



President  
of the Treasury Board

Présidente  
du Conseil du Trésor

# Annual Report on Official Languages 1999-2000

Canada



**Annual Report on  
Official Languages  
1999-2000**



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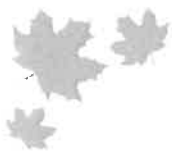
## PRESIDENT'S MESSAGE

It is with pleasure that I present this twelfth annual report on the delivery of the Official Languages Program in institutions subject to the *Official Languages Act* ("the Act"). The report, which covers the follow-up on my commitments for the previous fiscal year, reaffirms the importance of the major objectives of the Program and outlines items that will require further attention.

When I first accepted my mandate as President of the Treasury Board, I decided on an affirmed leadership and a proactive approach. I considered critically government conduct in some areas and tried to promote reflection on the place of English and French as the official languages of Canada. In this regard, I also reflected on the importance of a change in organizational culture and behaviour in the Public Service. Canada must have a Public Service that reflects its linguistic duality: modern, unified and resolutely turned toward the future.

In the fall 1999 Speech from the Throne, the government set itself the ambitious objective of becoming a model user of information technology and the Internet, so that by 2004, Canada will be known around the world for having the government most electronically connected to its citizens. Both official languages will play a part in this important technological initiative that will give Canadians on-line access to information and services from the Government of Canada at the time and place that suits them best. They will participate in the knowledge economy in the official language of their choice.

In the spirit of the initiative to modernize comptrollership throughout the federal administration, I am committed to having the Treasury Board and its Secretariat help all institutions subject to the *Act* improve in order to give Canadian citizens the service to which they are entitled. We must continue to work in partnership with other levels of government and the other sectors of society to share the responsibility for providing good service to the people of Canada in the official language of their choice. It's a simple matter of respect.



On the subject of linguistic duality, the federal administration must become the flagship of a new culture recognizing the equal status of English and French in Canadian society. As President of the Treasury Board, I share this vision. Support for the development of the official language minority communities will remain a priority of the Government of Canada, which must use all its authority to ensure that their linguistic rights are respected.

While this is not always an easy task, the achievements presented in this report show that we are on the right track; however, there is much left to do. We will take up the challenge vigorously and we will persevere. I invite you to read this twelfth report and send me your comments.

Lucienne Robillard  
President of the Treasury Board



## SPEAKER OF THE SENATE

Dear Mr. Speaker,

Pursuant to section 48 of the *Official Languages Act*, I hereby submit to Parliament, through your good offices, the twelfth annual report of the President of the Treasury Board covering the 1999–2000 fiscal year.

Yours sincerely,

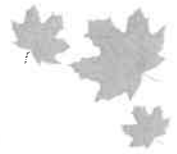


Lucienne Robillard  
President of the Treasury Board

March 2001







## SPEAKER OF THE HOUSE OF COMMONS

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President of the Treasury Board

March 2001





## SUMMARY

The **Summary Table of Achievements** at the end of the **Introduction** outlines the progress made in implementing the Official Languages Program.

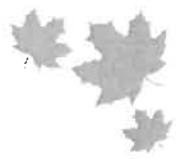
**Chapter 1** describes the general direction and co-ordination of the Official Languages Program. The Treasury Board of Canada Secretariat (the Secretariat), with its partners, has followed up on the Fontaine and Savoie reports by promoting more integrated leadership and more effective accountability. The modernization of services, thanks to technological progress (the Government On-Line initiative, single-window services and others), will enable the government not only to respect better the language choices of Canadians, but also to give official language minority communities better access to these services.

**Chapter 2** examines the situation of official languages in the institutions subject to the *Official Languages Act* (the Act). The Secretariat has followed up on the special studies of federal offices and service points conducted by the Office of the Commissioner of Official Languages. The section on language of work describes the implementation of the *Policy Concerning the Language Requirements for Members of the Executive Group*. The section on equitable participation highlights the sustained efforts to increase Anglophone participation in Quebec.

**Chapter 3** presents the results of the Secretariat's auditing and monitoring activities. Study of the annual reviews prepared by the institutions confirms that they are beginning to take their language obligations more seriously, particularly regarding service to the public. The internal audit and evaluation mechanisms must be improved, however, particularly in connection with service to the public and the dynamic aspects of language of work. This chapter also lists the Secretariat's initiatives in the areas of information, training and the promotion of awareness of linguistic duality, as well as the mechanisms for joint action and co-operation, notably, the official languages champions. Finally, it presents the Secretariat's achievements in implementing section 41, Part VII, of the Act.

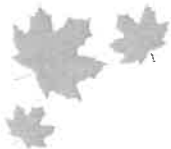
The **Conclusion** reiterates the President's commitment to integrate fully the respect for our two official languages as a fundamental value in the federal administration. Much still remains to be done, since a change in organizational culture and behaviour is necessary.



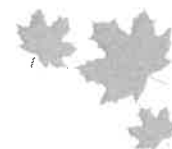


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## INTRODUCTION

This twelfth annual report, covering the period from April 1, 1999, to March 31, 2000, underscores the commitment by the President of the Treasury Board to ensure that institutions subject to the *Official Languages Act* (the *Act*) fulfil their language obligations.

Linguistic duality is fundamental to Canadian unity. It is also important because of the practical advantages, particularly the commercial ones, it provides for our citizens. Worldwide there are some 460 million English-speaking people and over 125 million French-speaking people. Canada, as a bilingual country, is in an advantageous position with respect to the new knowledge economy.

The past decade has seen profound changes in public administration. The Official Languages Program had been significantly weakened as a result of Phases I and II of Program Review. It was necessary to prepare for the future in a changing world driven by globalization, the evolution of new technology and the transformation of labour markets. The restructuring of the government and the new service-delivery modes have presented new challenges, especially for the Anglophone and Francophone minority communities.<sup>1</sup>

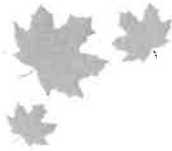
To meet these challenges, the Government of Canada has implemented many initiatives that demonstrate its intention to promote the use of English and French in Canadian society. Major gains have been achieved, including, among others, an increase in the funds earmarked for enhancing the vitality of the communities and creating partnerships and more effective communication networks.

The Fontaine Report (*No Turning Back: Official Languages in the Face of Government Transformations*) and the Savoie Report (*Official Language Minority Communities: Promoting a Government Objective*) have been instrumental in a renewed commitment to work with provincial governments and the private and community sectors to find new ways to enhance the vitality of the communities. The majority of the recommendations made in those studies are now being implemented.

Moreover, to carry out the federal government's intentions, the Committee of Deputy Ministers on Official Languages, which provides integrated leadership for official languages in the key institutions, was given a broader mandate in 1999–2000. In that

<sup>1</sup> For the sake of simplicity, the term "communities" is used in this report to mean "official language minority communities."





context, it gave new impetus to the implementation of the *Act*, notably by enhancing the proposed law concerning the transformation of the airline industry. It also adopted the following strategic priorities:

- to promote a renewed vision;
- to foster a Public Service that is truly bilingual and that respects the employees' language rights, letting them work in the official language of their choice in bilingual regions;
- to increase the French content on the Internet (a key element in the development of a "knowledge society"), and thus to become a leader in this area; and
- to facilitate access to health services for the communities in the language of their choice. In April 2000 the Minister of Health announced the formation of a Consultative Committee for French-Speaking Minority Communities, with the particular goal of better respecting the obligations under section 41 (Part VII of the *Act*).<sup>2</sup>

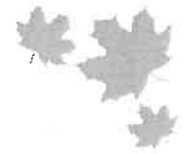
Implementing the Official Languages Program requires vigilance and constant effort in order to integrate linguistic duality fully as a fundamental organizational value and to make the Public Service of Canada a workplace of choice.

If we want to preserve this collective wealth that is our linguistic duality, we must intensify our efforts. We must bear in mind that each of our acts, each of our government involvements must reflect our intention to enable official language minority communities to flourish. We must maintain and improve a linguistic plan that is fair and bodes well for the future.

<sup>2</sup> The broader mandate of the Committee of Deputy Ministers on Official Languages and its integrated leadership were commended by Senator Jean-Maurice Simard, author of the report *Bridging the Gap: From Oblivion to the Rule of Law*, which was submitted to the Senate in fall 1999. When he appeared before the Standing Joint Committee on Official Languages in spring 2000, the Senator stated: "A new consensus, more respectful of the rule of law, seems to be emerging as regards Canada's linguistic duality. I am delighted by the sense of responsibility and leadership that seems to be emerging from the activities of the Committee of Deputy Ministers of Official Languages."





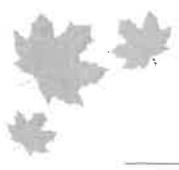


# SUMMARY TABLE OF ACHIEVEMENTS

The summary table below gives an overview of achievements under each of the Government of Canada's major official languages policy objectives. The page numbers refer to the sections where these activities are discussed.

