In 2010-2011, 600 new items were added to the Language Portal of Canada. Each week, new items and games are added to enhance the Portal's content. In addition, headline articles are published each week on language-related activities and events that are held in the provinces and territories in one of the official languages. A special focus is given to activities offered by OLMCs. In total, 200 headline articles were published during the fiscal year. Two new writing tools were added to the 13 existing tools. 	 10. All Canadians can now take advantage of a range of language and terminology tools and resources, free of charge. They have direct access to TERMIUM Plus® and 15 associated writing tools, games and quizzes, feature articles, etc. Promotional activities also increased the visibility of the Language Portal of Canada among Canadians, resulting in an increased use of the Portal. 	responsibilities regarding section 41 of the <i>Official</i> <i>Languages Act</i> and OLMCs.

 The Découvrir / Discover section of the Portal provides a wide range of links to Web sites related to minority Anglophone and Francophone communities, language training offered in Canada, Canadian language tools and references and resources and articles from the provinces on the language situation in Canada. Découvrir and Discover now contain more than 1,700 links. A preselection of resources that are particularly useful at school (for teachers and students), work and home are now offered to users. Interactive functionalities were also added to the Portal (Share this Page, e-mail notifications, RSS feeds), to ensure a wider distribution of Portal content. In addition, an advertising campaign for the Language Portal was launched in fall 2010. The campaign ran until March 31, 2011, and concentrated on the most widely-used media, the Internet, and included the following components: Ads posted on Facebook; Purchase of key words for certain search engines (Google, Yahoo and Bing); Distribution of bookmarks in university libraries; Half-page ad in University Affairs magazine. 		Creation of lasting changes in federal institution organizational culture; employees and management are aware of and understand their responsibilities regarding section 41 of the Official Languages Act and OLMCs.
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11. The Translation Bureau continued to support Promoting Access to Justice in Both Official Languages (PAJLO), in conjunction with the Department of Justice Canada and	As well, a number of promotional activities were held for various target audiences, including professors and government employees. 11. The Translation Bureau participated in 12 monthly telephone conferences held by the standardization committee	11. Francophones outside Quebec now have access to standard French-language common law terminology.	
jurilinguistic centres in some Canadian provinces.	and in three meetings held by the steering committee. In 2010-2011 the Bureau published the first fascicle of the <i>Family Law Glossary</i> containing 190 standardized terms. The Bureau also conducted research in the area of family law that culminated in a dozen standardized case files and three tables sent to the PAJLO user committee; as of March 31, 2011, 397 terms were standardized.		Creation of lasting changes in federal institution organizational culture; employees and management are aware of and understand their responsibilities regarding section 41 of the Official
12. PWGSC is the technical and co- ordinating authority on advertising for Government of Canada departments and agencies. PWGSC carried out research on best practices on advertising to official language minority communities; these include the use of new media such as the Internet.	12. Internal meetings were held with advisors to discuss new and best practices in relation to official language media placements.	12. PWGSC improves the advice provided to federal institutions in order to include new media and other new practices to better reach target audiences.Best practices on the application of sections 11 and 30 of the OLA have been developed.	<i>Languages Act</i> and OLMCs.
13. On a semi-annual basis, PWGSC reviewed founded (as per the Office of the Commissioner of Official Languages) official languages advertising-related complaints and developed remedial actions (where required) to reduce or eliminate recurrence in future advertising campaigns.	13. Procedures were modified to ensure future incidents are mitigated as required and included in staff information sessions.	13. Complaints received in the future will be addressed individually.	

14. An official languages component was included in orientation sessions for new employees in the Department.	 14. In the National Capital Region, 19 sessions were given, including 12 in English and 7 in French. More than 1,136 employees participated in the sessions. The sessions were also given in the regions. For example, in 2010-2011: the Quebec Region offered five sessions, which were attended by 47 new employees. 	14. New employees are introduced to the Official Languages Act and gain a better understanding of their OL rights and obligations. The purpose of the OL component is to raise awareness among new employees about linguistic duality.	Creation of lasting changes in federal institution organizational culture; employees and management are aware of and understand their
15. Each year, the Deputy Minister recognizes a group of employees who have gone above and beyond to contribute to the Department's success, while serving Canadians. The PWGSC Awards of Excellence honour individuals and teams that, through their work in a particular field or project, exemplify the core values of PWGSC: Respect, Integrity, Excellence and Leadership.	15. In June 2010, the Deputy Minister presented the Award of Excellence, Official Languages category, to the Translation Bureau's Language Portal of Canada team.	15. This Award of Excellence made PWGSC employees aware of the importance of the Language Portal and of linguistic duality.	responsibilities regarding section 41 of the <i>Official</i> <i>Languages Act</i> and OLMCs.

