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Annual Report

Official Languages

1980-81



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OVERVIEW AND CLOSING PROGRESS REPORT

OFFICIAL LANGUAGES

DEPARTMENT OF REGIONAL ECONOMIC EXPANSION

1980-1981

OVERVIEW AND CLOSING PROGRESS REPORT
DREE OFFICIAL LANGUAGES 1980 - 1981

EXECUTIVE SUMMARY

Every year, the Department prepares and submits to Treasury Board for approval an Annual Report and Plan on Official Languages. April 1, 1982 was assigned as the submission date for this document for the period of October, 1980 through March, 1982. On January 12, however, the Prime Minister announced the amalgamation of DREE with the Department of Industry, Trade and Commerce, a decision to be implemented before the submission date for the new Report and Plan on Official Languages. Consequently, discussions were held with representatives of the Treasury Board in order to determine the format for DREE's statement regarding its Official Languages activities since submission of its previous Report and Plan. The result is this Overview and Closing progress Report, to be submitted for information purposes to Mr. E.C. Aquilina, the Deputy Secretary of the Official Languages Branch of Treasury Board.

A wide variety of measures were undertaken by DREE during the period covered by the Overview and Closing Report - October, 1980 through December, 1981 - and the Department was thereby able to achieve substantial gains in its continuing goal of linguistic reform.

A new administrative organization for Official Languages was developed, comprising - as Director of Official Languages - the Manager, Administrative and Advisory Services and a team of four officers and two support staff. New positions included a Coordinator of Official Languages, a Coordinator for Position Requirements and Translation Services, a Senior Language Training Officer, and a Training and Revision Services Officer. Furthermore an Official Languages Officer was named for DREE Atlantic, thus permitting appropriate consolidation of this Region's activities. Through this structure, the fundamental aspects of a newly formulated DREE Official Languages policy (October, 1981) could be closely integrated and applied uniformly across the Department.

The most salient aspects of this policy document, reflecting Central Agency modifications in effect as of the same date, were the full integration of position identification, the staffing of bilingual positions, the use of translation services, and language training; the sub-delegation by the Deputy-Minister of imperative staffing authorization to the Director of Personnel; the installation of imperative staffing as a general rule; and the application of rigorous guidelines regarding the limited use of Translation Bureau facilities, designed to pursue the efficient exploitation of bilingual resources within work units.

A wide range of statistical data confirms the Department's pride in claiming significant progress in its goal of providing services to its public in both official languages, and of ensuring a realistic opportunity for the use of English and French as languages of work. By way of example, the percentage of Executive positions identified as bilingual has risen from 71.8% to 75.6%; in the Administrative and Foreign Service category, it has risen from 40.9% to 44.9%; and for the Department as a whole, from 42.4% to 46.7%. Furthermore, the Department now displays a rate of 87.2% of incumbents of bilingual positions who meet their language requirements, of which 26% and 28.3% in English and French respectively require a C level proficiency in speaking.

Three major studies were carried out on the language of work in DREE Head Office, Quebec Region, and the province of New Brunswick. Sixty-six per cent (66%) of the 632 questionnaires distributed were returned and analysed. The areas of concern thus discerned gave vent to a series of twenty-two (22) recommendations, all of which were either fully implemented or in the process of being implemented at the time of the Prime Minister's announcement in January, 1982.

A survey on the use of Translation Services within Head Office was also conducted, and laid the groundwork for the policy provisions announced in Departmental Official Languages policy of October, 1981. In general, these criteria, applied in large measure by the end of the calendar year, served to rationalize the use of Secretary of State Translation Bureau facilities by concentrating on the effective use of resources already found within work units.

With respect to equitable participation of Canada's two founding linguistic communities, the data obtained indicated an overall Departmental Francophone participation rate of 33.4%, compared with a general Public Service rate of 26.5%. In particular, DREE increased its Francophone participation for the CO group to 28.1%, contrasted with a Public Service rate of only 18.4%. Of equal interest is the fact that 40.1% of the Department's Francophone employees were in the \$30,000 and more group, compared with 24% the previous year.

As a result of agreements between DREE and other participating departments and the Public Service Commission last summer, enrollments on language training offered on an in-house basis increased dramatically. The publicizing of these opportunities occasioned a heightened interest on the part of employees, a tendency seen to be growing in the light of further increases at the beginning of the 1982 calendar year.

Apart from the development and application of new DREE Official Languages policy in 1981, the commitment of the Deputy-Minister and Senior Management to the process of language reform was made apparent

by the measures taken to ensure employee awareness of rights and obligations. These included an informational article in the DREE personnel bulletin in the Fall; a series of information sessions given to senior managers across the country (over 100 participants), a presentation on Official Languages at the PE National Conference in November, 1981, and the development and distribution to all employees of a new pamphlet entitled "Working at DREE - Official Languages."

Finally, the Department strove to meet the objectives it had set for itself in the previous year's Report and Plan on Official Languages to Treasury Board. An examination of these objectives and their degree of attainment offers a cogent indicator of the Department's success. Here again, the vast majority of objectives as well as their deadlines were met, with complementary measures either implemented or undergoing implementation at the time of the Prime Minister's announcement of the Department's amalgamation.

