



# Office of the Commissioner of Official Languages

2018–19

## **Departmental Plan**

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The Honourable Scott Brison, P.C., M.P.  
Acting Minister of Democratic Institutions

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the President of the Queen's Privy Council for Canada, 2018

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## Message from the Interim Commissioner of Official Languages of Canada

Our 2018–19 Departmental Plan provides parliamentarians and Canadians with information on what we do and the results we are trying to achieve during the upcoming year. To improve reporting to Canadians, we are introducing a new, simplified report.



Work on reviewing the Official Languages (Communications with and Services to the Public) Regulations and modernizing the Official Languages Act may mark the beginning of the mandate of the new Commissioner of Official Languages. The time is right to tailor these key documents to Canada’s current reality as we approach the 50th anniversary of the Official Languages Act.

The Office of the Commissioner has worked hard to improve efficiency and effectiveness and to ensure that public funds continue to be invested responsibly. These efforts will continue during the upcoming year.

As a results-oriented organization, the Office of the Commissioner already uses all of the tools at its disposal to intervene with federal institutions. We believe that we can go even further by integrating the work of various sections of our organization in our interventions with individual institutions. We will also continue working on a new tool called the Official Languages Capability Maturity Model.

To ensure that linguistic duality continues to be one of Canada’s core values, we will also establish new ways to connect with young Canadians and newcomers.

Ghislaine Saikaley



## Plans at a glance

### **Core Responsibility 1:** Protection of rights related to Official Languages

- The Office of the Commissioner shall protect official languages rights.
- The Office of the Commissioner will also ensure that Canadians can benefit from the Commissioner’s interventions before the courts.

### **Core Responsibility 2:** Advancement of French and English in Canadian society

- The Office of the Commissioner shall inform Canadians of their language rights and the language rights of official language minority communities and shall ensure that Canadians recognize the importance of linguistic duality and bilingualism.
- The Office of the Commissioner shall also continue the dialogue on issues relating to the Official Languages Act in order to influence decision makers in Parliament, government and communities.

Although the Office of the Commissioner does not intend to experiment with new evidence-based approaches, it will explore ways to enhance its capacity and improve its efficiency. The objective is to develop a strategy and approaches that will create synergies between its two core responsibilities, reduce effort and improve service to Canadians.

To achieve its planned results, the Office of the Commissioner will review and streamline processes, and look at introducing innovative initiatives and activities that will help it to take advantage of technology, better integrate work and results, and promote employee engagement.

For more information on the Office of the Commissioner of Official Languages’ plans, priorities and planned results, see the “Planned results” section of this report.





## Planned results: what we want to achieve this year and beyond

### Core Responsibilities

#### **Protection of rights related to Official Languages**

##### **Description**

Take the appropriate steps, including complaints processing, audits and interventions, to ensure compliance with the Official Languages Act and language rights in Canada.

##### **Planning highlights**

One of the ways in which the Office of the Commissioner plans to protect official languages rights is by reviewing business processes that will improve its ability to process complaints and requests within the service standards and that will ensure that follow-ups to the recommendations are conducted in a timely manner.

The Office of the Commissioner also plans to conduct anonymous observations of service to the public. These observations will focus on federal institutions that provide service to the public, in particular to youth and newcomers. The results will help us identify strategies and actions to ensure respect for Canadians' language rights.

The Office of the Commissioner will continue to take action regarding the need to review the Act's enforcement mechanisms with respect to Air Canada.

After the government's new Official Languages Action Plan is tabled, the Office of the Commissioner will take action in files such as immigration, second-language immersion and instruction, early childhood and access to justice to ensure that the measures in the Action Plan contribute positively to the vitality of official language minority communities.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results
Rights related to official languages are protected	Percentage of the Commissioner's recommendations made in response to deficiencies identified through audit and investigation reports that have been implemented.	60%	March 2019	This indicator was modified in 2018–2019.	This indicator was modified in 2018–2019.	This indicator was modified in 2018–2019.
	Percentage of complaints and inquiries processed within the timelines set out by the service standards.	70%	March 2019	This indicator was modified in 2018–2019.	This indicator was modified in 2018–2019.	This indicator was modified in 2018–2019.
The Canadian population benefits from the Commissioner's interventions before the Courts.	Percentage of remedies involving the Commissioner that had a positive impact on the interpretation or the application of the Official Languages Act or the Charter.	60%*	March 2019	This indicator was added in 2015–2016.	57.5%	72%

\* The percentage target was modified to take into account the low number of total decisions counted during the specified period.

## Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
7,448,906	7,448,906	7,448,906	7,448,906

## Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
65	65	65

## Advancement of French and English in Canadian society

### Description

Raise awareness of issues related to the advancement of the equal status of English and French in federal institutions and Canadian society, while supporting the development and vitality of Official Language Minority Communities.