B. CONSULTATIONS (Sharing of ideas and information with OLMCs)

[Activities (e.g. committees, discussions and meetings) through which the federal institution consults the OLMCs and interacts with them to identify their needs and priorities or to understand potential impacts on their development; activities (e.g. round tables and working groups) to explore possibilities for cooperation within the existing mandate of the federal institution or as part of developing a new program or new policy; participation in consultations with OLMCs coordinated by other government bodies; consultation of OLMCs by regional offices to determine their concerns and needs.]

Activities carried out to achieve the expected result What activities were carried out during the reporting year? What was done?	Outputs What products or services came from the activities carried out during the reporting year?	Progress made in achieving the expected result What has changed as a result of the activities carried out during the reporting year?	Expected result
1. The Translation Bureau held discussions with national organizations representing OLMCs on the Canadian Language Sector Enhancement Program (initiative of the <i>Roadmap for Canada's</i> <i>Linguistic Duality 2008-2013</i>).	1. The Fédération de la jeunesse canadienne-française, which promotes and supports the role of Francophone youth outside Quebec, continues to receive multi-year funding for a Canada- wide project aimed at the co- ordination of paid translation practicums in private firms, as part of the Language Sector Enhancement Program.	1. The national organizations representing the OLMCs help strengthen the language industry by participating in the Canadian Language Sector Enhancement Program.	Creation of lasting relationships between the federal institution and
 Regular and on-going consultations with OLMCs through the Consultative Committee on Advertising and Official Language Minority Media were held. The Consultative Committee was established to support the federal government's commitment to work with Canadian official language minority media associations to bolster awareness of the importance of reaching official language minority communities among federal institutions and their advertising agencies. 	2. The Consultative Committee met in June 2010, to inform OLMC media of the Government of Canada's increasing use of web advertising and the potential impact on official languages minority community newspapers and radio.	 2. The communities' representatives appreciated the proactive approach and are committed to working together to find ways to help their members adapt to the changing environment. As a result of this meeting, the Association de la presse francophone held a conference, "The Community Press in the Era of the Web", in Quebec City to discuss common issues and try to find ways for the industry to adapt to changing technology. 	OLMCs; federal institution and OLMCs understand each other's needs and mandates.

 3. The Office of Small and Medium Enterprises developed a partnership with the Community Economic Development and Employability Corporation (CEDEC). 4. The Department participated in the activities organized by the OLMCs. 	 3. Partnering promotes dialogue through ongoing discussions. 4. PWGSC participated in the following meetings: national 	 3. A better understanding of English-speaking minority communities helps the Quebec Region's regional office better adapt its communication. 4. The Department's representatives have a better understanding of OLMCs and are better equipped to 	
	committee with CEDEC in October 2010; the Symposium sur les langues officielles held by the Assemblée de la francophonie de l'Ontario in October 2010; a meeting of national co-ordinators for the implementation of section 41 of the OLA at which the communities in the Northwest Territories were discussed; the meeting of the Société des acadiens et acadiennes du Nouveau-Brunswick in October 2010; and the Table de concertation communautaire et gouvernemental du Nouveau- Brunswick.	raise awareness in the workplace about OLMCs needs and priorities.	Creation of lasting relationships between the federal institution and OLMCs; federal institution and OLMCs understand each other's needs and mandates.
5. The Regional Director of the Office of Small and Medium Enterprises (OSME) in the Western Region met with the Director of <i>Alliance Française</i> in Calgary.	5. The meeting served to explain services provided by OSME and discuss possible joint information sessions.	5. PWGSC has established a new strategic alliance with OLMC representatives in Calgary.	
6. The OL Coordinator for the Ontario Region continues to participate in forums and meetings of the <i>Assemblée de la</i> <i>Francophonie de l'Ontario</i> .	6. The Ontario Region OL Coordinator attended the <i>Symposium sur les langues</i> <i>officielles de l'Ontario</i> (SLO) organized by the Assemblée de la <i>Francophonie de l'Ontario</i> , in Ottawa, on October 21 and 22, 2010.	6. These meetings permit the department to liaise with the OLMCs and enhance knowledge of OLMCs.	