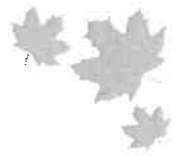
Summary table	
The Government of Canada has committed itself to provide Canadians with	Progress achieved:
integrated leadership and a renewed discussion of official languages	<ul style="list-style-type: none"> <li>• a broader mandate for the Committee of Deputy Ministers on Official Languages (pp. 1–2)</li> <li>• implementation of most of the recommendations of the Fontaine Report and three of the five recommendations of the Savoie Report (pp. 7–9)</li> <li>• publication of <i>Full Sail Ahead</i> (p. 9)</li> <li>• the guide entitled <i>Official Languages: An Integral Part of Decision Making</i> (p. 37)</li> <li>• a stronger official languages network (pp. 41–45)</li> <li>• the regional councils of senior officials and the official languages subcommittees (pp. 44–45)</li> <li>• a network of champions (pp. 45–47)</li> <li>• the Year of <i>La Francophonie</i> in Canada (pp. 49–50)</li> </ul>
an active offer of high-quality <b>lingual services</b> by a government that is well-connected	<ul style="list-style-type: none"> <li>• citizen-centred approach (pp. 10–11)</li> <li>• the Government On-Line Initiative (pp. 11–12)</li> <li>• a single window (p. 12)</li> <li>• evaluation of service to the public (pp. 16–18)</li> <li>• follow-up on the audits of service points by the Office of the Commissioner of Official Languages (p. 19)</li> <li>• the audit of Canada Business Service Centres (pp. 29–30)</li> <li>• the audit of Parks Canada (pp. 30–31)</li> <li>• the audit of Canada Post franchises (p. 31)</li> <li>• review – official languages – grants and contributions (pp. 31–32)</li> <li>• review of internal audit reports (p. 33)</li> <li>• blue pages of telephone directories (p. 36)</li> <li>• increase in French content on the Internet (pp. 39–40)</li> </ul>





more equitable use of both official languages as languages of work	<ul style="list-style-type: none"><li>• the evaluation of the language of work (pp. 19–22)</li><li>• audit of language of communication in Quebec and in the National Capital Region excluding the Quebec region (pp. 32–33)</li></ul>
equitable participation by English-speaking and French-speaking Canadians in federal institutions	<ul style="list-style-type: none"><li>• evaluation of equitable participation (pp. 22–23)</li></ul>
taking the official languages requirements into account when developing major government initiatives and programs, including alternative service delivery	<ul style="list-style-type: none"><li>• implementation of most of the recommendations in the Fontaine Report (pp. 7–8)</li></ul>
support for the development of the official language minority communities in Canada	<ul style="list-style-type: none"><li>• implementation of the Memorandum of Understanding with Canadian Heritage (p. 51)</li><li>• the 1999–2000 results of the action plan (section 41 of the Act) (pp. 51–53)</li></ul>
effective monitoring and accountability	<ul style="list-style-type: none"><li>• the performance indicators (p. 6)</li><li>• a management framework for the Government of Canada (p. 13)</li><li>• study of the annual reviews of the institutions (p. 34)</li><li>• audits and exercises to measure language satisfaction (see also in this table under bilingual services, language of work and equitable participation)</li><li>• an awareness campaign, which includes an information and training program (pp. 35–36)</li><li>• a compendium of best practices, case studies implemented in 26 departments and Crown corporations (p. 37)</li><li>• appearances before the Standing Joint Committee on Official Languages (p. 48)</li></ul>





# CHAPTER 1

## GENERAL DIRECTION AND CO-ORDINATION OF THE OFFICIAL LANGUAGES PROGRAM

### Roles and responsibilities of the Treasury Board

The obligation to guarantee respect for both English and French as the official languages of Canada rests with a large team across the Government of Canada. Each institution has a share in responsibilities for service to the public, language of work, equitable participation and support for the development of the communities. The Government of Canada as a whole works to promote our linguistic heritage and to enable all Canadians to benefit from it.

Under Part VIII of the *Official Languages Act* (the *Act*), the Treasury Board is the organization responsible for the general direction and co-ordination of policies and federal implementation programs for the following:

- the right of the public to communicate with the institutions and receive services from them in the official language of its choice, in the circumstances prescribed by the *Act* or its regulations (Part IV of the *Act*);
- the right of the employees to work in the official language of their choice in regions designated bilingual (Part V of the *Act*); and
- equitable participation of English-speaking and French-speaking Canadians, so that they have equal opportunities for employment and advancement (Part VI of the *Act*).

The major responsibilities of the Treasury Board include the following:

- issuing policies and directives on service to the public, language of work and equitable participation (Parts IV, V and VI of the *Act*);
- monitoring and auditing the implementation by federal institutions of the principles, instructions and regulations on official languages;
- evaluating the effectiveness of official languages policies and programs; and
- informing the public and the staff of federal institutions of the policies and implementation programs for the *Act*.





The *Act* also requires the President of the Treasury Board to table in Parliament an annual report on the delivery of the Official Languages Program in federal institutions covered by its mission.

## Results-based performance indicators

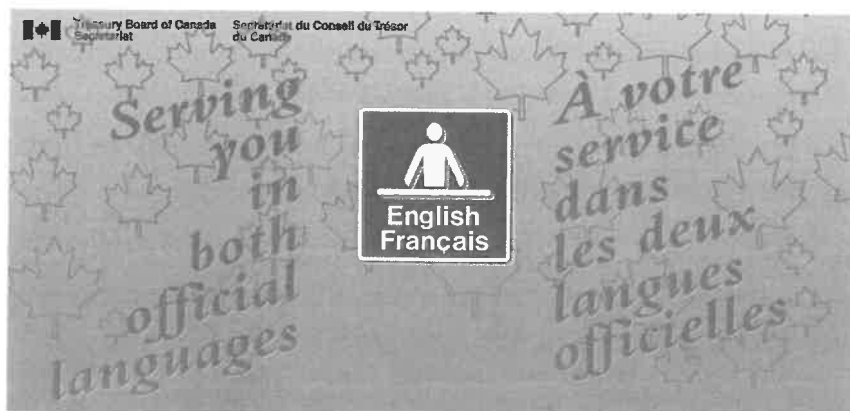
For a number of years, the progress made by the institutions has been measured using performance indicators. These show how the institutions are fulfilling their obligations under the *Act*.

Those indicators, however, were based on capabilities rather than on results. The standards were first revised by means of a diagnostic analysis grid that the institutions used in preparing their annual reviews on official languages. The indicators were revised again in 1999–2000 to let institutions orient themselves more toward the achievement of concrete results. In the new series of indicators, more emphasis has been placed on client satisfaction and on the Treasury Board's role of co-ordination in relation to observable results.

## Implementation of the *Official Languages Act*

The Canadian approach to official languages legislation is based on the principle of institutional bilingualism rather than individual bilingualism. The provisions of the *Act* state the fundamental rights of the public and the obligations of the institutions. The policies flowing from those provisions guarantee respect for these rights and obligations. The accountability framework for managing the Program corresponds to the obligations of the institutions, including those of the Treasury Board, under the *Act*.

In respecting these obligations, the federal government works within prescribed parameters to ensure respect for the rights of Canadians to receive services from federal institutions, and to work in those institutions, in the official language of their choice, and to have equal opportunities for employment and advancement.





## Government transformations and official languages

In recent years, fundamental changes have been made in the way the federal government delivers its services; these changes have had a detrimental impact on language rights. Government transformations shape the daily lives of Canadians. Privatizations, transfers or withdrawals of federal responsibilities, devolutions or reorganizations all result in service points being rationalized, moved or transformed, and public servants moving to another level of government or to the private sector. Federal organizations that have been “transformed” during the review year<sup>3</sup> include the Canada Customs and Revenue Agency (formerly Revenue Canada), Parks Canada and the port authorities.

In March 1998 a special study by the Office of the Commissioner of Official Languages pointed out the effect of these transformations on the delivery of service to the public and on the vitality of the communities. In April 1998, just after this study was tabled, then President of the Treasury Board, the Honourable Marcel Massé, formed an external task force. Chaired by Yvon Fontaine, this task force was mandated “to analyse the effects on official languages of the transformations in the structure of government and to propose appropriate measures to improve the situation.” The Task Force submitted its report in January 1999.

Also in 1998, Canadian Heritage, the Treasury Board of Canada Secretariat (the Secretariat) and the Privy Council Office – after consulting the *Fédération des communautés francophones et acadienne du Canada* – hired a consultant, Donald Savoie, to promote implementation of Part VII of the *Act* in certain key institutions. (This Part deals with enhancing the vitality of the communities.) Mr. Savoie submitted his study in November 1998.

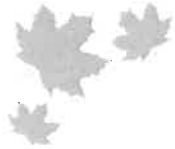
The Fontaine and Savoie reports described the communities’ concerns regarding the profound changes in the federal Public Service in recent years, and the repercussions of those changes for their development and the delivery of service in their language.<sup>4</sup>

By March 31, 2000, most of the recommendations in the Fontaine Report had already been implemented. The integration of official languages in the Alternative Service Delivery Policy will complete the implementation of the last recommendations.

<sup>3</sup> The “review year” referred to in this report is 1999–2000.

<sup>4</sup> During the review year, Senator Jean-Maurice Simard tabled in the Senate of Canada a report entitled *Bridging the Gap: From Oblivion to the Rule of Law*, dealing with the development and vitality of the Francophone and Acadian communities. In it, Senator Simard recommended, among other things:

- the establishment of a secretariat for the development of Francophone and Acadian communities within the Privy Council Office;
- the adoption of a comprehensive federal government program involving the provincial and territorial governments to support and sustain the development of the communities; and
- the completion of the institutional infrastructure of the Francophone and Acadian communities.



The policy will require especially that institutions analyse the repercussions for the communities of alternative service delivery with respect to official languages. Institutions will also be responsible for holding consultations with them. These guiding principles, which may be incorporated into the accountability mechanisms in use in the institutions, will ensure that the official languages responsibilities are taken into account from the very beginning of the government transformations process.

The Official Languages Division is preparing a guide for agencies to better assess the repercussions of proposed changes on the communities.

Three of the five recommendations in the Savoie Report have been implemented. The authority to appoint a Minister of State tasked with promoting the communities' interests belongs to the Prime Minister. The creation of the position of official languages co-ordinator in the Privy Council Office, however, addresses this recommendation in part, in the context of exercising integrated leadership. As to the recommendation to make management aware of its responsibility under section 41 of the *Act*, talks are being held with the Canadian Centre for Management Development to include a component on this subject in the courses for managers.

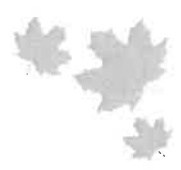
The Secretariat has invited departments and community associations to inform it of innovative ways that would enable the federal government to reach and serve its clients better. The pilot projects described below are concrete examples of effective partnership between the federal and provincial governments and the communities.

