



# Office of the Commissioner of Official Languages

2021–22

**Departmental Plan**

A handwritten signature in blue ink, appearing to read 'D. LeBlanc', is centered below the title.

---

The Honourable Dominic LeBlanc, P.C., Q.C., M.P.  
President of the Queen's Privy Council for Canada

© Her Majesty the Queen in right of Canada, as represented by the  
President of the Queen's Privy Council for Canada, 2021

Cat. No.: SF1-5E-PDF  
ISSN: 2371-6452

This document is available on the Office of the Commissioner of  
Official Languages' website at [www.officiallanguages.gc.ca](http://www.officiallanguages.gc.ca).

---

## Table of contents

From the Commissioner of Official Languages of Canada .....	1
Plans at a glance .....	3
Core responsibilities: planned results and resources, and key risks .....	5
Protection of rights related to official languages .....	5
Advancement of English and French in Canadian society .....	10
Internal Services: planned results .....	14
Spending and human resources.....	17
Planned spending.....	17
Planned human resources .....	19
Estimates by vote .....	19
Future-oriented Condensed statement of operations .....	19
Corporate information.....	21
Organizational profile .....	21
Raison d'être, mandate and role: who we are and what we do .....	21
Operating context .....	21
Reporting framework.....	22
Supporting information on the program inventory .....	23
Supplementary information tables .....	23
Federal tax expenditures.....	23
Organizational contact information.....	23
Appendix: definitions.....	25
Endnotes .....	29

---



## From the Commissioner of Official Languages of Canada

I am pleased to present my office's 2021–22 Departmental Plan, which outlines the activities planned and results expected to support our mandate.

Over the past year, my office has continued to work diligently, despite the challenges presented by the COVID-19 pandemic. Our investments in technology and tools for employees over the past years have been instrumental in enabling us to operate in an almost entirely virtual workplace. We also made strides, before the pandemic, in working more efficiently and collaboratively. In step with new workplace realities, we will forge ahead with our culture of continuous improvement, collaboration and resource optimization.



In 2021–22, I will continue to pursue my two main responsibilities: the protection of official languages rights and the advancement of English and French in Canadian society. The activities outlined in this plan support the three major priorities I set out at the start of my mandate—monitoring the *Action Plan for Official Languages*, making sure that federal institutions meet their official languages obligations, and modernizing the *Official Languages Act*.

In 2021–22 we find ourselves at a time where official languages are as important as ever. The COVID-19 pandemic has merely amplified ongoing problems, both within the public service and more widely in Canadian society.

My recent report on official languages in emergencies sheds light on the existing shortcomings in respecting Canadians' language rights and ensuring their safety during a crisis. It proposes solutions to the federal government to address recurring issues. The problems we have witnessed must not be repeated and I will be closely monitoring the government's follow-up to my report.

Canadians are taking notice of the lapses in respect for their rights. Complaints filed with my office have increased steadily over the past few years and rose by 25% in 2019–20.

My office will continue to develop and implement strategies to encourage federal institutions to comply with the *Official Languages Act*. We will continue to promote the Official Languages Maturity Model, a tool we developed to show organizations how their current policies and procedures help them to meet their official languages obligations, and where there might be concerns.

My office will also remain vigilant and monitor the *Action Plan for Official Languages 2018–2023* to ensure the programs respond to the needs of official language minority communities. We

will be looking closely at the funding for programs related to education, justice and immigration over the next fiscal year.

In my 2019–20 annual report, I noted that the main reason Canadians' language rights are not respected is that the government is not doing enough to promote both official languages across Canada. I will continue to highlight to the parliamentary and Senate standing committees the importance of public awareness of the different issues related to official languages and their impact on citizens.

My office will be establishing new promotional activities for the Canadian public from coast to coast to coast to adapt to the digital environment imposed by the pandemic, and we will broaden the reach of our activities to connect with new segments of the public.

I will also continue to appear before the courts to ensure that they give a broad and liberal interpretation of language obligations.

Going forward, we need a true modernization of the *Official Languages Act* so that it is relevant, dynamic and strong. I will continue to monitor very closely the government's actions on modernizing the Act, including its follow-up on the 18 recommendations I issued in 2019. Truly modernizing the Act will ensure Canadians' fundamental language rights are respected now and in the future.