### Planning highlights

To advance Canada's linguistic duality, the Office of the Commissioner will:

- Take action in files such as immigration, second-language immersion and instruction, early childhood and access to justice, particularly in terms of the government's Official Languages Action Plan;
- consult Canadians and key stakeholders on the reforms needed for the Official Languages Act and issue its position to influence the government with respect to the changes that will need to be made to the Act and its regulations; and
- develop and introduce intervention strategies to connect specifically with youth and newcomers.

### Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results
Canadians know their language rights and those of official languages communities and they recognize the importance of linguistic duality and bilingualism.	Number of Canadians who have been informed of issues related to the Official Languages Act.	20,000	March 2019	This indicator was added in 2018–2019.	This indicator was added in 2018–2019.	This indicator was added in 2018–2019.
	Percentage of public support for linguistic duality and bilingualism (measured every 5 years)	73%	March 2021	This indicator was added in 2018–2019.	This indicator was added in 2018–2019.	This indicator was added in 2018–2019.
The Commissioner influences decision-makers in Parliament, government and communities on issues relating to the Official Languages Act.	Number of parliamentary deliberations making reference to the Official Languages Act and/or reports and recommendations	TBD by March 2019	March 2019	This indicator was added in 2018–2019.	This indicator was added in 2018–2019.	This indicator was added in 2018–2019.

	made by the Office of the Commissioner of Official Languages.					
	Proportion of recommendations from the Annual Report and research reports prepared by the Office of the Commissioner of Official Languages that were implemented.	60%	March 2019	This indicator was modified in 2018–2019.	This indicator was modified in 2018–2019.	This indicator was modified in 2018–2019.

### Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
7,023,254	7,023,254	7,023,254	7,023,254

### Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
57	57	57

Financial, human resources and performance information for the Office of the Commissioner of Official Languages' Program Inventory is available in the [GC InfoBase](#).<sup>1</sup>

## Internal Services

### Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are Management and Oversight Services, Communications Services, Legal Services, Human Resources Management Services, Financial Management Services, Information Management Services, Information Technology Services, Real Property Services, Materiel Services and Acquisition Services.

Since legal remedies are set out in the Act, the Office of the Commissioner of Official Languages' Legal Services are excluded from its Internal Services and are an integral part of its

Protection of Official Language Rights program. As well, given their specific mandate, its Communications Services are not included in Internal Services, but rather form part of its Advancement of Official Languages program.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
6,810,428	6,810,428	6,810,428	6,810,428

Human resources (full-time equivalents)

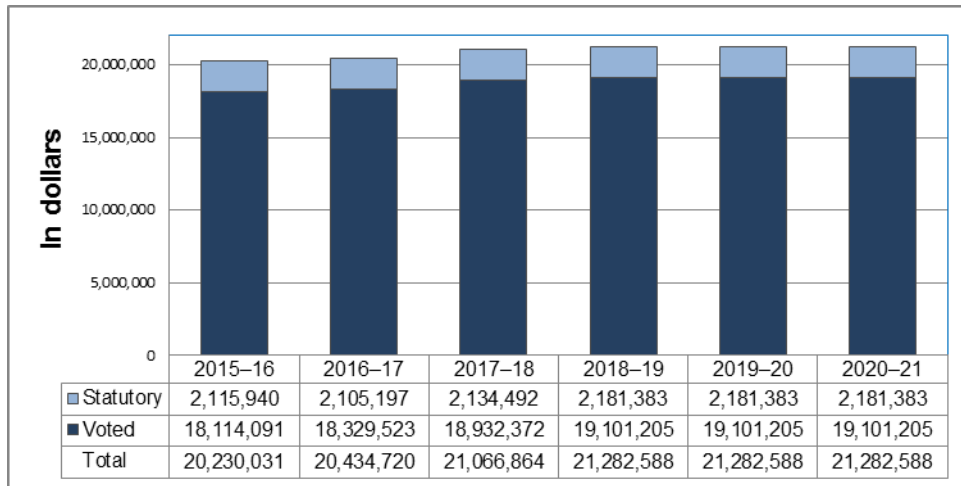
2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
41	41	41



## Spending and human resources

### Planned spending

#### Departmental spending trend graph



#### Budgetary planning summary for Core Responsibilities and Internal Services (dollars)

Core Responsibilities and Internal Services	2015–16 Expenditures	2016–17 Expenditures	2017–18 Forecast spending	2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
Protection of rights related to Official Languages	6,673,506	7,554,792	7,588,521	7,448,906	7,448,906	7,448,906	7,448,906
Advancement of French and English in Canadian society	6,059,233	6,638,658	7,171,117	7,023,254	7,023,254	7,023,254	7,023,254
<b>Subtotal</b>	12,732,739	14,193,450	14,759,638	14,472,160	14,472,160	14,472,160	14,472,160
Internal Services	7,497,292	6,241,270	6,307,226	6,810,428	6,810,428	6,810,428	6,810,428
<b>Total</b>	20,230,031	20,434,720	21,066,864	21,282,588	21,282,588	21,282,588	21,282,588

The difference between the 2016-17 expenditures and the 2017-18 forecast spending is due to payments related to the signature of collective agreements.