The Commissioner of Official Languages has welcomed these commitments.

### *Examples of achievements*

Western Economic Diversification Canada has adopted a strategic direction aimed at giving French-speaking communities in the West the tools and mechanisms they need to take charge of their economic development. The four main thrusts of this strategy are: the presence of a Francophone economic development agency in each Western province; access to capital; development of the tourism sector; and enhancement of entrepreneurship.





Also, Human Resources Development Canada, in its *1999 Employment Insurance Monitoring and Assessment Report*, studied the use of the official languages in the context of assessing employment benefits and support measures. The Department used client surveys, discussion groups and review of documents to determine the extent to which services and programs had been offered to clients in the language of their choice. Under the terms of the co-management agreements, Human Resources Development Canada continues to offer labour market programs and services that comply with the *Act*. Provinces and territories that have signed transfer agreements have made a commitment to offering programs and services in both official languages in areas where there is significant demand.

The first anniversary of the Fontaine report and the implementation of most of its recommendations coincides with the publication of *Full Sail Ahead*, which reports on the main interdepartmental achievements of the key players in official languages (Canadian Heritage, Department of Justice Canada, the Privy Council Office, Industry Canada, Human Resources Development Canada and the Treasury Board of Canada Secretariat). This publication gives information on the commitment by federal institutions to promote Canada's linguistic duality.

On March 21, 2000, the President of the Treasury Board tabled this publication when she appeared before the Standing Joint Committee on Official Languages. With respect to the recent government initiatives in the area of promoting linguistic duality, she stated that:

*I am sure that you will agree when I say that we need to discuss and reflect on this subject in greater depth, both among policy-makers and among the public as a whole. The Treasury Board has benefited greatly from working with many different individuals on this file. We have recently received innovative comments and input from a variety of sources, such as the reports provided by the task forces chaired by Mr. Yvon Fontaine, by Mr. Donald Savoie and by Senator Simard. This type of exchange is a vital part of good decision making.*  
(The Honourable Lucienne Robillard, President of the Treasury Board)



## Modernization of service delivery

The demands of the economy, the development of new technology and globalization are transforming communications between people and communities, as well as the way in which governments serve their citizens.

*Increasingly, success in the global economy depends on human talent – our ability to learn, to act and adapt quickly to new opportunities, to develop new ideas, to make new discoveries. A comprehensive strategy seeks to ensure that all citizens are included. A comprehensive strategy requires a commitment to opportunity, diversity and inclusion, and equally to creativity.*  
(The Rt. Hon. Jean Chrétien, Prime Minister of Canada, *The Canadian Way in the 21<sup>st</sup> Century, Key Initiatives*, May 31, 2000)

Innovative models for service delivery in both official languages pose new challenges for the Government of Canada and have repercussions for the communities. Given the importance of the use of the Internet, the federal government must clearly state its intentions and have a consistent strategy with a suitable monitoring mechanism, to increase the volume of texts in French in its areas of jurisdiction. It must also increase the initiatives to promote *La Francophonie* and multinational co-operation.

Recent progress in information technology is making it possible to use service-delivery methods that were unthinkable 20 years ago. Implementing those methods, however, demands substantial initial investments. The model of citizen-centred service delivery that the federal government intends to establish combines electronic technology with an integrated horizontal and vertical management structure in order to provide quality service. It offers users continuous access to the full range of government institutions and includes the use of the Web to strengthen the federal identity.

## Citizen-centred approach

The federal government is implementing a new government-wide approach based on an intuitive and integrated model of program and service delivery. As indicated above, the Internet will from now on be one of the preferred service-delivery tools. While there is nothing new about publishing information in both official languages, use of electronic media requires more attention to the language aspects of technology and the software interfaces with the Web.







The most basic need is that Internet users be able to enter any government site and navigate in it in the official language of their choice. It should also be easy to move from one language to the other at any time, or to view the same information in the other language. Thus it is important to incorporate navigation tools to facilitate this choice on every Web site page, not just on the home page and the contents page.

Thanks to information technology, institutions subject to the *Act* have already done a great deal of innovative work to improve their internal operations and make their services more effective. The next step will be to solidify these achievements by taking a structured approach. In applying the Treasury Board *Policy on Using the Official Languages on Electronic Networks*, the designers must ensure that the content and presentation of all government main sites and sub-sites comply with the requirements of the *Act*.

By acting as a leader in this field, the federal government intends to stimulate growth and electronic commerce, thereby helping to make Canada an attractive place for business people and investors interested in a rapidly expanding electronic market.

## Government On-Line Initiative

The goal of the Government On-Line Initiative is to serve Canadians better by increasing the amount of information available through the Internet and improving general access to the vast resources offered by federal institutions.

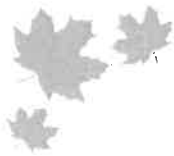
The Government of Canada made an important commitment in the fall 1999 Speech from the Throne.

*The Government will become a model user of information technology and the Internet. By 2004, our goal is to be known around the world as the government most connected to its citizens, with Canadians able to access all government information and services on-line at the time and place of their choosing.*

(Mel Cappe, Clerk of the Privy Council and Secretary to the Cabinet)

Under the direction of the Secretariat Advisory Committee, the Information Management Subcommittee is supporting this initiative in developing policies and terms and conditions that will facilitate its effective implementation government-wide.

During the year under review, representatives from 28 departments and agencies met to discuss the framework for the project and the deliverables, and to ensure harmonized implementation. Ready access to Government of Canada information via the Internet (Government On-Line) is one of the aspects of the extended electronic service-delivery model.



Representatives of the Secretariat's Official Languages Division have participated in a number of meetings on the Government On-Line Initiative, where they were able to provide advice to the Advisory Committee. In this way they ensured that the standards respected the official languages requirements. During the review year, the Official Languages Division played a similar role in connection with the "common look and feel" initiative, the goal of which is to establish standards for the presentation, structure and visual continuity of the government's electronic sites.

### **Single window: Bringing people and technology together**

Canadians are entitled to expect the government to provide them with information and services in a way that is accessible, user-friendly and consistent, and to have this information available to them in both official languages. Thus the Internet service initiatives must take into account the people and the tools they use. Moreover, as Canada's population ages, the demand for government services is growing.

To achieve this objective, the government must adopt a horizontal service-delivery structure. The Treasury Board of Canada Secretariat is contributing to the initiative to make government Web sites more user-friendly and more effective. With the Internet, the government can create a "single window," providing direct access to a vast range of programs and services from any personal computer or appropriate computer device.

In June 1999 the government's main Web site, the Canada Site ([www.canada.gc.ca](http://www.canada.gc.ca)), was relaunched; it now meets the new "common look and feel" standards. The site, operated by Public Works and Government Services Canada, now displays a single window for all government information. In its directory lists, the Canada Site contains links to some 450 main sites or sub-sites, directly linked to the programs and services of over 160 federal institutions.

Delivery of information services will be further improved thanks to an integrated search system for all government sites. The Government Information Locator Service – a reference index intended for the creation of a catalogue of government information holdings – can be used for specific government-wide searches by field, and to obtain information on documents available on the Internet or in other media.





## ***Results for Canadians***

A great deal of work has been done in recent years to put the Treasury Board as management board philosophy into practice. Such initiatives as Modernizing Comptrollership, Government On-Line, Improved Reporting to Parliament, and Program Integrity clearly illustrate the efforts being made to modernize federal government management practices.

With a view to improving services to the people of Canada, the President of the Treasury Board announced on March 30, 2000, the new management framework that will guide the federal government (*Results for Canadians: A Management Framework for the Government of Canada*). This document marks a major milestone in the evolution of the Secretariat.

Whether it is for service provided directly to the communities or measures to promote the development of those communities, it is federal employees who, individually and collectively, are the main agents of positive change. The revitalization of the Official Languages Program must be accomplished as much internally as externally. According to the President of the Treasury Board, "Responsive government means putting the needs of citizens first."

Thus official languages must be integrated in the exercise of leadership in the Public Service and in decision making; this approach is in keeping with the government's main management commitments.





## CHAPTER 2

# THE OFFICIAL LANGUAGES SITUATION IN THE INSTITUTIONS SUBJECT TO THE *ACT*

The *Official Languages Act* applies to some 178 institutions. By means of annual reviews, these institutions report on the way they are fulfilling their obligations. These documents deal with the capability of offices and service points that must provide service in both official languages, the means used and measures taken to create and maintain a favourable work environment, the Anglophone and Francophone presence on the staff, the results of innovative projects to advance the Program, and any other information that enables the Treasury Board of Canada Secretariat (the Secretariat) to account for delivery of the Official Languages Program. In the institutions, the official languages champion provides leadership in daily activities and makes sure that internal decisions take official languages obligations into account.

### Overview

As indicated under each of the headings below, the official languages situation in the institutions remains satisfactory overall, but improvements still need to be made.

Compared to the previous year, the public service staff has been reduced by nearly a quarter, partly because of the transformation of Revenue Canada (a department for which the Treasury Board was the employer) into an agency that no longer reports to the Treasury Board.

In general, Canadians can obtain services in the official language of their choice in places where this is required by the *Act*. There are still deficiencies in some offices, however, regarding the active offer of service and communications with the public.

As for the creation of a work environment conducive to the use of English and French in bilingual regions, although the infrastructure (work instruments and professional training among other things) is in place, this major objective has not been fully achieved. Bilingualization of the computer systems and some communications with the employees in the regions also remain problem areas. Finally, it is important that the second-language skills of senior management be improved.

The participation of Anglophones in the federal Public Service in Quebec has improved slightly but remains low, although they are well-represented in the Crown corporations and other agencies.