It remains management's commitment that despite the constraints caused by the extenuating circumstances of amalgamation, the pursuit of Official Languages goals will not be slackened, but will be continued in the context of the new Department of Regional Industrial Expansion.

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OVERVIEW AND CLOSING PROGRESS REPORT:
D.R.E.E. OFFICIAL LANGUAGES 1980-1981

I. INTRODUCTION

The period of October 1980 through December 1981 covered by this overview saw significant changes in the field of Official Languages within the Department of Regional Economic Expansion. A variety of activities were developed for ensuring a continued process of change within the organization for the subsequent fiscal year. Many of these activities, however, were modified or halted in the light of the Prime Minister's announcement of the integration of DREE and IT&C.

Nonetheless, considerable progress was achieved over the fourteen months. Steps were taken in the organization of resources and in program administration, in the area of enhancing employee awareness of objectives and issues, in the area of policy and procedures, and in a variety of other sectors related to the furtherance of the three basic Government objectives in Official Languages.

Finally, it should be noted that the Prairie Farm Rehabilitation Administration (P.F.R.A.) has not been included in the statistics of this report, as pertinent Official Languages information was not available through O.L.I.S.

II. ORGANIZATION

In the light of the Department's commitment to furthering Government Official Languages goals, DREE reorganized its Official Languages administrative structure. Within the Personnel Services Branch, and reporting to the Manager, Administrative and Advisory Services, an Official Languages Coordinator was named. This enabled all specific official languages functions to be channelled through one officer, aiding in the maintenance of uniform application of policies and procedures across the country.

In the same vein, a Coordinator for Position Requirements and Translation Services was envisioned as the best means to ensure orderly application of Departmental policy, as was the creation of a position dealing with all aspects of Language training. One more officer complemented this group, namely, a Training and Revision Services position, to assist in certain operational functions related to training activities, and to provide an internal revision service for documents produced within work units in an employee's second official language. (It is to be noted that two of the positions envisaged within the Official Languages group remained unfilled though classified at the time of the announcement of DREE's integration with IT&C). Finally, an Official Languages Officer was

engaged in Moncton for DREE Atlantic, handling through one Regional office the Official Languages matters pertaining to a region already bilingual in a realistic and functional way.

The benefits of this new structure were clearly felt. Strongly supported by senior management, the Official Languages group was in a position to develop and maintain close contact with managers throughout the Department, eliciting from them considerable output in helping DREE to meet its official languages objectives.

III. POLICY AND PROCEDURES

Subsequent to the announcement of Treasury Board and Public Service Commission amendments to Central Agency policy on Official Languages in October, 1981, the Department set out and widely distributed a new DREE Official Languages policy. Strongly and overtly supported by the Deputy Minister, this policy underlined all key elements of Government policy and guidelines, including the modifications recently instituted, and, in a number of critical areas, exercised the Deputy's latitude to go beyond the required provisions of the Central Agencies.

Thereby, a discernibly concrete approach was brought to bear in all Departmental operations. The fundamental elements of Official Languages program administration - position identification, staffing of bilingual positions, use of translation services, and language training - were integrated both into the same areas of responsibility within each Departmental sector and into the main-stream of Departmental administrative planning. This posture bore rapid fruit: managers throughout the Department became more conscious of Government objectives and of their own responsibilities towards the furtherance of these and of DREE's objectives.

Within the policy itself, identification of position language requirements came to be viewed in a more realistic fashion, as the fundamental means by which to assess the Department's capabilities to provide its services to the public in both official languages, and by which to ensure DREE's ability to reach its goals with respect to language of work and equitable participation. Furthermore, desiring to effect rapid and concrete change in the pursuit of its objectives, DREE determined that imperative staffing offered an efficacious means of increasing its bilingual complement. Consequently, it became the general method of filling bilingual positions. Between October 1, 1981 and December 31, 1981, therefore, imperative staffing moved from 35% to 68% of actions regarding bilingual positions in Headquarters, while imperative staffing moved up to 61% within DREE Atlantic region. Similarly, between April 1, 1981 and December 31, 1981, the number of bilingual positions in Headquarters displaying C level requirements in at least two of the four skills, increased from 67 (27%) to 85 (31%), thereby augmenting

the Department's capabilities to provide truly functional bilingual services.

A major rationalization of translation services was also effected by the implementation of modified Departmental policy. Clear guidelines, derived from the provisions of the Treasury Board statements of October, 1981, were developed, all combining to produce the integrated program administration function already mentioned. Coordination of all translation services became the responsibility of the already-cited Coordinator for Position Requirements and Translation Services. The same position likewise held responsibility for ensuring effective liaison with the Secretary of State Translation Bureau personnel assigned to DREE, working closely with them to ensure appropriate setting of translation priorities. A mechanism was also developed and put into place by which constant evaluation could be effected of the the rate and type of translation and revision requests being funnelled through the Coordinator's office, thus permitting appropriate recall as applicable to position indentification and staffing actions being undertaken by the work units in question.