Raymond Th  berge

## Plans at a glance

In 2021–22, the Office of the Commissioner of Official Languages (the Office of the Commissioner) will begin the third year of implementation of its strategic priorities for 2018–2025. The Office of the Commissioner will develop and implement an action plan, including specific initiatives to address the strategic priorities set out in its multi-year strategic plan, which includes Vision 2025.

Monitoring the implementation of the *Action Plan for Official Languages 2018–2023: Investing in Our Future* remains one of the Commissioner’s priorities. To this end, in 2021–22, the Office of the Commissioner will continue to closely monitor the implementation of programs arising from the *Action Plan for Official Languages 2018–2023: Investing in Our Future* to ensure that they meet the needs of official language minority communities. Special focus will be placed on funding to support development in areas related to education, justice and immigration.

The Office of the Commissioner will highlight to the parliamentary and Senate standing committees on official languages the importance of public awareness of the different issues related to official languages.

To the extent that it can as it adapts to the digital environment imposed by the COVID-19 pandemic, the Office of the Commissioner will introduce new activities to promote linguistic duality among the Canadian public and to broaden the reach of its activities to connect with new segments of the public.

The Office of the Commissioner will continue to develop and implement engagement and intervention strategies with federal institutions to encourage them to remove any barriers to achieving the objectives of the *Official Languages Act* (the Act). As part of the operationalization of the Official Languages Maturity Model, the Office of the Commissioner will continue to support the selected federal institutions in their organizational self-assessments to help them make continuous progress in the area of official languages.

In addition, in light of the increased volume of complaints, the Office of the Commissioner will develop complaint management strategies to ensure compliance with its mandate, as set out in the Act.

The Commissioner will also continue participating as an appellant in two appeals before the Federal Court of Appeal to ensure that the courts continue to give a broad and liberal interpretation of language rights and that the Act is implemented according to its purpose.

Finally, the Commissioner will continue to show ongoing leadership to ensure that the government truly modernizes the Act.

## Core responsibilities

### Core responsibility 1: Protection of rights related to official languages

- The Office of the Commissioner intends to encourage federal institutions to eliminate barriers to achieving the objectives of the Act.
- The Office of the Commissioner will intervene with federal institutions and partners to ensure that the expected results set out in the *Action Plan for Official Languages 2018–2023: Investing in Our Future* are achieved.

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

- The Office of the Commissioner will provide ongoing leadership to ensure that the government truly modernizes the Act.

In addition, the Office of the Commissioner is committed to continuing to foster a culture of continuous improvement, collaboration and resource optimization within its organization.

For more information on the Office of the Commissioner’s plans, priorities and planned results, see the “Core responsibilities: planned results and resources, and key risks” section of this report.



## Core responsibilities: planned results and resources, and key risks

This section contains detailed information on the department's planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

### Protection of rights related to official languages

#### **Description**

In meeting this core responsibility, the Office of the Commissioner takes the appropriate steps, including complaints processing, audits and interventions, to ensure compliance with the Act and language rights in Canada.

#### **Planning highlights**

The Office of the Commissioner will continue to encourage federal institutions to eliminate barriers to achieving the objectives of the Act by developing, in an integrated manner within its organization, intervention strategies with selected federal institutions, and will begin implementing them.

The Office of the Commissioner will also continue to intervene with federal institutions and partners to ensure that the planned results set out in the *Action Plan for Official Languages 2018–2023: Investing in Our Future* are achieved. The Office of the Commissioner will develop, in an integrated manner within its organization, engagement strategies with various key stakeholders, including federal institutions, parliamentarians, official language minority communities and other interest groups for the benefit of all Canadians.

In addition, the Commissioner will continue to participate as an appellant in two appeals before the Federal Court of Appeal to ensure that the courts continue to give a broad and liberal interpretation of language rights and to ensure that the Act is implemented according to its purpose. These cases will also help clarify the duty of federal institutions to enhance the vitality of Canada's English-speaking and French-speaking minority communities and support their development, as well as clarify language-of-work rights.

Finally, the Office of the Commissioner will continue to use the Official Languages Maturity Model by providing selected federal institutions with an assessment to help them make continuous progress in the area of official languages.

#### **Experimentation**

To foster a culture of continuous improvement, the Office of the Commissioner will continue to focus on reviewing its processes to ensure standardization and innovation wherever possible. For example, the Investigations Directorate will continue to seek efficiencies in how it responds to

the high volume of complaints the organization receives and to recurring complaints by developing, among other things, complaint management strategies. The Office of the Commissioner reviewed its investigation process in 2020–21, and the action plan will be analyzed in light of limited resources to implement any recommendations that may arise from it.