## Service to the public

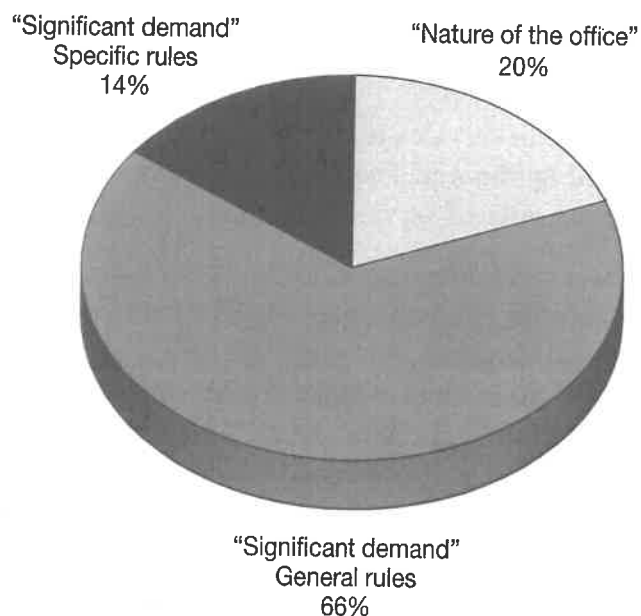
The *Act* sets out the language obligations of subject institutions for their national headquarters as well as their offices and service points within the National Capital Region. The *Official Languages (Communications with and Services to the Public) Regulations* detail the circumstances in which the institutions and their offices are obliged to offer their services to the public in both official languages elsewhere in Canada and abroad.

On March 31, 2000, 28.7 per cent or 3,410 of the 11,872 offices and service points in Canada were obliged to provide service to the public in both official languages. This information is stored in an official directory called "Burolis." The public has access to this directory, which is regularly updated, through the Secretariat's Web and Publiservice sites.

Figure 1 shows the percentage distribution of federal offices obliged to offer their services in both official languages, according to the types of rules that apply.

Figure 1

**Distribution of bilingual offices and service points in Canada, by type of regulation applicable, as at March 31, 2000**



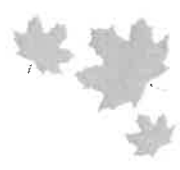
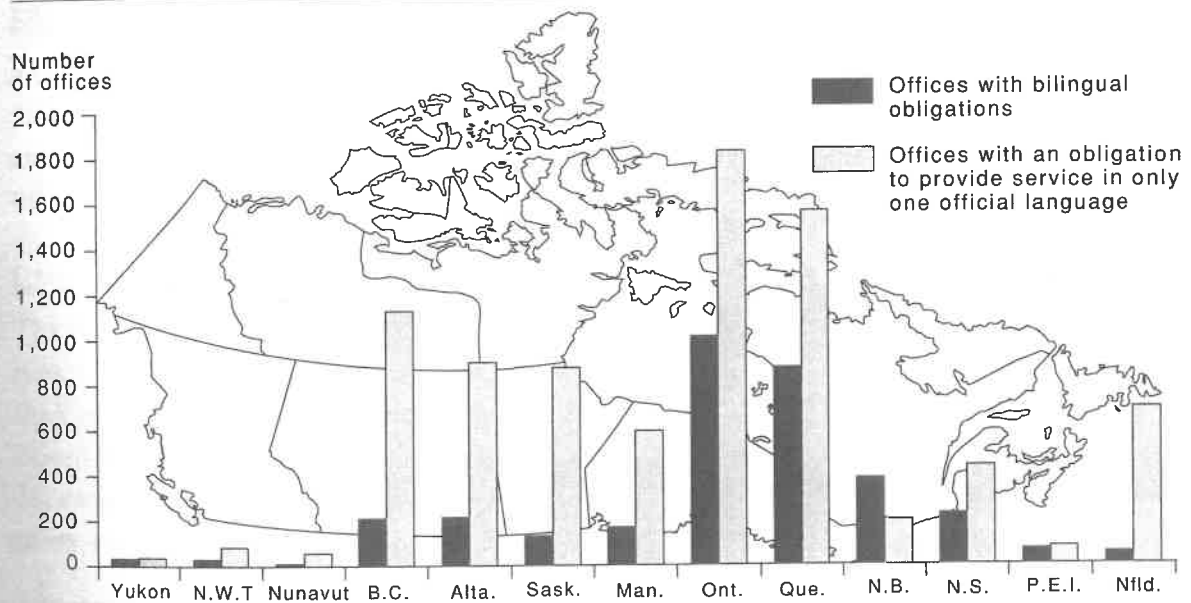


Figure 2 illustrates the distribution by province and territory of federal offices and service points required to provide their services in both official languages in relation to all federal offices. When an office must provide bilingual service, it displays a visual symbol clearly indicating that members of the public may choose the official language they prefer when they request service at the counter. Telephone greetings are given by bilingual personnel, so that the public can be served in the official language of its choice.

Please note that since the creation of Nunavut, its offices have been integrated into Figure 2.

**Figure 2**

**Distribution of offices and service points in Canada**



Where prescribed by the *Act*, service to the Canadian public is provided by bilingual personnel in federal offices and service points that are required to provide service in either official language. The number of these offices and service points has remained relatively stable despite organizational changes.

The pool of bilingual employees in the Public Service has declined from last year (see **Statistical Appendix**, Table 2), although there is still an excess of 2.3 per cent of bilingual employees over the existing number of bilingual positions. Yet 11.9 per cent of the incumbents of bilingual positions do not meet the language requirements of their positions (Table 4). Given these circumstances, the onus is on the institutions subject to the *Act* to take the measures necessary to fulfil their official languages obligations.



On March 31, 2000, there were 26,766 incumbents of bilingual positions (52.9 per cent of all bilingual positions) who had the duty of providing service to the public in either official language. Compared to the previous year, the number of bilingual positions assigned to serve the public has dropped by 5,576 (27.4 per cent) because of a reduction in the size of the Public Service in 1999–2000 (Table 6). This decline is largely due to the creation of the Canada Customs and Revenue Agency.

Almost all (97.9 per cent) of the bilingual positions assigned to serve the public require superior or intermediate proficiency in the other official language (Table 7). Most of the incumbents of bilingual positions (nearly 90.6 per cent) had superior or intermediate proficiency in their second official language.

Figure 3

**Breakdown of all institutions subject to the Act**

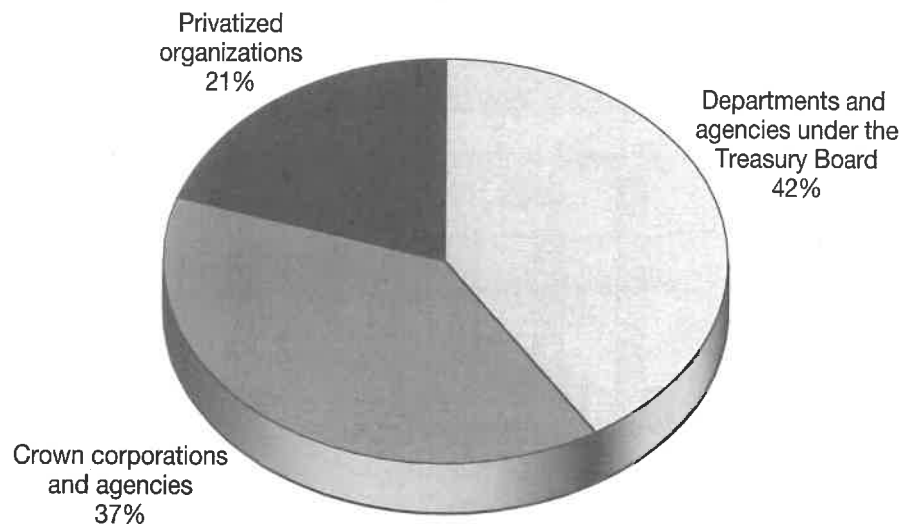


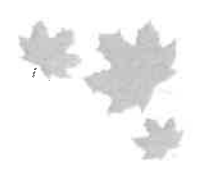
Figure 3 shows the breakdown of all institutions that are obliged to provide service to the public in both official languages.

Offices designated as bilingual in the institutions concerned must take the necessary measures so that clients may choose the official language in which they want to be served.

Despite all the efforts made to offer service in the approximately 3,410 federal offices designated as bilingual for service to the public, there are still some deficiencies with service in French, particularly on the telephone and in person.







### *Special studies by the Office of the Commissioner of Official Languages of federal offices designated as bilingual*

The Office of the Commissioner of Official Languages released a series of reports on offices and service points designated to provide service to the public in both official languages. Some 13 per cent of all offices and service points were visited between 1997 and 2000.

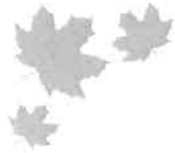
In light of this information, the Treasury Board of Canada Secretariat followed up with the institutions in question, which have begun to take corrective action and reported on it in their annual review on official languages. The Official Languages Division will continue actively to monitor the institutions concerned, particularly by means of regular inspections to check whether high-quality services are being provided in both official languages. Targeted action has been taken to encourage institutions with poor results to make the necessary corrections as quickly as possible. The Secretariat has also launched a campaign to raise the awareness of managers and employees regarding service to the public in both official languages. Finally, the Secretariat will increasingly use surveys and other quantifiable measures to assess client satisfaction, notably with the active offer of services.

### **Language of work**

The President has decided that the increased use of both official languages in bilingual regions will be a priority for the coming fiscal year. This is also one of the objectives of the Committee of Deputy Ministers on Official Languages. As employer, the Treasury Board has the overall objective of developing the best Public Service in the world. That necessarily means a truly bilingual work environment, respectful of the language rights of its staff in regions designated as bilingual for language-of-work purposes.