IV. SERVICE TO THE PUBLIC

DREE continued to be represented in a large number of urban and rural communities across the country. Nonetheless, the public with whom the Department deals almost exclusively remains a restricted one. It comprises representatives of provincial and municipal governments, business enterprises of varying size and nature, a variety of individual entrepreneurs, some community groups and associations, and the media.

The Department, however, remains firmly committed to the idea of providing a high calibre of service to this public, and to doing so in both official languages. Therefore, as in its previous Official Languages report and plan, DREE continues to view "significant demand" as "any demand originating from its clientele, being representative of public interest. In addition, the Department feels that this demand is of particular importance in view of the impact of its programs on the economic development of regions and consequently its great visibility in the eyes of the public." (DREE Annual Report, 1980-1981, p.3 (B)(i)). A wide variety of indicators are available to substantiate the Department's claim to successful efforts in meeting its goal of providing a high level of service to the public in both official languages.

As evidenced by the statistical documentation in appendix, the percentage of Executive positions identified as bilingual has risen from 71.8% to 75.6%; in the Administrative and Foreign Service category (one most significant in terms of Departmental operations at the "firing line" level, and including the Department's Finance and Commerce officers), from 40.9% to 44.9%; in fact, all categories

display an increase, expressed in overall terms as a rise from 42.4% to 46.7%. Even more significant is the appreciable rise in the number of incumbents of these bilingual positions who meet their language requirements. There exists a large proportion of Executive level employees for whom language training is planned (20.8%) and of those who have chosen to exercise incumbent's rights (12.5%). The resultant figures would appear to show a decline in capability within that category (although functional effectiveness within all programs belies this impression). Nonetheless, the Administrative and Foreign Service category shows a rate of 89.9% capability; the Scientific and Professional, a rate 83.3%; the Technical, a rate of fully 90%; and the Administrative Support, a rate of 86.9%. Thus, the Department as a whole can already boast an overall proportion of 87.2% of its incumbents who meet the language requirements of their positions. These figures acquire even greater significance when it is recalled that 26% of bilingual positions require a C level proficiency in speaking in English, and fully 28.3% of bilingual positions require a C level proficiency in speaking in French. By contrast, only 7.5% and 6.3% of bilingual positions in English and French respectively have corresponding A level requirements.

In keeping with the Department's stated policy of ensuring public awareness of DREE's willingness to provide services to its clientele in either official language, further policy directives were issued during the year. These render more formal the Department's intent to make use of all available second language minority press, particularly in the Ontario and Western Regions. As a consequence, it is now a formal DREE policy, that all notices, publications, publicity, placards, brochures, signs, and so forth, appear in both official languages; together, where feasible, separately but in format of equal import, where not. In this context, it is worth noting, the Office of the Commissioner of Official Languages confirms, at the time of writing of this report, that no outstanding complaints exist against the Department.

V. LANGUAGE OF WORK

Over the last fourteen months, the Department has been able to take a number of strides in the implementation of a more efficacious language of work administration. The primary impetus was the identification of areas of concern across the Department. This was effected through the design and delivery of three in-depth surveys, covering the language of work in DREE's Head Office, in its Quebec Region, and in the province of New Brunswick.

The following table gives an overview of the numbers involved in the sampling.

| SECTOR | QUESTIONNAIRES/EMPLOYEES | | | | | RESPONSES RECEIVED | | | | | |
|---------------|--------------------------|----|--------------|----|-------|--------------------|----|--------------|----|-------|----|
| | Anglophones | | Francophones | | Total | Anglophones | | Francophones | | Total | |
| | No. | % | No. | % | | No. | % | No. | % | No. | % |
| Head Office | 201 | 62 | 123 | 38 | 324 | 111 | 53 | 99 | 47 | 210 | 65 |
| Québec | 10 | 6 | 164 | 94 | 174 | 9 | 7 | 123 | 91 | 132 | 78 |
| New Brunswick | 90 | 67 | 44 | 33 | 134 | 49 | 63 | 28 | 36 | 77 | 58 |
| TOTAL | 301 | | 331 | | 632 | 169 | | 250 | | 419 | 66 |

The Department found most encouraging the overall return rate of 66%; unusually high for surveys of a distributed questionnaire type.

These studies revealed a number of problematic areas in terms of employees' perceptions of their rights within policy, and in terms of the real use of language in the work environment. Further analysis of these inadequacies gave vent to a series of twenty-two recommendations regarding language of work in DREE. Subsequent efforts led to the implementation - whole or partial - of the vast majority of the recommendations. Appendix 2 presents a list of the survey's recommendations (amalgamated from all three studies) and indicates the level of implementation realized.

Regarding the use of Translation Services, an indicator of some reliability of the Department's progress in its language of work objectives, a survey was carried out in June of 1981 to assess patterns of translation requests within Headquarters. As expected, the study revealed much unnecessary reliance on this function. In order to transfer this reliance to the functional capabilities found in individual work units, an interim Departmental policy was instituted, later fine-tuned and rendered official by the publication of DREE's Official Languages policy of October, 1981. Strongly supported by the Deputy Minister and senior management, these provisions required managers to ensure equitable distribution of tasks within their work units, while effecting production of documents in both official languages on an internal basis. Criteria and priorities were defined and applied with evaluation mechanisms forming an integral part of the process. Similarly, arrangements were undertaken for the provision of revision services to help employees now writing material in the official language with which they were less familiar (sometimes French for Francophones long accustomed to working largely in English). As indicated in Section

III above, patterns of translation requests were analysed and integrated with subsequent requests for position identification and staffing actions.