## Planned human resources

Human resources planning summary for Core Responsibilities and Internal Services (full-time equivalents)

Core Responsibilities and Internal Services	2015–16 Actual full-time equivalents	2016–17 Actual full-time equivalents	2017–18 Forecast full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
Protection of rights related to Official Languages	64	63	68	65	65	65
Advancement of French and English in Canadian society	53	54	53	57	57	57
<b>Subtotal</b>	117	117	121	122	122	122
Internal Services	44	41	41	41	41	41
<b>Total</b>	161	158	162	163	163	163

There were no significant variances over the last three years.

## Estimates by vote

For information on the Office of the Commissioner of Official Languages' organizational appropriations, consult the [2018–19 Main Estimates](#).<sup>ii</sup>

## Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of the Office of the Commissioner of Official Languages' operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis, amounts may differ.

A more detailed Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the Office of the Commissioner of Official Languages' [website](#).<sup>iii</sup>



Future-Oriented Condensed Statements of Operations  
for the year ended March 31, 2019 (dollars)

Financial information	2017–18 Forecast results	2018–19 Planned results	Difference (2018–19 Planned results minus 2017–18 Forecast results)
Total expenses	25,421,692	24,532,276	(889,416)
Total revenues	-	-	-
Net cost of operations before government funding and transfers	25,421,692	24,532,276	(889,416)

The difference between the 2017-18 forecast results and the 2018-19 planned results is due to payments related to the signature of collective agreements.



## Supplementary information

### Corporate information

#### **Organizational profile**

**Interim Commissioner:** Ghislaine Saikaley

**Enabling instrument:** [Subsection 56\(1\)](#)<sup>iv</sup> of the Official Languages Act

**Year of commencement:** 1970

**Other:** The Commissioner of Official Languages is appointed by commission under the Great Seal, after approval by resolution of the House of Commons and the Senate. The Commissioner reports directly to Parliament.

#### **Raison d’être, mandate and role**

Information on the Office of the Commissioner of Official Languages’ raison d’être, mandate and role is available on its [website](#).<sup>v</sup>

#### **Operating context and key risks**

Information on the Office of the Commissioner of Official Languages’ operating context and key risks is available on its [website](#).<sup>vi</sup>

## Reporting framework

The Office of the Commissioner of Official Languages’ Departmental Results Framework and Program Inventory of record for 2018–19 are shown below:

Departmental Results Framework	<b>Core Responsibility:</b> Rights related to Official Languages are protected		<b>Core Responsibility:</b> Advancement of French and English in Canadian society		Internal Services
	Rights related of official languages are protected	Percentage of the Commissioner’s recommendations made in response to deficiencies identified through audit and investigation reports that have been implemented.	Canadians know their language rights and those of official languages communities and they recognize the importance of linguistic duality and bilingualism.	Number of Canadians who have been informed of issues related to the Official Languages Act.	
		Percentage of complaints and inquiries processed within the timelines set out by the service standards.		Percentage of public support for linguistic duality and bilingualism (measured every 5 years)	
	The Canadian population benefits from the Commissioner’s interventions before the Courts.	Percentage of remedies involving the Commissioner that had a positive impact on the interpretation or the application of the Official Languages Act or the Charter.	The Commissioner influences decision-makers in Parliament, government and communities on issues relating to the Official Languages Act.	Number of parliamentary deliberations making reference to the Official Languages Act and/or reports and recommendations made by the Office of the Commissioner of Official Languages.	
Proportion of recommendations from the Annual Report and research reports prepared by the Office of the Commissioner of Official Languages that were implemented.					
Program Inventory	Protection of Official Languages Rights		Advancement of Official Languages		

Concordance between the Departmental Results Framework and the Program Inventory, 2018–19, and the Program Alignment Architecture, 2017–18

2018–19 Core Responsibilities and Program Inventory	2017–18 Lowest-level program of the Program Alignment Architecture	Percentage of lowest-level Program Alignment Architecture program (dollars) corresponding to the program in the Program Inventory
<b>Core Responsibility 1:</b> Protection of rights related to Official Languages		
Protection of official languages	Protection	100%
<b>Core Responsibility 2:</b> Advancement of French and English in Canadian society		
Advancement of official languages	Promotion	100%

## Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to the Office of Commissioner of Official Languages' Program Inventory is available in the [GC InfoBase](#).<sup>vii</sup>