The institutions have been invited to step up their efforts to create a work environment favourable to the effective use of both official languages by their employees, particularly by improving the second-language skills of their senior executives and providing work tools and automated systems in both official languages. In the area of language of work, the example must be set at the top. All incumbents of senior management positions (EX) in regions designated as bilingual for language of work will be called upon to meet the CBC<sup>5</sup> standard by March 31, 2003. Expanding management's second-language skills should result in much greater use of French in meetings.

<sup>5</sup> This requirement applies to institutions for which the Treasury Board is the employer. Level C (superior) is required for reading and oral interaction. Level B (intermediate) is required for writing.



The regions with these language-of-work obligations are the National Capital Region and some other designated regions of Canada.<sup>6</sup> Elsewhere in Canada, the language of work is the language of the majority of the people living in the region.

Institutions in regions designated as bilingual for language of work have the following obligations:

- to provide their employees with services in both official languages, particularly personnel and central services, and with work instruments, used both routinely and generally, in both official languages;
- to supervise the employees in the official language of their choice; and
- to ensure that senior management is able to function in both official languages.

The Treasury Board policies in this area are generally well-known to the institutions, and they help to create a work environment conducive to the use of both official languages. Despite the efforts made and a number of major achievements, there is still much more to be done to create a work environment that is truly conducive to the use of both official languages.

In general, work instruments are available in both official languages. The situation is also improving for computer systems, although there are still complaints that some software is not available in French.

### *Language requirements for supervisors*

Supervisors have a role to play in promoting the creation of an environment conducive to the use of both official languages. The proportion of incumbents who meet the language requirements of their positions declined from 82.8 per cent to 80.9 per cent during the review period (Table 10). The levels of language proficiency required have been raised, however: bilingual supervisory positions requiring superior proficiency in the second language increased by 5.5 percentage points to 42.1 per cent of all bilingual supervisory positions (Table 11).

The new *Policy Concerning the Language Requirements for Members of the Executive Group (EX)*, in effect since May 1, 1998, strengthens the other tools created to promote a work environment conducive to the use of both official languages.

<sup>6</sup> The bilingual regions for language-of-work purposes include the National Capital Region, New Brunswick, parts of northern and eastern Ontario, the Montreal region, parts of the Eastern Townships, the Gaspé and Western Quebec.





## **Policy Concerning the Language Requirements for Members of the Executive Group**

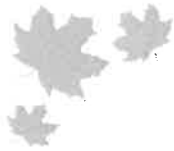
The 1998–99 Annual Report included a brief outline of the provisions of the *Policy Concerning the Language Requirements for Members of the Executive Group*. This report provides an update of the situation as at March 31, 2000. Of the incumbents of executive positions who are required to attain the CBC level of proficiency in their second official language, 38.2 per cent had not yet met this requirement at the end of the fiscal year in review.

Still, it must be pointed out that this figure includes incumbents who are in special situations. First of all, there are incumbents who have been granted a protection period that allows them to stay in their positions until March 31, 2001, without having to meet the language requirements of their positions. After this period, they must satisfy these requirements by taking language training. There are also individuals who, since May 1, 1998, were appointed or transferred to bilingual positions on a non-imperative basis. Some of these people have received language training during the exemption period of two years: either these individuals have not yet completed their language training or, if they have completed it, their test results were not yet registered in the appropriate computer system. Over the next two years we should witness a gradual decrease in the number of incumbents who do not meet the requirements.

### ***New initiatives***

The Secretariat plans to implement the following initiatives in collaboration with the Privy Council Office, the regional councils of senior federal officials, the network of official languages champions, the Public Service Commission of Canada and the Canadian Centre for Management Development:

- an awareness campaign among managers and employees; planning meetings with the departments' senior management committees; organizing training workshops; and production of promotional material;
- the inclusion of an official languages component in the various management training programs given by the Canadian Centre for Management Development and in the orientation programs offered to new employees by federal institutions;
- the inclusion in accountability accords of the obligation for managers to maintain a work environment conducive to the effective use of both official languages and to create an organizational culture that respects linguistic duality;



- the determination through sampling of the level of use of both official languages at work in designated regions. The results of these samplings will be used as main performance indicators;
- the offer of language training to employees who may represent the future workforce.

### **Equitable participation**

The *Act* sets out the government's commitment to the equitable participation of English-speaking and French-speaking Canadians in federal institutions. The federal government has undertaken especially to ensure that both language groups have equal opportunities for employment and advancement in the institutions, and that the composition of the workforce tends to reflect the presence of both official language communities in the country.

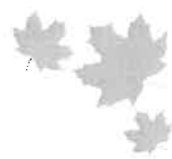
Participation of the two groups in the Public Service has remained relatively stable for a number of years. According to the last population census data (1996), Anglophones represent 73.8 per cent of Canada's population and Francophones represent 24.6 per cent. (The first official language was unknown for 1.6 per cent of the population.)

On March 31, 2000, the proportions for all institutions globally were 71.8 per cent Anglophones and 27.1 per cent were Francophones while the first official language of 1.1 per cent was "unknown." (Table 16)

For the federal Public Service, that is, the institutions for which the Treasury Board is the employer, the participation rates for Anglophones and Francophones were 69.0 per cent and 31.0 per cent, respectively. (Table 12)

As for the institutions and agencies for which the Treasury Board is not the employer, the participation rates for Anglophones and Francophones were 73.3 and 25.0 per cent respectively; the first official language of 1.7 per cent was "unknown." (Table 14)





### *Participation of Anglophones in Quebec*

Federal institutions subject to the *Act* include the federal Public Service, Crown corporations and certain other organizations. Anglophones represent 13.0 per cent of the workforce of institutions in Quebec (excluding the National Capital Region). In comparison, the representation rate of Anglophones in the population of Quebec is 13.1 per cent.

Yet the participation rate for Anglophones in the federal Public Service in Quebec (Table 12), excluding the National Capital Region, is lower than the representation of English-speaking Canadians in the population of Quebec. We note, however, that there was a real increase in the participation of Anglophones in organizations for which the Treasury Board is the employer.

This slight improvement of one percentage point (7.4 per cent, as against 6.4 per cent last year) was achieved despite the fact that during the review year there was a reduction in the total number of employees in the institutions for which the Treasury Board is the employer. This decline is due largely to the fact that the Canada Customs and Revenue Agency is no longer part of the Public Service (Table 12).

In all federal institutions for which the Treasury Board is not the employer (Crown corporations, Canadian Forces, Royal Canadian Mounted Police and others), the rate of participation by Anglophones in Quebec (excluding the National Capital Region) is 15.1 per cent (Table 14).

The Quebec Regional Office of the Public Service Commission of Canada chairs the Working Group Forum, and the Secretariat and other departments interested in the participation of Anglophones are taking part. Late in the review year, the Commission, the Secretariat and a number of departments were continuing the dialogue with Anglophone associations.

The Quebec Council of Senior Federal Officials is concerned with participation by Anglophones and recognizes the importance of developing an action plan for progressively improving their participation rate.







## CHAPTER 3

# ACTIVITIES LED BY THE TREASURY BOARD OF CANADA SECRETARIAT

### Outlook

This chapter reviews the activities of the Treasury Board of Canada Secretariat (the Secretariat) in 1999–2000 in relation to its role of general co-ordination and direction assigned to it by the *Act*. The Treasury Board relies on its Secretariat, in particular the Official Languages Division, to fulfil its responsibilities.

First of all, here are some of the Secretariat's achievements:

- The network of official languages champions in the departments has been strengthened.
- The network of official languages champions in Crown corporations and airport authorities has been set up.

Regarding service to the public, the President of the Treasury Board is committed to the following:

- the active offer of service in both official languages in all the offices required to provide this service;
- the improved offer of service in person, which is an essential part of delivering high-quality service;
- the provision of service of comparable quality to both language groups in all offices and service points required to provide such service, including bilingual service delivered by new communications media, such as the Internet;
- to continue the monitoring activities in the spirit of the management board approach, and workplace audits and observations in bilingual service points;
- to continue to hold workshops and intensive information sessions for managers and employees, to make them aware of their responsibilities and to disseminate promotional products; and
- the continuing provision of high-quality services – this is a matter of pride for the institutions.





In the area of language of work, although policies have been adopted, tools published and awareness workshops held, the federal government has not yet achieved all its objectives. While progress has been made, in particular in areas such as the availability of bilingual work tools, much remains to be done with respect to the use of both official languages at work by executives and senior managers, particularly in meetings. English remains in large part the language of work most used, except in Quebec.

One of the priorities of the President of the Treasury Board is to increase the use of French as a language of work in bilingual regions outside Quebec, and of English as a language of work in bilingual regions of Quebec. To that end, the Secretariat has submitted to the Committee of Deputy Ministers on Official Languages an action plan that includes the following components:

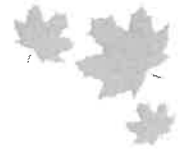
- to include in accountability accords the obligation for managers to maintain a work environment conducive to the use of both official languages, and particularly to stress the use of French through language training for employees who may represent the future workforce;
- to elicit a more visible commitment by senior management and encourage employees to exercise their right to work in the official language of their choice;
- to improve communications in both official languages between the institutions' headquarters and regional offices in regions designated bilingual; and
- to study how management practices of public service executives can be improved, in order to give new impetus to the program to raise awareness of the rights of employees.

## Functions of the Official Languages Division

The Official Languages Division is focusing its efforts on the direction and strategic management of the Official Languages Program, and at the same time continuing to supply the institutions with the principles for the effective implementation of the provisions of the *Act*.







Here are its three major priorities:

- to focus the Official Languages Program on quality of service to the public in bilingual offices, and to create and maintain a work environment conducive to the effective use of both official languages in the National Capital Region and in regions designated bilingual;
- to increase institutional bilingualism and the visibility of the official languages; and
- to contribute, through support for the development of the communities, to the government objective of building a stronger, even more inclusive Canada.

The Official Languages Division favours a client-centred strategic approach, addressed to its clientele both inside and outside the Public Service. This approach is in keeping with the government's major directions and with the initiatives to restructure and make available various modes of service and program delivery. It encourages efforts in training, development and consultation throughout the country.