V. EQUITABLE PARTICIPATION

The Department's position with regard to representation of the two linguistic communities showed some improvement over the report period. As shown in Table I of Appendix 1, Francophone representation in the Executive category climbed to 28.2%, in the Administrative and Foreign Service category to 31%, and in the Technical category to 33.4%; overall, the Department thus benefitted from a Francophone participation rate of 33.4%, as compared with a Public Service proportion of 26.5%. Of particular interest is the fact that DREE increased its Francophone participation rate for the CO group - a group of major operational impact in the Department - to 28.1%, contrasted with a Public Service rate of 18.4%. The Department maintained its FI Francophone participation rate at 17.3%, despite difficulty in attracting candidates from the province of Quebec (with an effective rate of 100%). It should also be noted, however, that the total FI complement of the Department is 52; therefore, small turnover rates are reflected by disproportionate percentage changes.

Both appointments and departures were up over the preceding year, and provide an additional perspective regarding the FI group by region. The following table illustrates overall movement by DREE personnel by administrative region between October 1, 1980 and December 31, 1981.

| <u>REGION</u> | <u>ANGLOPHONE</u> | | <u>FRANCOPHONE</u> | | <u>TOTAL</u> |
|----------------------|-------------------|-------------|--------------------|-------------|--------------|
| | <u>Number</u> | <u>%</u> | <u>Number</u> | <u>%</u> | |
| <u>APPOINTMENTS:</u> | | | | | |
| Atlantic | 27 | 77.1 | 8 | 22.9 | 35 |
| West | 60 | 96.8 | 2 | 3.2 | 62 |
| Ontario | 24 | 92.9 | 2 | 7.1 | 26 |
| Quebec | 3 | 5.8 | 49 | 94.2 | 52 |
| <u>N.C.R.</u> | <u>51</u> | <u>63.7</u> | <u>29</u> | <u>36.3</u> | <u>80</u> |
| <u>TOTAL</u> | <u>165</u> | <u>64.7</u> | <u>90</u> | <u>35.3</u> | <u>255</u> |
| <u>DEPARTURES:</u> | | | | | |
| Atlantic | 27 | 61.4 | 17 | 38.6 | 44 |
| West | 57 | 95.0 | 3 | 5.0 | 60 |
| Ontario | 24 | 100.0 | 0 | 0.0 | 24 |
| Quebec | 1 | 2.9 | 34 | 97.1 | 35 |
| <u>N.C.R.</u> | <u>55</u> | <u>59.3</u> | <u>35</u> | <u>40.7</u> | <u>86</u> |
| <u>TOTAL</u> | <u>160</u> | <u>64.3</u> | <u>89</u> | <u>35.7</u> | <u>249</u> |

Furthermore, the reporting period shows a steady progression of Francophone employees towards the higher pay echelons. In the table below, Section A displays Anglophone and Francophone participation as a proportion of the salary band in question; Section B demonstrates their participation as a proportion of their respective participation in the Department as a whole last year, repeated from the 1980-81 Official Languages Report (p.8); and Section C presents the same proportions as apparent at the end of December, 1981.

| | <u>\$15,000 & less</u> | | <u>\$15,001-\$29,999</u> | | <u>\$30,000 & more</u> | |
|--------------------|----------------------------|--------------|--------------------------|--------------|----------------------------|--------------|
| | <u>Ang.</u> | <u>Fran.</u> | <u>Ang.</u> | <u>Fran.</u> | <u>Eng.</u> | <u>Fran.</u> |
| <u>Section "A"</u> | 53.7% | 46.3% | 61.8% | 38.2% | 70.5% | 29.5% |
| <u>Section "B"</u> | 31.3% | 39.0% | 32.3% | 37.0% | 36.4% | 24.0% |
| <u>Section "C"</u> | 3.1% | 5.1% | 46.5% | 54.7% | 50.4% | 40.1% |

The contrast between last year's figure (Section "B") and this year's (Section "C") in the \$30,000 and more column is particularly encouraging.

VII. LANGUAGE TRAINING

In May of 1981, the Department commenced enrollments for in-house courses, both basic and developmental, under the aegis of an agreement with the Language Training Branch's Decentralized Program. By virtue of this agreement, DREE and other departments' employees undertook various language training activities, which had been advertised in the Department. Response was most encouraging: from a relative handful previous to the agreement (actually signed in July, 1981), 11 enrollments for French basic training and 15 for French developmental were made, along with 8 for English developmental courses. Furthermore, the level of participation continued to increase, as evidenced by the figures for January, 1982: 22 applications for basic training in French were received, and 29 for developmental; a further 10 for English basic training were also received, along with one more application for English developmental training. Table IV of Appendix 1 provides further statistics of interest.