 7. The Western Region participated in the Alberta annual forum called "InterAction". The conference included group discussion sessions organized by the Association canadienne-française de l'Alberta and the Government of Canada. 8. The Pacific Region continued participation and maintained their membership in the Official Languages Subcommittees of the Pacific Federal Council and the Yukon Federal Council. 	 7. Conference was held on October 15, 2010 with many departments and OLMCs in attendance. 8. Meetings between other government departments and several francophone community associations serve to identify the services and products accessible to the francophone community 	 7. The Western Region has been attending this annual meeting for over six years. A trusting relationship now exists, and contacts with OLMCs are regular. These meetings provide awareness to OLMCs on services provided by PWGSC and enable the Department to have a better understanding of the communities' needs. 8. Strengthened partnerships at the federal level have led to better integration between the federal councils and departments in serving the needs of the francophone communities. 	Creation of lasting relationships between the federal
	to the francophone communities in British Columbia and Yukon.		institution and OLMCs; federal institution and
9. The Pacific Region is an active member of the British Columbia Interdepartmental Network of Official Languages Coordinators (BC-INOLC) organized by Canadian Heritage.	9. Regular meetings organized by Canadian Heritage have been attended and discussions were held with OLMC participants.	9. These meetings permit the department to liaise with different OLMC groups.	OLMCs understand each other's needs and mandates.
10. The Pacific Region participated in a matching exercise developed by <i>La Fédération des francophones de la Colombie-Britannique.</i>	10. Regular discussions on what is happening in francophone communities and within departments were held.	10. This exercise provided a networking opportunity for government departments to gain a better understanding of how best to support one another and the OLMCs.	
		It also increased awareness on the part of the OLMCs on the federal government's programs and services.	

C. COMMUNICATIONS (Transmission of information to OLMCs)

[External communications activities to inform OLMCs about the activities, programs and policies of the federal institution and to promote 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.]

Activities carried out to achieve the expected result What activities were carried out during the reporting year? What was done?	Outputs What products or services came from the activities carried out during the reporting year?	Progress made in achieving the expected result What has changed as a result of the activities carried out during the reporting year?	Expected result
	 The OSME offers training sessions, information and support tools across the country through its six regional offices. Regional OSMEs also participate in trade fairs, conferences and supplier seminars attended by OLMC small and medium enterprises (SMEs). <u>National Capital Region (NCR)</u> OSME NCR participated in tradeshows, conferences, and supplier seminars where members of OLMCs participated and was the organizer of some of these events. In 2010-2011, OSME NCR gave sessions in French every second Thursday. 	out during the reporting year? 1. The collaboration of OSMEs with industry associations, individual businesses and local levels of government is continually strengthening SMEs' access to government procurement. The OSME completed the standardization of the information on its products and services in both official languages and the seminars given every	OLMC culture reflects a broad understanding of the federal institution's mandate; OLMCs receive up-to-date and relevant information about the federal institution's programs and services.
		second Thursday in French continue to be a success.	