## Supplementary information tables

The following supplementary information tables are available on the Office of the Commissioner of Official Languages' [website](#).<sup>viii</sup>

- ▶ Upcoming evaluations over the next five fiscal years
- ▶ Upcoming internal audits for the coming fiscal year

## Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).<sup>ix</sup> This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

## Organizational contact information

For further information, visit the Office of the Commissioner of Official Languages' [website](#)<sup>x</sup> or contact one of the following offices:

### **HEAD OFFICE**

30 Victoria Street  
6th Floor  
Gatineau, Quebec  
K1A 0T8

Tel.: 819-420-4877 or  
1-877-996-6368  
TTY: 1-800-880-1990  
Fax: 819-420-4873  
[E-mail:information@clo-ocol.gc.ca](mailto:information@clo-ocol.gc.ca)  
[www.twitter.com/OCOLCanada](http://www.twitter.com/OCOLCanada)  
[www.facebook.com/officiallanguages](http://www.facebook.com/officiallanguages)

### **REGIONAL OFFICES**

#### **Atlantic Region**

Moncton

Tel.: 506-851-7047 or  
1-800-561-7109  
Fax: 506-851-7046

#### **Quebec and Nunavut Region**

Montréal

Tel.: 514-283-4996 or  
1-800-363-0628  
Fax: 514-283-6677

#### **Ontario Region**

Toronto

Tel.: 416-973-1903 or  
1-800-387-0635  
Fax: 416-973-1906

Sudbury

Tel.: 705-671-4101 or  
1-888-272-3704  
Fax: 705-671-4100

#### **Manitoba and Saskatchewan Region**

Winnipeg

Tel.: 204-983-2111 or  
1-800-665-8731  
Fax: 204-983-7801

Regina

Tel.: 306-780-7866 or  
1-800-665-8731  
Fax: 306-780-7896

#### **Alberta, British Columbia, Northwest Territories and Yukon Region**

Edmonton

Tel.: 780-495-3111 or  
1-800-661-3642  
Fax: 780-495-4094

Vancouver

Tel.: 1-800-661-3642

## Appendix: Definitions

### **appropriation (crédit)**

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

### **budgetary expenditures (dépenses budgétaires)**

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

### **Core Responsibility (responsabilité essentielle)**

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

### **Departmental Plan (plan ministériel)**

A report on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

### **Departmental Result (résultat ministériel)**

Any change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by Program-level outcomes.

### **Departmental Result Indicator (indicateur de résultat ministériel)**

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

### **Departmental Results Framework (cadre ministériel des résultats)**

The department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

### **Departmental Results Report (rapport sur les résultats ministériels)**

A report on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

### **experimentation (experimentation)**

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

### **full-time equivalent (équivalent temps plein)**

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

**gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])**

An analytical process used to help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender-diverse people. The “plus” acknowledges that GBA goes beyond sex and gender differences to consider multiple identity factors that intersect to make people who they are (such as race, ethnicity, religion, age, and mental or physical disability).

**government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2018–19 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

**horizontal initiative (initiative horizontale)**

An initiative in which two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (by Cabinet, a central agency, etc.) as a horizontal initiative for managing and reporting purposes.

**non-budgetary expenditures (dépenses non budgétaires)**

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

**performance (rendement)**

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

**performance indicator (indicateur de rendement)**

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

**performance reporting (production de rapports sur le rendement)**

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

**planned spending (dépenses prévues)**

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.



**plan (plan)**

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

**priority (priorité)**

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Departmental Results.

**Program (programme)**

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

**Program Alignment Architecture (architecture d'alignement des programmes)<sup>1</sup>**

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

**results (résultat)**

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

**statutory expenditures (dépenses législatives)**

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

**Strategic Outcome (résultat stratégique)**

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

**sunset program (programme temporisé)**

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

**target (cible)**

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

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1. Under the Policy on Results, the Program Alignment Architecture has been replaced by the Program Inventory.

**voted expenditures (dépenses votées)**

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

## Endnotes

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- i GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii 2018-19 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- iii Office of the Commissioner of Official Languages, <http://www.clo-ocol.gc.ca/en/transparency/index>
- iv Subsection 56(1), <http://laws-lois.justice.gc.ca/eng/acts/O-3.01/page-6.html#docCont>
- v Office of the Commissioner of Official Languages, <http://www.clo-ocol.gc.ca/en/aboutus/mandate>
- vi Office of the Commissioner of Official Languages, <http://www.clo-ocol.gc.ca/en/transparency/index>
- vii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- viii Office of the Commissioner of Official Languages, <http://www.clo-ocol.gc.ca/en/transparency/index>
- ix Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>
- x Office of the Commissioner of Official Languages, <http://www.officiallanguages.gc.ca/en/contact/index>