VIII. DISSEMINATION OF INFORMATION

In its continuing efforts to make all employees more aware of their rights and obligations in the Official languages area, the Department undertook and completed several major projects to ensure

greater employee awareness. A revised Official Languages policy was formulated and distributed across the Department, accompanied by a memorandum from the Deputy-Minister. An informational article was sent to all Branches and Regions as part of the information bulletin published within DREE in the Fall. A series of information sessions on the implications of DREE's and Treasury Board's policies was given to senior managers across the Department and the country, attended by over one hundred participants. A presentation on Official Languages was made at the PE National Conference organized by DREE in November, 1981. A new pamphlet, entitled "Working at DREE - Official Languages", was developed and distributed to all departmental employees. And finally, consistent efforts were made by all Official Languages personnel to establish and maintain closer contacts with managers at all levels and in all sectors of the Department.

IX. OBJECTIVES

In general, the Department was able to meet the objectives it set for itself in its Revised Plan of October, 1980. These objectives, and comments regarding their realization, are set out in Appendix 3, attached to this report.

X. CONCLUSION

As evidenced by the foregoing, DREE expended substantial effort and achieved considerable success in promoting the linguistic reform to which it remains committed. Its efforts will not be slackened during the process of amalgamation with IT&C. It is therefore to be concluded that at the time of the first Annual Report and Plan for the new Department of Regional Industrial Expansion, the results of such consistent application and commitment will be apparent.

Table 1 -- Distribution of Public Servants
by Employment Category and First Official Language

Tableau 1 -- Distribution des fonctionnaires
par catégorie d'emploi et première langue officielle

Department/Ministère R.E.E./M.E.E.R.

| Employment Category Catégorie d'emploi | Executive Direction | | Administrative and Foreign Service Administration et service extérieur | | Scientific and Professional Sciences et professions | | Technical Technique | | Administrative Support Soutien administratif | | Operational Exploitation | | Total Total | |
|---|------------------------|------|---|-----|--|------|------------------------|------|---|------|-----------------------------|-----|----------------|------|
| | N | % | N | % | N | % | N | % | N | % | N | % | N | % |
| English/Anglais | 23 | 71.8 | 388 | 69 | 47 | 73.4 | 16 | 66.6 | 256 | 61.8 | 3 | 60 | 733 | 66.6 |
| French/Français | 9 | 28.2 | 174 | 31 | 17 | 26.6 | 8 | 33.4 | 158 | 38.2 | 2 | 40 | 368 | 33.4 |
| Total | 32 | 100 | 562 | 100 | 64 | 100 | 24 | 100 | 414 | 100 | 5 | 100 | 1101 | 100 |

Date 31 DEC '81

Table II - Profile of Position Language Requirements,
by Employment Category

Tableau II - Profil des exigences linguistiques des postes
par catégorie d'emploi

Department/Ministère R.E.E./M.E.E.R.

| Employment Category Catégorie d'emploi | Executive Direction | | Administrative and Foreign Service Administration et service extérieur | | Scientific and Professional Sciences et professions | | Technical Technique | | Administrative Support Soutien administratif | | Operational Exploitation | | Total Total | |
|---|------------------------|------|---|------|--|------|------------------------|------|---|------|-----------------------------|------|----------------|------|
| | N | % | N | % | N | % | N | % | N | % | N | % | N | % |
| Bilingual/Bilingue | 31 | 75.6 | 316 | 44.9 | 45 | 52.3 | 14 | 45.2 | 243 | 45.8 | 4 | 57.1 | 653 | 46.7 |
| English Essential/ Anglais essentiel | 10 | 24.4 | 368 | 52.4 | 41 | 47.7 | 15 | 48.4 | 254 | 47.8 | 1 | 14.3 | 689 | 49.2 |
| French Essential/ Français essentiel | | | 17 | 2.4 | | | | | 27 | 5.1 | | | 44 | 3.1 |
| English or French Essential/ Anglais ou français essentiel | | | 2 | .3 | | | 2 | 6.4 | 7 | 1.3 | 2 | 28.6 | 13 | 1.0 |
| Total | 41 | 100 | 703 | 100 | 86 | 100 | 31 | 100 | 531 | 100 | 7 | 100 | 1399 | 100 |

Date 31 DEC '81

Table III -- Profile of Linguistic Proficiency Required
in Bilingual Positions

Tableau III -- Profil de la compétence linguistique requise
dans les postes bilingues

Department/Ministère R.E.E./M.E.E.R.