The mandate of the Division is to provide advice and counsel concerning the *Act* and the policies, to develop and disseminate policies, analyses and studies, to monitor the implementation of the Official Languages Program in the departments, agencies and Crown corporations, and to provide liaison with the official language minority communities.

## Strengthening the Official Languages Program

The Official Languages Division plays an educational and sensitizing role, among others, for the institutions and communities in all regions of the country.

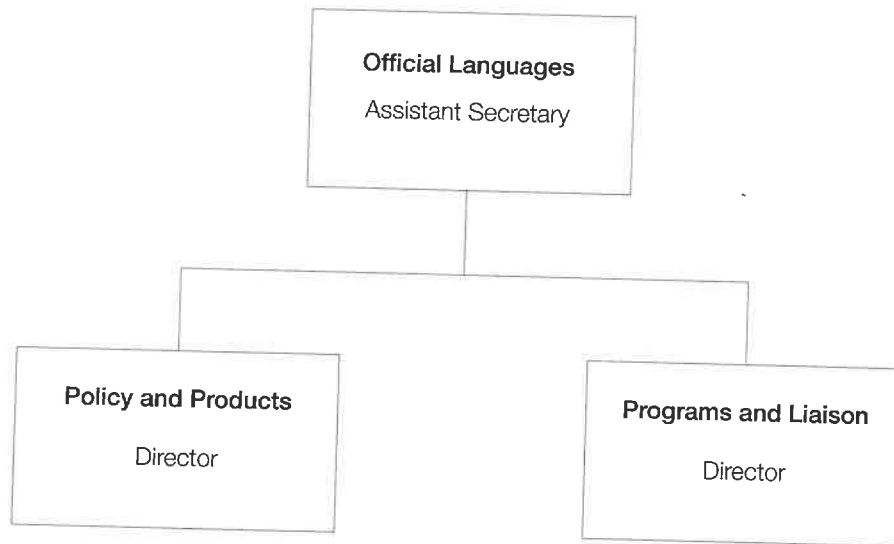
The Division acts as a catalyst, ensuring that the following measures are implemented:

- promotion of best practices in official languages, in order to achieve results more quickly;
- consistent incorporation of the new requirements, particularly those concerning the linguistic profiles of executives in regions designated bilingual; and
- establishment of the network of official languages champions in institutions for which the Treasury Board is the employer.





## Organization Chart and Main Activities of the Official Languages Division



- Advice and counsel concerning the *Official Languages Act*, its regulations and policies
- Support for the President in her parliamentary activities
- Information and training on service to the public, language of work, equitable participation and management of the Official Languages Program
- Compliance reports and special studies
- Design of promotional products and organization of special events, for example, the *Rendez-vous de la Francophonie 2000*, in co-operation with Canadian Heritage
- Responsibility for the information management systems
- Design and preparation of the Annual Report of the President of the Treasury Board
- Promotion of the Official Languages Program to the 178 institutions subject to the *Act*
- Analysis of the official languages annual reviews and activity plans
- Assistance and advice to federal institutions, including leadership by the official languages champions
- Liaison, consultation and data collection – official language minority associations, federal regional managers, and organizations outside the Public Service
- Co-operation with the Secretariat's multidisciplinary teams on official languages and section 41 of the *Act*
- Co-ordination of the Secretariat's activities under section 41 of the *Act*





## Auditing and monitoring

Under section 46(2) of the *Act*, the Secretariat audits the implementation of the provisions governing service to the public, language of work and equitable participation in institutions subject to the *Act*. It also studies the management of the implementation of those provisions, using the results of both its own audits and the internal audits conducted by the institutions themselves. Other auditing and monitoring activities include visits to offices and service points that are obliged to serve the public in both official languages, telephone surveys and the annual reviews submitted by the institutions.

In 1999–2000 the Secretariat released the results of the audits on service to the public and language of work in the areas of grants and contributions, government transformations and language of communication between Quebec offices in regions designated as bilingual, and headquarters and the central agencies.

### Audits – service to the public

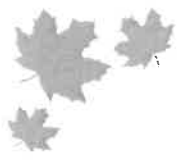
#### *Organizations that have undergone government transformations*

The purpose of this audit was to ensure that the institutions in question were fulfilling their obligations regarding service to the public. The audit covered the nine Canada Business Service Centres (CBSCs) and a sample of Parks Canada offices and service points and Canada Post franchises throughout Canada.

#### CBSC

The audit results were as follows:

- Service to the public in the official language of its choice is part of the service standards of all CBSCs.
- Service in both official languages is generally available at all CBSCs. In Alberta, British Columbia and Saskatchewan, however, the ability to provide bilingual service is limited and service in French is not of equal quality.
- The active offer of service, on the telephone or in person at the reception counter, is not consistent in a number of CBSCs.
- Some CBSCs consider that displaying the official languages symbol is an adequate way of actively offering services.
- Federal government publications are available in both official languages.



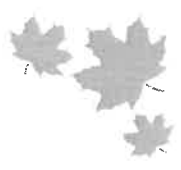
- The Web sites of five CBSCs are bilingual, while the other four CBSCs are working to improve their sites.
- Managers, whether employed by the federal government or by other organizations, are well aware of their responsibilities for service to the public in both official languages.
- The CBSC managers judge that they do not receive enough complaints to justify implementing systematic monitoring mechanisms solely to check whether service is always offered in both official languages, particularly since the new national evaluation framework (to be used from 2000 on) will provide them with some data to this end.
- The relations established by the managers with the communities vary from province to province. This situation could become more difficult to identify because of the many regional access points now being developed.

### **Parks Canada**

The audit results indicate that service to the public is generally available at the national historic sites and national parks. The following items clearly emerged from the audit:

- Some sites are models in every respect in providing service to the public in both official languages, both by Agency employees and by third parties acting on its behalf: Batoche, Riel House, Fort Beauséjour, Port-Royal and Grand-Pré. Other sites, however, such as Brock's Monument and Dalvay-by-the-Sea Hotel, are not at all models.
- Parks Canada employees are generally able to provide front-line service in the official language chosen by the client.
- The active offer of service on the telephone is better (83 per cent) than the offer made in person (50 per cent).
- Almost 80 per cent of national parks and historic sites have fully bilingual voice-messaging systems.
- The official languages symbol is displayed in two thirds of cases.
- Posters, signage, publications and Web sites are generally in both languages.
- As for programming, scheduled activities in both official languages are more common in the eastern provinces and much less common in the western provinces.



- 
- Third parties acting on behalf of Parks Canada do not make an active offer of service, do not use the official languages symbol and are generally unable to provide service to the public in both official languages.
  - The clause on official languages in memoranda of agreement is not respected.

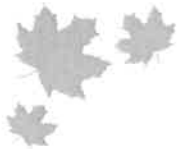
### **Canada Post franchises**

The audit results indicate that service to the public is not always available in the franchises.

- Few franchises are listed under the “Canada Post” heading in their local telephone directory.
- The active offer of service was given in 21 per cent (19/92) of the telephone calls made in the audit.
- The employees taking the calls were able to answer in the minority official language in 77 per cent of cases (71/92).
- No active offer was made in person (0/48).
- Over half the franchises visited (13/24) did not indicate that they provide service in both official languages (no symbol or sign).
- Canada Post products (posters, articles for sale and forms) are generally available in both official languages.
- According to our in-person audit sampling, service to the public is comparable in quality in both official languages in 62.5 per cent of cases.
- A number of language community representatives consider that service to the public is not of comparable quality in both official languages.

### **Official languages – grants and contributions**

The purpose of this audit was to determine whether those federal institutions and organizations subject to the *Act* that provide grants (unconditional transfer payments) and contributions (conditional transfer payments) to non-governmental voluntary organizations for activities, projects or programs affecting both official language communities are complying with Treasury Board official languages policy.



The institutions must:

- know and apply the Treasury Board official languages policy on grants and contributions;
- monitor the inclusion of language clauses in contribution agreements with recipient organizations; and
- follow up the application of the language obligations.

The audit covered the eight federal institutions that provide the most grants and contributions to non-government voluntary organizations: Canadian International Development Agency, Atlantic Canada Opportunities Agency, Citizenship and Immigration Canada, Status of Women Canada, Human Resources Development Canada, Canadian Heritage (including Sport Canada), Health Canada and Correctional Service Canada.

In all, 152 agreements were reviewed. Of the contribution agreements, 20 per cent contained a detailed language clause, but 45 per cent did not contain one.

In general, the institutions that were audited do not take the official languages policy sufficiently into account in providing grants and contributions to non-government voluntary organizations.

The recommendations to the institutions concern the need to clarify responsibilities for implementing the policy, to disseminate information within the institution and among recipients, to take the policy more carefully into account when issuing grants and contributions, and to set up monitoring mechanisms. Regarding grants, the institutions are asked to include criteria on the subject of language.

The recommendations to the Secretariat concern the need to make managers and official languages officers in institutions more aware of the policy, the inclusion of more specific clauses in the agreements and closer monitoring of the implementation of the policy in the institutions.

The institutions and the Secretariat have already taken some concrete measures to implement the recommendations.

### **Audits – language of work**

Last year the Quebec Council of Senior Federal Officials gave the Secretary of the Treasury Board the results of a non-scientific survey of a number of Quebec employees. According to the survey results, the Quebec employees could not use the official language of their choice when communicating with their headquarters or with the central agencies. The Board then asked the Secretariat to study the matter.





The Secretariat decided to conduct a study to determine, for each institution, the scope and causes of the problem, and to ask the employees for their views on possible solutions.

On behalf of the Secretariat, Statistics Canada sent a questionnaire to some 2,400 employees of 28 federal institutions in November 1999. Most of these employees (about 75 per cent) worked in the Montreal area. The part of the National Capital Region located in Quebec was not included in the exercise. The questionnaire covers such subjects as the use of the official languages on computer networks (such as e-mail).