**Key risks**

The Office of the Commissioner conducted its annual risk management process and identified risks related to its ability to meet strategic and operational priorities and its reputation in delivering its mandate. As part of the mitigation strategy, the Office of the Commissioner will implement measures to respond to the recommendations of the project consultant on the investigations program. The objective of this project was to assess the effectiveness of the management control framework for official languages investigations and to review the investigation process to determine the extent to which it can be improved.

## Planned results for the protection of rights related to official languages

Departmental result	Departmental result indicator	Target	Date to achieve target	2017–18 actual result	2018–19 actual result	2019–20 actual result
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 <sup>1</sup> .	60%	March 2022	Not available	80%	72%
	Percentage of complaints and inquiries processed within the timelines set out by the service standards <sup>2</sup> .	70 %	March 2022	Not available	49 % <sup>3</sup>	46% <sup>4</sup>
Canadians benefit 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 Canadian Charter of Rights and Freedoms.	60 %	March 2022	75%	66 %	65%

<sup>1</sup> This indicator was modified in 2018–2019

<sup>2</sup> This indicator was modified in 2018–2019

<sup>3</sup> Reasons for the standard not being met included the steady increase in the number of complaints received over the past few years, efforts to reduce the number of non-standard files, and fluctuations in resources. Despite these issues, the Investigations Directorate completed 36% more investigations in 2018–2019 than in the previous year.

<sup>4</sup> The continued increase in complaints in recent years, efforts made to reduce the number of outstanding files, and the personnel turnover rate contributed to the non-achievement of this standard. Despite these factors, the Investigations Directorate still successfully completed 9% more investigations in 2019–2020 compared to the previous year

Financial, human resources and performance information for the Office of the Commissioner's program inventory is available in the [GC InfoBase](#).<sup>i</sup>

Planned budgetary financial resources for the protection of rights related to official languages

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
7 772 181	7 772 181	7 755 975	7 801 725

Financial, human resources and performance information for the Office of the Commissioner’s program inventory is available in the [GC InfoBase](#).<sup>ii</sup>

Planned human resources for the protection of rights related to official languages

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
64	64	64

Financial, human resources and performance information for the Office of the Commissioner’s program inventory is available in the [GC InfoBase](#).<sup>iii</sup>

## Advancement of English and French 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:

- continue implementing its approach to ensure the implementation of the *Action Plan for Official Languages 2018–2023: Investing in Our Future*. This approach, which includes consultations with federal institutions and partners, will help assess the achievement of planned results;
- ensure that modernizing the Act remains a government priority, seek to influence the government on the necessary reforms to the Act, and continue dialogues with various stakeholders to build consensus toward the vision for a relevant, dynamic and strong Act;
- adapt its promotional activities to broaden their reach and connect with new segments of the Canadian public, including through testimonial-based social media campaigns. In addition, in the ongoing search for effective ways to engage its various stakeholders, the Office of the Commissioner will roll out linguistic duality promotional activities adapted to the new digital environment imposed by the COVID-19 pandemic. It will continue to interact with Canadians in classrooms and through virtual conferences, on-line promotional booths and social media; and
- work to develop intervention and engagement strategies with various stakeholders, including federal institutions and official language minority communities, to foster enhanced collaboration among them.

Also with a view to fostering a culture of continuous improvement, as recommended in Vision 2025, the Office of the Commissioner will implement a new governance model for its annual report and release a more focused report to inform Canadians and Parliament about how the federal government is meeting its obligations under the Act and to report on the activities of the Office of the Commissioner.

### Experimentation

The Office of the Commissioner continues to seek effective ways to engage stakeholders and promote the advancement of English and French within federal institutions and in Canadian society. For example, a three-year framework on the promotion of activities has been developed and is currently being implemented. The Office of the Commissioner will evaluate the results achieved once implementation is complete.

## **Key risks**

The Office of the Commissioner launched its annual risk management process and identified risks related to its ability to meet strategic and operational priorities and its reputation in delivering its mandate. As part of the mitigation strategy, the Office of the Commissioner will continue to identify and develop activities in its internal and external communications strategy to guard against the risks and ensure a more effective approach to its communications activities. Among other things, this will help raise awareness of the Office of the Commissioner’s position on various official languages issues.