| Bilingual Positions Postes bilingues | Executive Direction | | Administrative and Foreign Service Administration et service extérieur. | | Scientific and Professional Sciences et professions | | Technical Technique | | Administrative Support Soutien administratif | | Operational Exploitation | | Total Total | | |
|--|------------------------|-----|--|-----|--|-----|------------------------|-----|---|-----|-----------------------------|-----|----------------|-----|------|
| | N | % | N | % | N | % | N | % | N | % | N | % | N | % | |
| Required proficiency in speaking in English/ Compétence requise en expression orale en anglais | C | 15 | 48.4 | 128 | 40.5 | 10 | 22.2 | 1 | 7.1 | 16 | 6.6 | | | 170 | 26 |
| | B | 16 | 51.6 | 182 | 57.6 | 35 | 77.8 | 13 | 92.9 | 176 | 72.4 | 1 | 25 | 423 | 64.8 |
| | A | | | 4 | 1.3 | | | | | 42 | 17.3 | 3 | 75 | 49 | 7.5 |
| | R | | | | | | | | | | | | | | |
| | P | | | 1 | .3 | | | | | 1 | .4 | | | 2 | .3 |
| Speaking skill in English not required/Habilité en expression orale en anglais non requise | | | 1 | .3 | | | | | 8 | 3.3 | | | 9 | 1.4 | |
| Total | 31 | 100 | 316 | 100 | 45 | 100 | 14 | 100 | 243 | 100 | 4 | 100 | 653 | 100 | |
| Required proficiency in speaking in French/ Compétence requise en expression orale en français | C | 9 | 29 | 135 | 42.7 | 14 | 31.1 | 3 | 21.4 | 24 | 9.9 | | | 185 | 28.3 |
| | B | 22 | 71 | 176 | 55.7 | 30 | 66.7 | 11 | 78.6 | 185 | 76.1 | 1 | 25 | 425 | 65.1 |
| | A | | | 4 | 1.3 | 1 | 2.2 | | | 33 | 13.6 | 3 | 75 | 41 | 6.3 |
| | R | | | | | | | | | | | | | | |
| | P | | | 1 | .3 | | | | | 1 | .4 | | | 2 | .3 |
| Speaking skill in French not required/Habilité en expression orale en français non requise | | | | | | | | | | | | | | | |
| Total | 31 | 100 | 316 | 100 | 45 | 100 | 14 | 100 | 243 | 100 | 4 | 100 | 653 | 100 | |

Date 31 DEC '81

APPENDIX 1, cont.

Table IV - Profile of Linguistic Capacity
of Employees in Bilingual Position

Tableau IV - Profil des capacités linguistiques des employés
dans les postes bilingues

Department/Ministère R.E.E./M.E.E.R.

| Bilingual Positions by Employment Category Postes bilingues par catégorie d'emploi | Executive Direction | | Administrative and Foreign Service Administration et service extérieur | | Scientific and Professional Sciences et professions | | Technical Technique | | Administrative Support Soutien administratif | | Operational Exploitation | | Total Total | |
|--|------------------------|------|---|------|--|------|------------------------|-----|---|------|-----------------------------|-----|----------------|------|
| | N | % | N | % | N | % | N | % | N | % | N | % | N | % |
| Employees who meet the language requirements of their position/Employés qui rencontrent les exigences linguistiques de leur poste | 16 | 66.7 | 217 | 89.7 | 25 | 83.3 | 9 | 90 | 159 | 86.9 | 3 | 100 | 429 | 87.2 |
| Employees currently undertaking language training (continuous, cyclical or part-time)*/ Employés présentement en formation linguistique (continue, cyclique ou à temps partiel)* | | | 4 | 1.7 | | | | | 1 | .5 | | | 5 | 1.0 |
| Employees for whom language training* is planned/Employés pour qui formation linguistique* est planifiée | 5 | 20.8 | 6 | 2.5 | 4 | 13.3 | | | 5 | 2.7 | | | 20 | 4.1 |
| Employees who are exercising entitlements to occupy bilin- gual positions without meeting the language requirements of the position/Employés qui exercent leurs droits d'occuper des postes bilingues sans satis- faire aux exigences linguis- tiques des postes | 3 | 12.5 | 15 | 6.1 | 1 | 3.4 | 1 | 10 | 18 | 9.9 | | | 38 | 7.7 |
| Total number of employees occupying bilingual positions/ Nombre total d'employés occupant des postes bilingues | 24 | 100 | 242 | 100 | 30 | 100 | 10 | 100 | 183 | 100 | 3 | 100 | 492 | 100 |

*Note: Do not include language training unrelated to the language requirements of bilingual positions.
Ne pas inclure la formation linguistique non reliée aux exigences linguistiques des postes bilingues.

Date 31 DEC '81

APPENDIX 2

Recommendations deriving from:

- (1) "Survey and Analysis; Use of Official Languages; Language of Work; DREE Head Office; February, 1981".
- (2) "Survey and Analysis; Use of Official Languages; Language of Work; DREE Québec Region; April, 1981".
 - "Survey and Analysis; Use of Official Languages; Language of Work; DREE, New-Brunswick; April, 1981".

Accompanying each recommendation is an indication of to what extent it has been implemented.

- I. That each employee be given a booklet dealing with the different aspects of official languages policy at DREE with a view to increasing their knowledge about their rights and responsibilities, and that information sessions be held for all employees.
 - Implemented: "Working at DREE; Official Languages", signed by Deputy Minister and distributed to all DREE employees in December, 1981.
- II. That those responsible for the Official Languages Program participate actively in orientation sessions for new employees at DREE whatever their hierarchic level. The extent of information provided would vary according to whether the employee will occupy a supervisory position or not.
 - Implemented: series of information sessions conducted in H.Q. and Regions in October/November, 1981.
- III. That the senior executive and equivalent levels be involved directly in the establishment of annual official languages plans by establishing objectives, activities, and performance indicators, with respect to the activities of their Branch.
 - In process of implementation for 1981-1982 Annual Report and Plan; Mechanisms to have been more formalized and involving more managerial and executive input over the ensuing year.
- IV. That the evaluation of senior executives and people at equivalent levels take into account their contribution to the dissemination of information about the various aspects of official languages programs, and their implementation of the program in the Branch.