### *Internal audit reports*

The Secretariat continues to study the internal audit reports produced by federal institutions. During the year under review it received six reports from departments and agencies, and one report from a Crown corporation (the Department of Foreign Affairs and International Trade, Indian and Northern Affairs Canada, Environment Canada, Industry Canada, the Canadian Transportation Agency, Transport Canada and the Export Development Corporation). The reports relate to one or another of the objectives of the Official Languages Program, including Program management.

With respect to service to the public, the results indicate that the active offer of service, particularly on the telephone, still leaves much to be desired. Especially west of Toronto, service to the public in French is provided through contracts, and it is occasionally of poor quality.

Regarding language of work, the reports' conclusions indicate that personnel and central services are usually available in both official languages, and that work instruments are generally bilingual, although employees are often unaware that they are available in French. Problems remain in the area of supervision in both official languages, mainly because of the low level of bilingualism of some supervisors. Communications between bilingual or unilingual French regions and headquarters are still mainly in English. Meetings at headquarters and among employees in the regions are not always held in the language of choice of the various participants.

As to equitable participation and Program management, no major problem was noted in the audits.

All published reports are available at the following addresses:

[http://www.tbs-sct.gc.ca/pubs\\_pol/dcgpubs/manbetseries/siglist\\_e.html](http://www.tbs-sct.gc.ca/pubs_pol/dcgpubs/manbetseries/siglist_e.html)

[http://publiservice.tbs-sct.gc.ca/pubs\\_pol/dcgpubs/manbetseries/siglist\\_e.html](http://publiservice.tbs-sct.gc.ca/pubs_pol/dcgpubs/manbetseries/siglist_e.html)



## Monitoring – study of the annual reviews

The institutions provide information on the evolution of the Program in their annual reviews. These reviews are among the means used by the Secretariat to fulfil its monitoring responsibilities.

Under the proposed framework, the institutions must account for results achieved and measures taken under the three Program components, as well as for its administration, and, on request, must prepare action plans with commitments. The institutions must also provide information on the manner in which the official languages obligations have been taken into account in initiatives relating to government transformations.

A number of findings were made in studying these reviews for the report period:

- The annual reviews show that the institutions have reacted to the studies and follow-ups from the Treasury Board of Canada Secretariat and the Office of the Commissioner of Official Languages and that they are searching for a way to act on them.
- The reviews do not contain enough real measurements of client satisfaction.
- The institutions are monitoring implementation of the static aspects of language of work fairly well, but they do not have enough information or enough control over the dynamic or transactional aspects of language of work.
- As to equitable participation, the institutions seem to be well aware of the importance of monitoring, particularly the low participation of English-speaking Canadians in a number of federal institutions in Quebec.
- Most of the institutions are concerned about the bilingual capability of Executive Group (EX) members and are planning language-training measures to have the incumbents meet the requirements within the deadlines.
- The internal audit and evaluation mechanisms are not used enough to measure compliance with the official languages obligations.
- In general, the institutions are now paying special attention to transformations – privatizations, transfers or withdrawal of federal responsibilities – that may have repercussions on official languages.
- The presence of official languages champions in the institutions is beginning to affect accountability for official languages.
- A number of institutions reported on interesting initiatives.







## Information and training

Under the *Act*, the Treasury Board has the task of informing the public and the employees of institutions about the government's language policies. Whether it is for service to the public or language of work, it is necessary to continue speaking in practical and convincing terms to senior management, middle managers and employees to remind them of official languages requirements and make them fully conscious of their rights and responsibilities in this regard.

It is essential to make certain that employees who provide service to the public, especially those in reception areas, are well aware of their language responsibilities, apply them and have on hand the tools they need to fulfil their obligations properly. The employees must be made more aware of their responsibilities so that they consistently and actively provide high-quality service.


## Courses, workshops and sessions on official languages

During the year under review, the three-day orientation course on the Official Languages Program was given four times to a total of 72 employees in a number of headquarters in the National Capital Region. Presented in co-operation with Training and Development Canada, this course includes case studies and gives a full description of the Program and its evolution. Adapted to the needs of the community, the course will continue to be given in 2000–01 in all regions of the country.

Specially tailored sessions on delivering service to the public and on language of work, particularly for executives, were given to a total of 208 managers in Regina (40), Saskatoon (30), Calgary (56) and Edmonton (82). The evaluations were very positive. Awareness sessions on the Official Languages Program were also given to about 50 participants in the Management Trainee Program at the Canadian Centre for Management Development.

The Official Languages Division also gave specially tailored sessions on delivering service to the public: four to national parks personnel (52 participants) and 10 to customs officers in southern British Columbia (90 participants). Five sessions on language of work were also given to Correctional Service Canada (80 participants).

Three official languages sessions were given to the Farm Credit Corporation: one session to the senior management committee, one to the managers in the corporate sector and one to employees who are in direct contact with the public. In 2000–01 the Corporation will continue to give managers and supervisors intensive half-day workshops on various aspects of delivering service to the public.



Some institutions have also given courses to their staff. Public Works and Government Services Canada has set up a three-hour course to meet its operational needs.

Workshops designed by the Secretariat for front-line employees will be given in offices required to provide service to the public in both official languages in Nova Scotia, Manitoba, British Columbia, the Yukon and Ontario.

### **Changes to the blue pages of telephone directories in Canada**

The blue pages of local telephone directories are an important means by which the federal government ensures visibility for its programs. These pages now combine municipal, provincial and federal services.

In the past, the blue pages entries were often identical in both languages, such that members of the communities were unable to determine the federal offices providing service in both official languages.

During the year under review, the interdepartmental committee composed of representatives from the Secretariat and Public Works and Government Services Canada made an agreement to identify bilingual federal services better in local telephone directories. According to this agreement, the letters "bil" will precede each telephone listing, whether it contains one or several telephone numbers. In cases where a listing contains several telephone numbers, only those numbers where bilingual service is actually offered to the public will be preceded by the letters "bil." This change was already made during the pilot projects of the review of the blue pages.

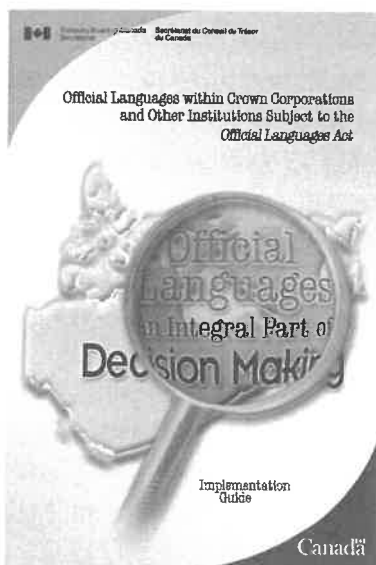
### **Advertising and other initiatives**



During the year, the Secretariat developed a number of information tools for federal institutions. Readers are invited to consult them. They can be accessed through its Web site. Here are some examples:

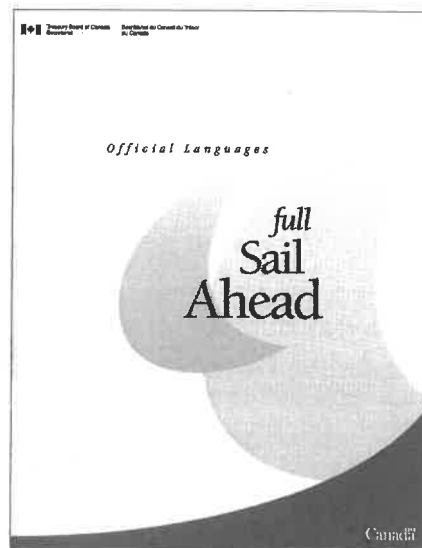
- A poster on availability of service in both official languages. It promotes the active offer of service while giving more visibility to the bilingualism required of the institutions. It encourages managers and employees to continue offering service to the public actively and fairly in both official languages. The poster and a covering letter were sent to the managers of the offices and service points with obligations to provide service in both official languages.

- In co-operation with 19 federal institutions, production of a video on service to the public entitled *Official Languages ... A Matter of Service* as a training and communication tool. By highlighting innovative services, the video, along with teaching materials, can be used to raise awareness and promote positive attitudes toward service in both official languages. This video will be distributed to all institutions in 2000–01.

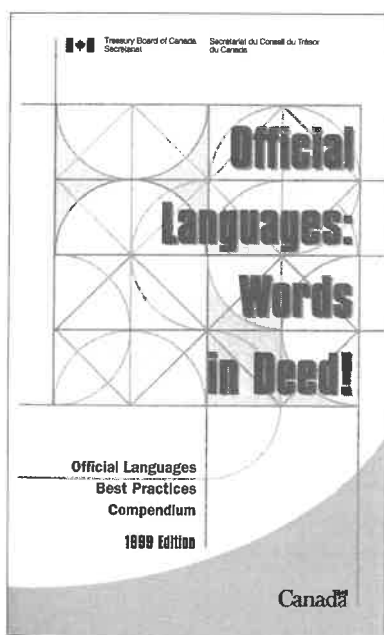


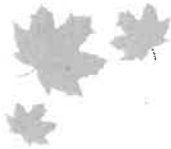
- The publication entitled *Official Languages: An Integral Part of Decision Making* (one version for departments and another for Crown corporations). This communication tool, which invites the champions to provide effective leadership for official languages in their institutions, includes a detachable “champion’s checklist” – 10 significant results taken from the 36 activities presented in the document. This guide was launched at a regular meeting of champions held in Winnipeg in February 2000, attended by the President of the Treasury Board and the Commissioner of Official Languages.

- An interdepartmental review of achievements entitled *Official Languages: Full Sail Ahead*, on the follow-up to the recommendations of the Fontaine and Savoie reports.