## Planned results for the advancement of English and French in Canadian society

Departmental result	Departmental result indicator	Target	Date to achieve target	2017–18 actual result	2018–19 actual result	2019–20 actual result
Canadians know their language rights and those of official language minority communities and they recognize the importance of linguistic duality and bilingualism.	Number of Canadians who have been informed of issues related to the <i>Official Languages Act</i> <sup>6</sup> .	350,000	March 2022	Not available	440,074 Details <sup>6</sup> – Online reports: 34,807 Office of the Commissioner's website: 398,136 Facebook: 4,349 Twitter: 6,340 YouTube: 2,142	467,292
	Percentage of public support for linguistic duality and bilingualism (measured every five years) <sup>7</sup> .	73%	March 2022	Not available	Not available	Not available
The Commissioner influences decision-makers in Parliament, government and communities on issues relating to the <i>Official Languages Act</i> .	Number of parliamentary deliberations making reference to the <i>Official Languages Act</i> and/or reports and recommendations of the Office of the Commissioner of Official Languages.	15	March 2022	Not available	32	5 <sup>8</sup>
	Percentage of recommendations from the Annual Report and research reports prepared by the Office of the Commissioner of Official Languages that were implemented <sup>9</sup> .	60%	March 2022	Not available	N/A <sup>10</sup>	100%



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

Planned budgetary financial resources for the advancement of English and French in Canadian society

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–223 planned spending	2023–24 planned spending
7 328 057	7 328 057	7 312 777	7 355 912

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

Planned human resources for the advancement of English and French in Canadian society

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
57	57	57

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

<sup>5</sup> This indicator was added in 2018–2019.

<sup>6</sup> Reports: Total number of unique page views for all reports published within the last two fiscal years as presented in Google Analytics. Website: Total number of unique page views on the website as provided by Google Analytics. Facebook: Number of likes on each Facebook page (English and French). Twitter: Number of followers on each. Twitter account (English and French). YouTube: Total number of views for each YouTube account (English and French)

<sup>7</sup> Results will be available in 2021.

<sup>8</sup> Less parliamentary business was conducted this year in light of the summer recess, the federal election and other factors.

<sup>9</sup> This indicator was amended in 2018–2019.

<sup>10</sup> No recommendations expired in 2018–2019. Therefore, no recommendation assessments were conducted.

## Internal Services: planned results

### 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 services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

- ▶ Management and Oversight Services
- ▶ Communications Services
- ▶ Legal Services
- ▶ Human Resources Management Services
- ▶ Financial Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Real Property Management Services
- ▶ Materiel Management Services
- ▶ Acquisition Management Services

Since court remedies are provided for in the Act, the Office of the Commissioner’s legal services are excluded from Internal Services and are an integral part of its official language rights protection program. The same is true of the Office of the Commissioner’s communications services, which, in light of its specific mandate, are not included in Internal Services, but are instead part of the Advancement of Official Languages program.

### Planning highlights

The Office of the Commissioner is committed to fostering a culture of continuous improvement, collaboration and resource optimization.

In the wake of the COVID-19 pandemic and in the context of the shift of Government of Canada organizations toward digital management and delivery of services, information and data, information technology and cyber security in the digital era, the Office of the Commissioner will continue leveraging technology to better support its priorities and mandate. To this end, the Office of the Commissioner will continue optimizing its investment in its Client Relationship Management (CRM) system platform. The CRM platform provides an organizational approach that improves client service and allows for enhanced program integration. In addition, owing to organizations’ mass digitization efforts, the amount of data generated and usable has become relatively large. This approach will reveal better data analysis to identify intervention opportunities, record client service issues, streamline processes, optimize resources and manage intervention campaigns. In addition, the Office of the Commissioner will implement a data management strategy to promote service delivery and operational efficiency in keeping with the

requirements of the Treasury Board of Canada Secretariat’s *Policy on Service and Digital*.

Overall, these activities will help integrate the Office of the Commissioner’s overall mandate and objectives by bringing together all functions and sectors (institutional relations, events, correspondence, communications and service management).