(APPENDIX 2, cont'd)

- Implemented: Letter from Deputy-minister to all managers concerned in July, 1981. This process to be applied more and more methodically over time.

- V. That a review of bilingual position identification be undertaken, with particular attention to those positions whose linguistic requirements are at the minimum level, A, with a view to enhancing or abolishing them as the case may be.
 - Envisaged as a project for the 1982-1983 fiscal year; to include both Headquarters and Regions.

- VI. That managers review, with the help of the Official Languages Division and that of central agencies, the applicability of specific identification criteria for linguistic requirements of positions.
 - Partially implemented. as a result of the integration of major Official Languages functions as effected by new DREE policy, managers were involved in more and more discussions with OL personnel regarding identification of positions.

- VII. That DREE increase its use of imperative staffing to fill identified bilingual positions.
 - Fully implemented. New DREE Official Languages policy rendered imperative staffing the general rule rather than the exception.

- VIII. The employee will have to demonstrate a high probability of successfully completing language training.
 - Fully implemented. This recommendation was later reflected in provisions of both Treasury Board and DREE Official Languages policy appearing in October, 1981.

- IX. The employee and his/her manager will have to demonstrate that there is a realistic opportunity to use the newly acquired skills upon return to work.
 - Fully implemented. Evidenced in the same way as recommendation VIII above.

(APPENDIX 2, cont'd)

- X. That at DREE, means be established to allow managers to fully exercise their responsibilities regarding language training.
- Fully implemented. Managers' responsibilities are reflected by Treasury Board policy of October, 1981, and clearly delineated in the context of the Department in the appropriate section of the DREE policy.
- XI. That a tighter control be exercised by managers to ensure the production and distribution in both official languages of documents intended for bilingual regions.
- Fully implemented. See Recommendation X above.
- XII. That each unit be provided with a sufficient number of employees from both linguistic groups to enable it to originate documents in both languages without the need for translation services.
- Implemented on an ongoing basis as a result of Treasury Board directives of October 1981 and, more particularly, of specific sections of DREE policy. Specific references are made in this latter document to achieving a proper mix of incumbents and positions, and to managers' responsibilities in ensuring this linguistic reform.
- XIII. That in each unit responsible supervisors strongly encourage their employees of both linguistic groups to write internal documents in both languages.
- Implemented. See XII above.
- XIV. That the training and development section assist managers to identify their needs for improving the abilities of Francophones to write and that it provide in-house courses that meets the needs identified.
- Implemented, although not through Training and Development. This function was incorporated into Official Languages, and responsibilities clearly delineated in DREE policy of October, 1981.
- XV. That the coordinator of language training help managers to ensure that linguistic training programs for individuals put the appropriate accent on improving their writing abilities.
- Implemented on an ongoing basis. A Senior Language Training Officer forms part of the new O.L. organization of DREE, and continued consultation with managers is an integral part of these responsibilities.

(APPENDIX 2, cont'd)

- XVI. That there be implemented a French text revision service to be used by people who accept to write in French, whether they are Francophones or Anglophones.
- Implemented through DREE policy and new O.L. organization: the position of Coordinator for Position Requirements and Translation Services holds this responsibility, assisted by the position of Training and Revision Officer.
- XVII. That the responsibility for coordinating the use of translation services be transferred to the Official Languages division.
- Fully implemented, through DREE policy of October, 1981 and new O.L. Organization.
- XVIII. That managers make every effort to ensure that work instruments are available in both official languages, more particularly memoranda and minutes of meetings intended for many employees, or likely to be used by many of them.
- Implemented on an ongoing basis, as specified in DREE O.L. policies of 1978, 1980 and October, 1981.
- XIX. That the Official Languages division make a periodic evaluation of the availability of work instruments in both official languages.
- Implementation planned for fiscal year 1982-83. Amalgamation with IT&C forces a new outlook on Official Languages evaluation for the new combined Department.
- XX. That the purchase of office equipment or computer equipment be conditional upon the provision by suppliers of instructions and other manuals in both official languages.
- Implementation planned for fiscal year 1982-83. No concrete action in terms of formulation of directives/policy had been realized at the time of the announced amalgamation of DREE and IT&C.
- XXI. That employees be encouraged to demand personal and central administrative services in the language of their choice.
- Implemented on an ongoing basis. Of particular note is the distribution to all employees of a new booklet, "Working at DREE - Official Languages", which clarifies employee rights and obligations, including with respect to work instruments. Similarly, DREE policy of October, 1981 makes reference to the provision of bilingual work instruments.

(APPENDIX 2, con't)

- XXII. That evaluation services in the Personnel Services Branch annually inquire into personal and central administrative services provided in the language chosen by employees.
- Implementation planned for fiscal year 1982-83, through a developing schedule of official languages audits and evaluations.