Community.participants, six seminars with the CEDECs to a total of 35 people at six locations, and welcomed 295 people at professional fairs.Anglophone suppliers have access to information to better understand how to do business with PWGSC.mandate; OLMCs receive up-to-date and relevant information about the federal institution's programs and services.
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Atlantic Region Bilingual sessions were offered by OSME Atlantic. In addition, information on the new Canadian Innovation Commercialization Program (CICP) was shared at these sessions: April 2010 – Halifax Francophone Chamber of Commerce April 2010 – ACEC – Fredericton, NB September 26 – CANSEC, Moncton, NB October, 2010 – OSME Introductory Seminar, Pointe-de- l'Église, NS October 5-6, 2010 – New Brunswick Innovation Foundation - CICP announcement, Saint John, NB October 29, 2010 – CFB Gagetown, Oromocto, NB November 2010 – DND Business Awareness Days, Oromocto, NB March 2011 – CICP Innovation Conversation – Charlottetown, PEI March 2011 - CICP Innovation Conversation – St. John's, NL March 2011 - CICP Innovation Conversation – Halifax, NS March 29, 2011 – Introductory Seminar, Moncton, NB	re ur th in m re ar in th in pr	DLMC culture eflects a broad inderstanding of he federal nstitution's nandate; OLMCs eceive up-to-date ind relevant nformation about he federal nstitution's programs and services.
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Ontario Region In Ontario Region, the OSME undertook two specific events geared towards assisting and informing the Francophone community on doing business with the Government of Canada. 1. September 15, 2010 - OSME had a trade booth at a conference organized by the Association francophone des municipalités de /Ontario (AFMO) in Kapuskasing and engaged 200 participants. 2. October 16, 2010 - OSME delivered the Introductory Supplier Seminar at the Business Government Services and You event organized by Canada Business Ontario. There were 25 participants. OSME had the opportunity to discuss with RDÉE Ontario future joint seminars. Western Region Information on the launch of the Canadian Innovation Corganization Program (CICP) was distributed to five OLMC organizations. Opening and call for proposals and invitation to national bidders conference webinar were sent to OLMCs. The Office of Small and Medium <th></th> <th>OLMC culture reflects a broad understanding of the federal institution's mandate; OLMCs receive up-to-date and relevant information about the federal institution's programs and services.</th>		OLMC culture reflects a broad understanding of the federal institution's mandate; OLMCs receive up-to-date and relevant information about the federal institution's programs and services.
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2. The Department is concerned about the under-representation of employees with English as their first official language in its workforce in Quebec (excluding the NCR).	 2. The Department adopted a strategy for increasing the participation of English-speaking Canadians in PWGSC's workforce in the Quebec Region (excluding the NCR). The Department participated in the Career Show of <i>the Réseau des ingénieurs du Québec</i>, which was attended by Anglophone students, and in the McGill Public Service Careers Fair. The Department promoted job opportunities via the Web site of the <i>Ordre des ingénieurs du Québec</i> and with McGill University. The Department also promoted job opportunities on the CEDEC site. 	2. Anglophones are aware of job opportunities in the federal public service and at PWGSC, and how to apply for positions.	OLMC culture reflects a broad understanding of the federal institution's mandate; OLMCs receive up-to-date and relevant information about the federal institution's programs and
3. The Translation Bureau held discussions with national organizations representing OLMCs on the implementation of the initiatives of the <i>Roadmap for Canada's</i> <i>Linguistic Duality 2008-2013.</i>	3. A presentation on the results of the first year of the implementation of the Canadian Language Sector Enhancement Program, an initiative assigned to the Bureau as part of the <i>Roadmap for Canada's Linguistic</i> <i>Duality</i> was given to the two national committees representing the OLMCs.	3. The national organizations representing the OLMCs are aware of the two areas for action of the Canadian Language Sector Enhancement Program that will affect communications with the public, service delivery and promotion of French and English.	services.

4. The Department encouraged commercial tenants to offer services in both official languages in the National Capital Region.	 4. For example, under the Regroupement des gens d'affaires de la Capitale nationale and the City of Ottawa's Business Assistance Project, new information kits were distributed to commercial tenants in the National Capital Region to promote services in both official languages. In addition, the two clauses added to the agreements with commercial tenants, one on services and the other on signage, were maintained during 2010-2011. 	 4. In 2010-2011, PWGSC distributed 114 information kits to merchants in the National Capital Region to ensure that commercial tenants are well informed about their linguistic obligations. The Department continues to include specific clauses in all retail leases in the National Capital Region pertaining to the provision of both official languages of Canada for signs and services. 	OLMC culture reflects a broad understanding of the federal institution's mandate; OLMCs
5. PWGSC continued to monitor its advertising expenditures devoted to official language minority media and makes this information public in its annual reports on advertising.	5. PWGSC produced the annual report, which included advertising activities by federal institutions.	5. In 2010-2011, the Government of Canada spent \$1.79 million in OLMC media which is in-line with previous years.	receive up-to-date and relevant information about the federal institution's programs and
 6. From April to August 2010, PWGSC undertook a comprehensive review of postings on GETS/MERX. All postings were verified for both official languages except for those with architectural and engineering designs, drawings and specifications attached. 	6. Email notices were sent to those contracting officers who had posted opportunities for which only one language was posted, informing them of the oversight and reminding them of their obligations under the <i>Official</i> <i>Languages Act.</i> Over the active monitoring period compliance increased significantly.	 6. Monitoring is continuing on a quarterly basis. Opportunities containing third-party content, including architectural and engineering designs, drawings and specifications pose specific challenges related to copyright and intellectual property rights. Legal advice has been sought and obtained on how to address these issues and PWGSC is working on an implementation strategy. The monitoring exercise has resulted in an increased compliance of MERX postings in both official languages. 	services.