#### Planned budgetary financial resources for Internal Services

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
7 105 994	7 105 994	7 091 177	7 133 005

#### Planned human resources for Internal Services

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
45	45	45



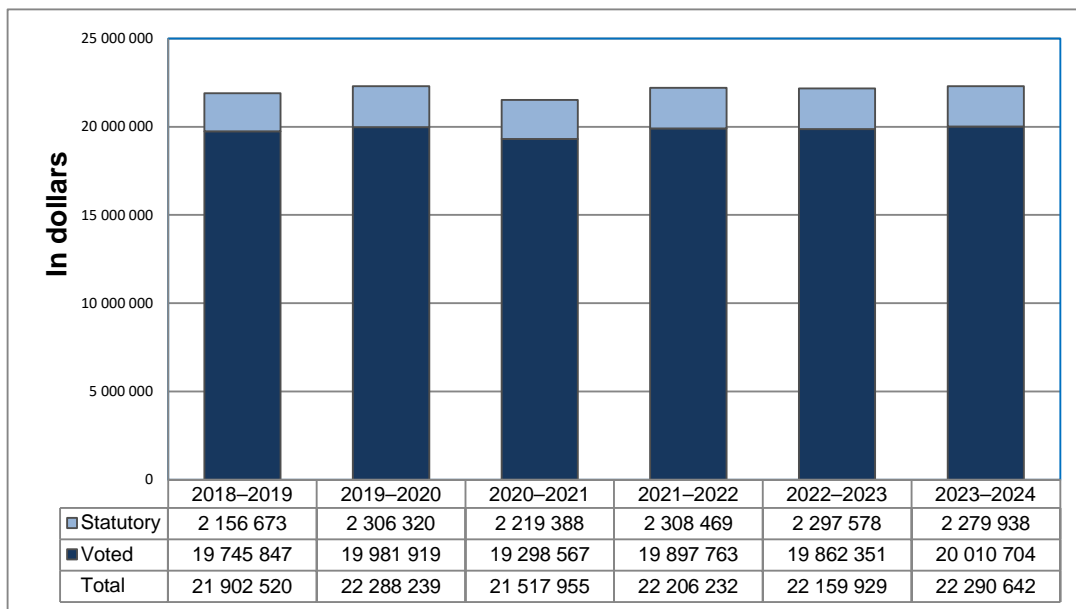
## Spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three consecutive fiscal years and compares planned spending for the upcoming year with the current and previous years’ actual spending.

### Planned spending

Departmental spending 2018–19 to 2023–24

The following graph presents planned (voted and statutory) spending over time.



## Budgetary planning summary for core responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of the Office of the Commissioner's core responsibilities and to Internal Services for the years relevant to the current planning year.

Core responsibilities and Internal Services	2018–19 expenditures	2019–20 expenditures	2020–21 forecast spending	2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
Protection of rights related to official languages	7 935 758	7 759 086	7 851 189	7 772 181	7 772 181	7 755 975	7 801 725
Advancement of English and French in Canadian society	7 199 161	7 515 539	7 402 550	7 328 057	7 328 057	7 312 777	7 355 912
<b>Subtotal</b>	<b>15 134 919</b>	<b>15 274 625</b>	<b>15 253 739</b>	<b>15 100 238</b>	<b>15 100 238</b>	<b>15 068 752</b>	<b>15 157 637</b>
Internal Services	6 767 601	7 013 614	7 178 230	7 105 994	7 105 994	7 091 177	7 133 005
<b>Total</b>	<b>21 902 520</b>	<b>22 288 239</b>	<b>22 431 969</b>	<b>22 206 232</b>	<b>22 206 232</b>	<b>22 159 929</b>	<b>22 290 642</b>

The difference between the 2019–20 expenditures and the 2020–21 spending forecast is due mainly to the stabilization of the Office of the Commissioner's workforce.

## Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in the Office of the Commissioner’s departmental results framework and to Internal Services for the years relevant to the current planning year.

### Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2018–19 actual full-time equivalents	2019–20 actual full-time equivalents	2020–21 forecast full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Protection of rights related to official languages	70	65	68	64	64	64
Advancement of English and French in Canadian society	56	57	55	57	57	57
<b>Subtotal</b>	126	122	123	121	121	121
Internal Services	42	46	46	45	45	45
<b>Total</b>	168	168	169	166	166	166

There have been no significant differences in the last three years. The Office of the Commissioner’s human resources are expected to remain constant. Minor fluctuations reflect normal staff turnover.