APPENDIX 3

Attainment of Departmental Goals of 1980-81

Objective # 1: Service To The Public

The Department will ensure that members of the public are able to communicate with the Department in the official language of their choice.

Goals

Comments on Realization

- | | |
|---|--|
| 1) To ensure that the proper bilingual signage is visibly prominent at all DREE offices throughout Canada, in accordance with the departmental policy. (ongoing goal). | Overall, this objective has been met. Two complaints (one regarding lack of English, one lack of French) were resolved, and policy directives issued to curtail further occurrences. Monitoring by the Department was firmly implemented across the country. |
| 2) To ensure that information pertaining to DREE programs and activities is disseminated in both official languages where significant language minorities are located. (ongoing goal) | Still an on-going goal. One complaint (lack of English) was resolved, and policy directives formulated to prevent reoccurrence. |
| 3) To ensure that all incumbents of bilingual positions and incumbents are in place to provide services to the public in both official languages. (ongoing goal) | Along with a planned review of DREE position identifications, Official Languages policy promulgated by the Department in October, 1981 stressed "mix" of positions and incumbents as part of managerial responsibility to ensure Departmental conformity with Central Agency and DREE staffing and Official Languages policy provisions. |
| 4) To ensure that all incumbents of bilingual positions having contacts with the public are aware of their obligations under the Official Languages Act. | DREE policy of October 1981 was complemented by the distribution to all employees of a revised handbook, "Working at DREE - Official Languages", and a series of information sessions to senior managers at Headquarters and in the Regions. |

(APPENDIX 3, cont'd)

Objective # 2: Language of Work

Departmental employees in the National Capital Region and in designated bilingual areas will be able to work in their first official language, provided they fulfill the linguistic requirements of their position.

Goals

Comments on Realization

- | | |
|--|--|
| 1) To analyse in depth the conformity of bilingual regions with the provisions of Official languages policy as it refers to language of work. | Three in-depth studies conducted, results analysed, twenty-two recommendations put forward, and general implementation achieved (cf. Appendix 2). |
| 2) To ensure that all employees situated in bilingual areas of the Department are aware of their rights, privileges, and obligations, under Official Languages Policy. | Development and distribution to all employees of revised handbook on Official Languages, strongly supported by Deputy-minister. Also, series of information sessions by Official Languages Coordinator to senior and middle managers throughout DREE. |
| 3) To ensure that all work instruments are available in both official languages in the bilingual areas of the Department. | Revised policy in DREE in October, 1981; information sessions to managers conducted; audit group set up new schedule (interrupted by amalgamation of DREE with IT&C. Also, Language of Work surveys and recommendations (cf. Appendix 2). |
| 4) To increase the capacity for all employees to use both official languages in their work situations. | Agreements with P.S.C. - L.T.B. Decentralized Program for in-house courses, shared with other Departments in Hull led to increase in enrollments and to much greater consistency in attendance. Language Training officers publicised considerable information on all available programs, and established significant regional contacts. Special arrangements under way with Quebec Region were interrupted by the amalgamation. See also, Section VII of Report: "Language Training". |

(APPENDIX 3, cont'd)

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|---|---|
| 5) To review the linguistic profile of all positions within the Department having different proficiency levels in each of the official languages in order to justify exceptional circumstances. | Partially achieved, particularly in Headquarters. Regional analysis proceeded on an ongoing basis, as new positions and position changes were sought. |
|---|---|

Objective # 3: Participation of Both Official Language Communities

The Department will provide opportunities for Francophones, as well as Anglophones, to fully participate and pursue their careers at all levels of the organization.

Goals

Comments on Realization

- | | |
|---|---|
| 1) To maintain the present overall number of Francophone employees and to increase their representation in those groups and levels where they are under-represented (ongoing goal). | Francophone participation raised overall to 33.4% in DREE; to 28.2% in the Executive category and to 31% in the Administrative & Foreign Service. Within the last category, the CO group was raised to 28.1%, and the FI group to 17.3%, both commendable figures. |
| 2) To increase Francophone representation of the CO group outside Quebec from 14.5% to 15.5% and the FI group from 13.5% to 14.5%. | Not achieved, largely through lack of available, interested, qualified candidates, and general inability to hire into as many positions as desired. The same difficulty has been experienced by other departments and the public service as a whole with regard to these very specialized fields of employment. Present Departmental figures are nonetheless quite respectable in terms of the Public Service and demographical distribution, and in the light of DREE's highly regionalized character. Outside Quebec, Francophones constitute 13% of the CO group, and 11.6% of the FI group. It should also be noted that the <u>numbers</u> involved are fairly small; thus, small variations in complement are reflected by seemingly large changes in proportions as percentages. |

(APPENDIX 3, cont'd)

Nonetheless, DREE's participation rates compare very favourably with those of the Public Service as a whole, in which Francophones constitute 14.1% of the CO group outside Quebec and 9.2% of the FI group outside Quebec.

N.B.: It should be noted that this objective was not to be construed as the imposition of quotas. All goals were to be met within the framework of the merit principle.