7. PWGSC provides OLMCs with access to its programs and services.	 7. The Pacific Region placed media ads in <i>l'Annuaire de la</i> <i>Fédération de la Francophonie.</i> OSME participated in the <i>Chambre de commerce</i> <i>francophone de la Colombie-</i> <i>Britannique</i> meeting. The OLMC Secretariat sent an email to national organizations representing OLMCs to inform them of the new Canadian Innovation Commercialization Program (CICP). 	7. These activities increased PWGSC's visibility within the minority communities.	OLMC culture
8. The Department contributed to <i>Bulletin 41-42</i> .	8. The Department published an article in <i>Bulletin 41-42</i> on Linguistic Duality and Diversity Week 2010.	8. OLMCs continue to be informed of PWGSC's actions to promote linguistic duality in the Department and among Canadians.	reflects a broad understanding of the federal institution's mandate; OLMCs
 9. Consultations on the Transformation of Pay Administration Initiative were held with the OLMCs. Information sessions regarding the hiring and recruitment for the PWGSC Centre of Expertise in Miramichi were held in New Brunswick (Moncton, Bathurst and Miramichi). PWGSC invited key stakeholders, such as la Société de l'Acadie du Nouveau- Brunswick (the organization representing the francophone minority community in New Brunswick), Assembly of First Nations and the private and public colleges of New Brunswick, which constitute important partners in providing professional development programs for employees, as well as provide remuneration training programs. 	9. The purpose of the sessions was to bring awareness about the future Centre of Expertise in Miramichi.	9. PWGSC was able to inform the OLMCs of the hiring and recruitment process for the Center of Expertise that will open in Miramichi in January 2012.	receive up-to-date and relevant information about the federal institution's programs and services.

PWGSC met with the Commissioner of Official Languages' representative to discuss the federal government's Consolidation of Pay Services Project.			OLMC culture reflects a broad understanding of the federal institution's mandate; OLMCs receive up-to-date and relevant information about the federal institution's programs and services.
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D. COORDINATION AND LIAISON (Does not include funding – Internal coordination and liaison with other government institutions)

[Coordination activities (research, studies, meetings, etc.) carried out by the federal institution itself along with other federal institutions or other orders of government; participation in activities organized by other federal institutions, other orders of government, etc.; participation of official languages champions, national and regional coordinators, and others in various government forums.]

Activities carried out to achieve the expected result What activities were carried out during the reporting year? What was done?	Outputs What products or services came from the activities carried out during the reporting year?	Progress made in achieving the expected result What has changed as a result of the activities carried out during the reporting year?	Expected result
1. The OL Champions continued to work on committees to respond to the needs of the OLMCs.	1. The Champion for the Promotion of Linguistic Duality and Development of OLMCs participated in the Council of the Network of Official Languages Champions and attended the six meetings of the Committee of Assistant Deputy Ministers on Official Languages (CADMOL).	1. Increased collaboration between the various partners helps better identify the needs of OLMCs.	Co-operation with
2. The national coordinator responsible for the implementation of section 41 of the OLA works closely with national coordinators and key players in other federal institutions.	 2. The national coordinator continued to participate in meetings of: the network of national coordinators responsible for the implementation of section 41, organized by Canadian Heritage; the National Human Resources Development Committee for the English Linguistic Minority (NHRDCELM); 	2. PWGSC participation allows healthy working relationships to be maintained between the Department and various other federal departments and agencies on these committees and working groups.	multiple partners to enhance OLMC development and vitality and to share best practices.