## Estimates by vote

Information on the Office of the Commissioner’s organizational appropriations is available in the [2021–22 Main Estimates](#).<sup>vii</sup>

## Future-oriented Condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the Office of the Commissioner’s operations for 2020–21 to 2021–22.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore 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’s [website](#).<sup>viii</sup>

Future-oriented Condensed statement of operations for the year ending  
March 31, 2022 (dollars)

Financial information	2020–21 forecast results	2021–22 planned results	Difference (2021–22 planned results minus 2020–21 forecast results)
Total expenses	27 628 398	25 702 697	1 925 701
Total revenues	-	-	-
Net cost of operations before government funding and transfers	27 628 398	25 702 697	1 925 701

The net cost of operations before government funding and transfers for the 2021–22 planned results is expected to decrease by \$1,925,701 compared to the net cost of operations before government funding and transfers for the 2020–21 forecast results.

This decrease is due mainly to the inclusion of the operating budget carry-forward and funding received to offset the cost of collective agreements in the 2020–21 forecast results.



## Corporate information

### Organizational profile

**Commissioner of Official Languages:** Raymond Théberge

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

**Year of incorporation / 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: who we are and what we do

Information on the Office of the Commissioner's raison d'être, mandate and role is available on its [website](#).<sup>x</sup>

### Operating context

Information on the operating context is available on the on [the Office of the Commissioner of Official Languages' website](#).<sup>xi</sup>

## Reporting framework

The Office of the Commissioner’s approved Departmental Results Framework and Program Inventory for 2021–22 are as follows

Departmental Results Framework	<b>Core Responsibility:</b> Protection of rights related to official languages		<b>Core Responsibility:</b> Advancement of English and French in Canadian society		Internal Services
	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.	Canadians know their language rights and those of official language minority communities and they recognize the importance of linguistic duality and bilingualism.	Number of Canadians who have been informed of issues relating to the <i>Official Languages Act</i> .	
		Percentage of complaints and inquiries processed within the timelines set out by the service standards.		Percentage of public support for linguistic duality and bilingualism.	
	Canadians benefit 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 <i>Official Languages Act</i> or the <i>Canadian Charter of Rights and Freedoms</i> .	The Commissioner influences decision-makers in Parliament, government and communities on issues relating to the <i>Official Languages Act</i> .	Number of parliamentary deliberations making reference to the <i>Official Languages Act</i> and/or reports and recommendations of 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 that were implemented.					

Program Inventory	Protection of Official Languages Rights	Advancement of Official Languages
-------------------	---	-----------------------------------

## Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to the Office of the Commissioner’s program inventory is available in the [GC InfoBase](#).<sup>xii</sup>

## Supplementary information tables

The following supplementary information tables are available on the Office of the Commissioner’s [website](#).<sup>xiii</sup>:

- ▶ [Sustainable Development Goals](#)

## Federal tax expenditures

The Office of the Commissioner’s Departmental Plan does not include information on tax expenditures that relate to its planned results for 2021–22.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).<sup>xiv</sup> This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

## Organizational contact information

### **Mailing address**

30 Victoria Street, 6th floor

Gatineau, Quebec K1A 0T8

**Telephone:** 819-420-4877 or 1-877-996-6368

**Fax:** 819-420-4873

**Email:** [information@clo-ocol.gc.ca](mailto:information@clo-ocol.gc.ca)

**Website:** [www.officiallanguages.gc.ca](http://www.officiallanguages.gc.ca)



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 a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

**departmental priority (priorité ministérielle)**

A plan or project that a department has chosen to focus and report on during the planning period. Departmental priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

**departmental result (résultat ministériel)**

A consequence or outcome that a department seeks to achieve. 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)**

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

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

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

**experimentation (expérimentation)**

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

**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 assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

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

For the purpose of the 2021–22 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

**horizontal initiative (initiative horizontale)**

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

**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.

**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.

**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.

**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 inventory (répertoire des programmes)**

Identifies all of the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

**result (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.

**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.

**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

---

- i. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- v. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii. 2021–22 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- viii. Office of the Commissioner of Official Languages, *Transparency*, <https://www.clo-ocol.gc.ca/en/transparency/index>
- ix. Canada, *Official Languages Act*, R.S.C., 1985, c. 31 (4th Supp.), s 56(1), <http://laws-lois.justice.gc.ca/eng/acts/O-3.01/page-6.html#docCont>
- x. Office of the Commissioner of Official Languages, *Mandate and roles*, <https://www.clo-ocol.gc.ca/en/aboutus/mandate>
- xi. Office of the Commissioner of Official Languages, *Transparency*, <https://www.clo-ocol.gc.ca/en/transparency/index>
- xii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xiii. Office of the Commissioner of Official Languages, *Transparency*, <https://www.clo-ocol.gc.ca/en/transparency/index>
- xiv. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>