3. The Department has a network of OL coordinators representing branches at headquarters and regional offices.	 the Business Assistant Project partners coordinated by the <i>Regroupement des</i> <i>gens d'affaires de la Capitale</i> <i>nationale</i>; and the Interdepartmental Policy Committee (IPC) of Canadian Heritage's Official Languages Secretariat. The departmental OL Director also participated in: meetings of the Interdepartmental Policy Committee (IPC) of Canadian Heritage's Official Languages Secretariat Regional OL coordinators participate in meetings and activities of the official languages committee and the regional federal councils. The OL Coordinator for the Ontario Region participated in the Interdepartmental section 41 meeting, which was organized by Canadian Heritage in October 2010. The Atlantic Region OL Coordinator participated in OL Committee Meetings in Newfoundland, Nova Scotia and New Brunswick. The OL Coordinator also attended the Official Languages Day with the community organised by the New Brunswick Federal Council OL Committee in Moncton. 	 These meetings enable the creation of links with federal partners, including Canadian Heritage and the regional office of the Office of the Commissioner of Official Languages, and regional coordinators in other federal institutions. These meetings increase departmental coordination, particularly with respect to the active offer and consultation with Canadian Heritage with respect to the OLMCs. These meetings enhance partnership and long term relationship with OL coordinators interdepartmentally for potential future co-ordination and activities. 	Co-operation with multiple partners to enhance OLMC development and vitality and to share best practices.
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4. PWGSC continued the development of an OL media planning tool (based on cost guides) offering information on OLMC media to help institutions in planning campaigns compliant with OLA requirements.	The OL Coordinator for the Quebec Region attended four meetings of the Interdepartmental Network on Official Languages (INOL). 4. Implementation and on-going modification of OL media planning tool continues.	4. The media planning tool has been developed and implemented on April 1, 2011. Qualitative information concerning OLMC media will be incorporated into the detailed 2011-2012 report on advertising purchased in minority media that is published each year by the Government of Canada.	
5. PWGSC continued to offer the Government of Canada advertising course to communicators with a binder featuring a section on the <i>Official Languages Act</i> and its role in Government of Canada advertising and also continued to distribute a best practices paper on advertising in the official language minority communities.	5. Two courses offered: "Ask An Expert" session, on OL policies, sections 11 and 30 of the OLA, "media plan and official language media offsets".	5. Some 35 federal government employees representing 18 federal institutions participated in these sessions.	Co-operation with multiple partners to enhance OLMC development and vitality and to share best practices.
6. PWGSC continues to publish articles in <i>Within Reach</i> newsletter for members of the advertising community.	6. An article on the official languages policy in terms of outdoor advertising (e.g. billboards and transit advertisement) was published in the newsletter.	6. The <i>Within Reach</i> newsletter allowed the Department to deliver useful, relevant information on trends and practices to members of the advertising community.	

7. The Translation Bureau continued to work with various federal institutions to meet the needs of OLMCs.	 7. The Bureau sits on three Canadian Heritage committees that deal specifically with the <i>Roadmap for Linguistic Duality</i> 2008-2013. 1. Interdepartmental Policy Committee (IPC); 2. Interdepartmental Official Languages Program Management Committee (IOLPMC); and 3. Co-ordinating Committee on Official Languages Research (CCOLR) 	7. The Bureau's participation on various committees has allowed for greater cooperation between the various federal institutions in order to respond to the needs of OLMCs.	
8. The Translation Bureau continued to work with a number of provincial and territorial governments to respond to the needs of OLMCs.	8. The Bureau coordinated the meetings of the National Terminology Council (NTC), which brings together specialists employed by the ten provincial and three territorial governments. Three NTC meetings were held during the year, as well as the NTC's annual meeting in May.	8. Cooperation with provincial and territorial governments makes it possible to better identify and respond to the requirements of OLMCs.	Co-operation with multiple partners to enhance OLMC development and vitality and to share best practices.
9. The Translation Bureau continued to collaborate with teaching institutions to respond to the needs of OLMCs.	9. The Translation Bureau's Interpretation and Parliamentary Translation Directorate made its interpretation laboratory available to the University of Ottawa over the course of the fiscal year 2010- 2011.	9. The Translation Bureau's partners benefited from the use of an interpretation laboratory of international caliber to train and develop conference interpreters.	
	The Terminology Standardization Directorate maintained its relationship with the University of Ottawa's Official Languages and Bilingualism Institute.	The Official Languages and Bilingualism Institute benefited from the information that the Bureau, as Canadian correspondent in language planning, had received from foreign partners.	

10. The Translation Bureau continued to manage and add content to the Language Portal of Canada, on-line since October 2009, and promoted the Portal to various target audiences.	 10. Various contributors, including provincial or territorial governments such as the governments of Manitoba, Saskatchewan and Nunavut, agreed to help enrich the content of the Portal. Six new contribution agreements were added to the three signed last year. The Bureau also implemented a Steering Council of the Language Portal of Canada, which includes participants from various provinces and territories. 	10. The partnerships and the Portal's Strategic Direction Board have enhanced the Portal and increased its visibility, which in turn increases usage of the Portal.	
11. Regional OL Coordinators work with Canadian Heritage and other government institutions for the benefit of OLMCs.	 11. The Atlantic Region participated in the OL committee meetings. In 2010-2011 the Committee met three times to discuss OLMC information, as well as, internal OL initiatives. The Atlantic Region organized a meeting with 85 federal government employees from approximately 22 departments and 30 representatives from francophone community groups to discuss Part VII of the Act. Pacific Region participated in the Pacific Federal Council's "Les Rendez-vous de la Francophonie" events. 	11. These activities create interaction with Canadian Heritage, other government institutions and different OLMC groups.	Co-operation with multiple partners to enhance OLMC development and vitality and to share best practices.

	PWGSC is represented on the Manitoba Federal Council's Official Languages Champion (MINOLC), Saskatchewan Federal Council's Official Languages Champion (SINOLC) and in Alberta. Meetings are scheduled throughout the year and departments put their resources together to organize activities and meetings.		Co-operation with multiple partners to enhance OLMC development and vitality and to share best practices.
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E. FUNDING AND PROGRAM DELIVERY

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

Activities carried out to achieve the	Outputs	Progress made in achieving the expected	Expected result
expected result	What products or services came	result	
What activities were carried out during the	from the activities carried out	What has changed as a result of the activities carried	
reporting year? What was done?	during the reporting year?	out during the reporting year?	
1. The Department extended the translation support service offered exclusively to national organizations that represent OLMCs, that is the <i>Fédération des</i> <i>communautés francophones et acadienne</i> (FCFA) <i>du Canada</i> , the <i>Réseau de</i> <i>développement économique et</i> <i>d'employabilité</i> (RDÉE) <i>Canada</i> ; the <i>Community Economic Development and</i> <i>Employability Corporation</i> (CEDEC); and the <i>Quebec Community Groups Network</i> (QCGN).	1. The guidelines and related reporting procedures were shared with eligible organizations.	 Eligible organizations reported that the program enables them to enter into a dialogue with citizens in the other official language and to make contact with provincial and territorial ministers. The organizations also indicated that the support service increased partnership opportunities. 	OLMCs are part of the federal institution's regular clientele and have adequate access to its programs and services; OLMC needs (e.g. geographic dispersion and development opportunities) are taken into account.

2. The Hotel Card Program enables OLMC organizations to obtain the federal government discount at participating hotels in Canada. The program was renewed for five years, from January 1, 2011 to December 31, 2015.	2. Over 800 hotel cards were issued to over 400 organizations in 2010-2011.	2. OLMC organizations benefited from preferred accommodation rates during business trips.	
3. The Translation Bureau continued its partnership with universities that are members of the Canadian Association of Schools of Translation (CAST).	 3. As of March 31, 2011, the Bureau had welcomed 81 university co-op students, 89 partnership program students and two in the legal translation master's program from various Canadian universities that are members of CAST. Also, the Bureau recruited 69 translators and one interpreter from across Canada between April 1, 2010, and March 31, 2011. 	3. The partnership between the Bureau and universities for hiring students contributes to the renewal of a qualified workforce.	OLMCs are part of the federal institution's regular clientele and have adequate access to its programs and services; OLMC needs (e.g. geographic dispersion and development opportunities) are taken into account.
4. The Translation Bureau continued its "Interpreters Wanted!" project under a memorandum of understanding with the University of Ottawa.	4. The memorandum of understanding with the University of Ottawa's School of Translation and Interpretation (STI) was renegotiated until 2013. The Bureau seconded nine professors to the University of Ottawa to teach master's courses in Interpretation.	4. The renegotiation of the memorandum of understanding for the "Interpreters Wanted!" project helps make it possible to meet the challenge of the shortage of interpreters in Canada.	

5. The Translation Bureau continued the SVP Terminology and Official Titles Services (SVP Service).	 5. The Bureau has a term research service that handles requests for the federal government, language professionals and, under certain conditions, the general public. Requesters do not indicate where they are from, which makes it impossible to determine what proportion of requests among the 20,000 information requests received in 2010-2011 were from OLMCs. 	5. The Canadian population as a whole, including OLMCs, federal employees and provincial and territorial governments, has access to a service to effectively produce their documents and publications in both official languages.	OLMCs are part of the federal institution's regular clientele and have adequate access to
6. The Translation Bureau continued the implementation of the Canadian Language Sector Enhancement Program (initiative from the Roadmap for Canada's Linguistic Duality 2008-2013), which has two components: University Scholarships in Translation and the Language Industry Initiative.	 6. Further to the call for proposals launched on July 3, 2009, the Canadian Language Sector Enhancement Program is financing 16 projects supporting the development of the language sector across Canada: Seven scholarships in translation; A project involving paid translation practicums in private firms; Two industry promotion projects; Five innovation projects; and One language technologies integration project. 	6. The two focuses of action of the Canadian Language Sector Enhancement Program will have a positive impact on communications with the public, service delivery and the promotion of French and English.	its programs and services; OLMC needs (e.g. geographic dispersion and development opportunities) are taken into account.

 7. The Pacific Region secured funding for external activities: Memorandum of Understanding with EducaCentre to deliver in French OSME seminars three to five times a year to a maximum of 12 students per seminar; Memorandum of Understanding with Small Business BC for video conferencing services. 	 7. Seminars on OSME program were delivered. Videoconference fees were provided by OSME for seminars in French and support staff. 	 7. The seminars increased francophone suppliers' competitive participation in federal procurement process. The videoconference increased awareness of francophone suppliers of opportunities for provision of videoconferencing services. 	OLMCs are part of the federal institution's regular clientele and have adequate access to its programs and services; OLMC needs (e.g. geographic dispersion and development opportunities) are taken into account.
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F. ACCOUNTABILITY

[Activities through which the federal institution integrates its work on the 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 and status report on implementation of section 41 of the OLA); internal audits and evaluations 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.]

Activities carried out to achieve the expected result What activities were carried out during the reporting year? What was done?	Outputs What products or services came from the activities carried out during the reporting year?	Progress made in achieving the expected result What has changed as a result of the activities carried out during the reporting year?	Expected result
1. The Department has a three-year action plan for the implementation of section 41 of the OLA.	 The action plan covers the period from 2008-2011 and ends March 31, 2011. PWGSC has developed its 2011- 2014 Action Plan which will be submitted to Canadian Heritage in May 2011. 	 The action plan is reviewed regularly to evaluate the process. The 2011-2014 Action Plan will be posted on the Department's Internet website. 	Full integration of the OLMC perspective and section 41 of the
2. The Department develops an annual report on results to report on its achievements.	2. OL Coordinators in branches and regional offices contributed to the development of the annual report on results.	2. The 2010-2011 Annual Report will be posted on the Department's Internet site.	OLA into the federal institution's policies, programs and services; the reporting structure, internal evaluations and policy reviews determine how to
3. In 2010-2011, the national coordinator for the implementation of section 41 of the OLA and the OL Director were consulted on PWGSC Treasury Board submissions and Memorandum to Cabinet to ensure that they are subjected to an official languages impact analysis.	3. The national coordinator for the implementation of section 41 of the OLA and the OL Director reviewed 84 Treasury Board submissions in 2010-2011.	3. The national coordinator and the OL Director ensured that the official languages impact analysis was properly executed and that the perspective of OLMCs was considered in the Treasury Board submissions and Memorandum to Cabinet.	better integrate OLMCs' perspective.

4. As part of the <i>Roadmap for Canada's</i> <i>Linguistic Duality 2008-2013,</i> the Translation Bureau updated the Canadian Heritage performance-measurement strategy for its two initiatives (Language Portal of Canada and the Canadian Language Sector Enhancement Program).	4. The two sections of Canadian Heritage's performance measurement strategy for the Roadmap were updated in fall 2010, one section for the Language Portal of Canada and another for the Canadian Language Sector Enhancement Program.	4. The two <i>Roadmap for Linguistic Duality 2008-2013</i> initiatives assigned to the Translation Bureau require effective, regular performance measurement and contribute to the enhancement of linguistic duality in Canada.	Full integration of the OLMC perspective and section 41 of the OLA into the federal institution's policies, programs and services; the reporting structure, internal evaluations and policy reviews determine how to better integrate OLMCs' perspective.
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Distribution list

- Alliance des radios communautaires du Canada
- Association de la presse francophone du Canada
- Commissioner of Official Languages
- Community Economic Development and Employability Corporation
- Fédération des communautés francophones et acadienne du Canada
- Interdepartmental Coordination Directorate, Canadian Heritage
- Official Languages Secretariat, Canadian Heritage
- Quebec Anglophone Association of Community Radio
- Quebec Community Groups Network
- Quebec Community Newspaper Association
- Réseau de développement économique et d'employabilité (RDÉE) Canada
- Standing Committee on Official Languages of the House of Commons
- Standing Senate Committee on Official Languages

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Julie Paquette Manager, Official Language Minority Communities Secretariat Official Languages Directorate Public Works and Government Services Canada Place du Portage, Phase III, Level 2B2 Gatineau, QC K1A 0S5

Telephone: 819-934-0238 / Fax: 819-956-8566 E-mail: <u>Julie.paquette@tpsgc-pwgsc.gc.ca</u>