- A compendium of best practices entitled *Official Languages: Words in Deed!* includes case studies of practices already implemented in 26 departments and Crown corporations. Divided into five categories, the compendium gives preference to practices that are applicable to practically all situations.





- Development of a new program of workshops on ways to offer service actively in both official languages for managers and front-line employees in regions.
- Development of a sensitization module on official languages and linguistic duality for management trainees.
- An awareness campaign for institutions subject to the *Act*, to find better ways to communicate effectively with all personnel in the institutions.
- General-interest advertising in community media.

### Official Languages Web site

The Official Languages Division Web site is now in its third year of operation, and the number of visitors has grown. The site is aimed at both clients of the Public Service (<http://publiservice.tbs-sct.gc.ca/ollo>) and the general public (<http://www.tbs-sct.gc.ca/ollo>).

*Check it out* Internet: [www.tbs-sct.gc.ca/ollo](http://www.tbs-sct.gc.ca/ollo)

**publiservice.tbs-sct.gc.ca/ollo**

English Français

To provide the leadership that will assist institutions subject to the *Official Languages Act* to respect the official languages rights of Canadians.

Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor du Canada

Canada

This relatively new technology makes it possible to bring the communities closer together and to reach all groups in society without a cumbersome infrastructure. This means of access to information is contributing to the unified approach to on-line delivery of products and services to Canadians advocated by the Government of Canada under the Government On-Line initiative.

*Check it out*

**www.tbs-sct.gc.ca/ollo**


English Français

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Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor du Canada

Canada





The information collected, updated as developments occur, is a tool for implementing the Act. It is also interactive, so that more details can be obtained if necessary.

Thanks to hyperlinks, one can also have access to information offered by partner organizations, for example, the information that the communities make available to the public on the Internet. The site also announces new products for its partners, such as the creation of “Querium,” a new bilingual querying module that uses Termium Plus, from the Translation Bureau of the Government of Canada, for terminological research.

Users can consult and download Secretariat publications, including the last 11 annual reports of the President of the Treasury Board on official languages and the annual reports of the partners, including the Privy Council Office, the Department of Justice Canada, Canadian Heritage and others.

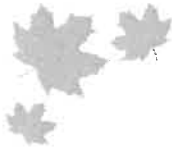
### **Increasing French content on the Internet**

The Internet is having a profound effect on the delivery of federal government services, development of the knowledge economy, the digital revolution in communications and Canadian society in general. The Government of Canada is using a consistent strategy and targeted investments to ensure that the guiding principles for developing the Canadian information highway take Canada’s linguistic duality into account.

In August 1999, the Commissioner of Official Languages released two studies on linguistic duality and the Internet. The first, entitled *The Government of Canada and French on the Internet*, deals with the use of the Internet in 20 federal institutions. In it, the Commissioner stresses the urgency for the Government of Canada to take more targeted action to increase the French content on the Internet.

The Deputy Minister of Canadian Heritage was mandated by the Clerk of the Privy Council to co-ordinate the government’s December 1, 1999, response to the report’s 22 recommendations. In its response the government reiterates the position it had stated in the Speech from the Throne that its primary objective is to create and disseminate Canadian content in both official languages for the benefit of all Canadians.





Increasing French content on the Internet is one of the four priorities of the Committee of Deputy Ministers on Official Languages. This committee observes the follow-up to the recommendations. It acts together with the Information Management Subcommittee. An interdepartmental task force reporting to the Committee has also been formed to:

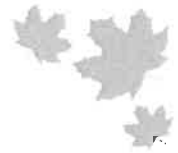
- decide on the action that must be taken in connection with the government's response to the study by the Commissioner of Official Languages;
- analyze new government Internet initiatives to ensure that they are consistent with the objectives set by the *Act*;
- study the possibility of proposing new initiatives to increase the presence of French on the Internet;
- report regularly to the Committee of Deputy Ministers on Official Languages on the follow-up to the government's response to the Commissioner of Official Languages;
- keep the Commissioner of Official Languages informed of progress in this matter; and
- exercise a right to review initiatives created in parallel in order to analyze their impact on the strengthening of the French presence on the Internet.

The Commissioner received the government's joint response favourably.

The second study, *Use of the Internet by Federal Institutions*, recommends that the Government of Canada develop a consistent strategy and more targeted action concerning the use of the Internet. It also addresses the quality of the French on federal Web sites. A follow-up report confirms that many technical problems have been solved. There are still problems, however, with respect to the language obligations, for example, the non-compliance of some Internet addresses (URL or filename) with the *Act*, the occasional failure to disseminate information simultaneously in both official languages, and the poor quality of French on some sites of institutions subject to the *Act*. These problems are now being resolved.

The Secretariat is aware that it is important to ensure that French takes its rightful place, and that French-speaking Canadians have the opportunity to use the Internet. In this context, the Canadian message in favour of linguistic duality, including the Internet, is heard more and more.





## Support, consultation and co-operation mechanisms – management tools

The Secretariat's activities with various stakeholders in the area of official languages are essential elements for effective implementation of the Official Languages Program in the institutions. Some departments, however, play important roles in this area owing to their specific mandates.

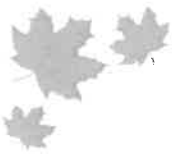
As a result of important restructuring undertaken by the federal government in the early 1990s, various studies noted a weakening of the official languages network. Throughout those years, the members of the official languages network experienced turbulent periods of reorganization, mergers with various organizational entities (mainly in the human resources sectors) and reductions in resources. The 1996 Sussex study noted this situation. In March 1998, the study by the Management Research Centre confirmed this weakening.

A more recent special study was aimed at determining the characteristics of the official languages network in 2000 and comparing it with that which existed in 1996, at the time of the Sussex study. It reached conclusions similar to those of the first two studies and made eight recommendations advocating a reaffirmation of Treasury Board's active influence in order to strengthen the Official Languages Program among managers and employees.

The Secretariat reacted by emphasizing the strengthening of the official languages network and renewal of the Official Languages Program in departments and other government organizations.

For example, in 1999–2000 a network of airport authorities was formed. After their institution was privatized, those responsible for official languages in those organizations found themselves isolated. The Secretariat discussed with them the possibility of setting up an advisory committee of privatized airport organizations subject to the *Act*. Also, the various official languages advisory committees supported the Secretariat's approach by studying the major challenges of the day, including how to enhance the visibility of official languages in headquarters and the regions, the new language requirements for Executive Group members, the availability of service to the public and information technology. Meetings were also held regularly between the Secretariat and the Office of the Commissioner of Official Languages.





## **Sensitization in institutions subject to the Act – the advisory committees**

In recent years the Secretariat has set up effective networks providing better support for the Official Languages Program, greater consultation and better co-ordination of its implementation. The Secretariat works closely with its advisory committees. In the context of the meetings of these committees, the Secretariat carries on its regular activities: giving opinions on policies, training, producing communication products, holding meetings with the communities, and others.

### ***Departmental Advisory Committee on Official Languages***

This committee is a mechanism for consultation and communication among the key players – the Treasury Board of Canada Secretariat, the Privy Council Office, the Department of Justice Canada, the Public Service Commission of Canada, the Translation Bureau of Public Works and Government Services Canada, Canadian Heritage, the Office of the Commissioner of Official Languages (as an observer) and the representatives of some 30 departments and agencies – concerning the issues involved in the direction of the Official Languages Program and its implementation.

Operating links have been formed between this advisory committee and the National Committee for Canadian Francophonie Human Resources Development, the National Committee for Human Resources Development in the Anglophone Community of Quebec, and the Committee of National Section 41 Co-ordinators. These links contribute to improved horizontal integration of the communities' concerns.

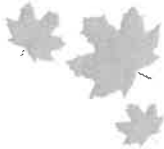
The members meet regularly to discuss matters requiring the participation of all stakeholders, including the communities. For example, in the Moncton meeting on October 21 and 22, 1999, a number of exchanges were planned with the French-speaking community, particularly the *Société des Acadiens et Acadiennes du Nouveau-Brunswick*.

The following are examples of achievements:

- During the year under review, a task force created by the Committee studied the matter of language training in order to improve its operation.
- This subcommittee submitted a report with recommendations to remedy the deficiencies with respect to training. The Official Languages Division and the Secretariat's Programs sectors approached the Public Service Commission of Canada, which provided \$500,000 for the 2000–01 fiscal year to deal with the problem in the short term.
- The Committee's recommendations also led to the setting up of a teaching pilot project between Language Training Canada and private schools.





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- In order to resolve the issue of resources in the medium and long terms, the Public Service Commission of Canada and the Secretariat took steps to examine the best way to structure the language training system to respond to immediate and future needs.

### ***Crown Corporations Advisory Committee on Official Languages***

This committee is involved in the orientation and implementation of the Official Languages Program within Crown corporations. The Committee normally meets three times a year. It may also hold special or theme meetings if necessary.

To mark the Year of *La Francophonie* in Canada, this committee met in Moncton on September 16 and 17, 1999. Planned activities with members of New Brunswick's French-speaking community enabled the participants to become better acquainted with this community and with its issues and challenges.

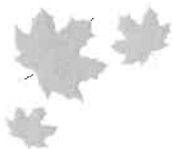
The following are examples of achievements:

- In 1999–2000 this consultative committee formed two subcommittees: one to study the question of the active offer of service, and the other to prepare a guide to applying the *Act*.
- The report on the active offer of service will be discussed at the first meeting in the 2000–01 fiscal year. The report of the second subcommittee took the form of a guide to applying the *Act*. This guide, *Official Languages: An Integral Part of Decision Making*, mainly describes the role of official languages champions in these institutions and proposes strategic activities for promotion, information, optimization and management of official languages.

### **Interdepartmental Consultative Committee of Contributors in Official Languages**

Another committee in which the Treasury Board of Canada Secretariat participates, this one also promotes better co-ordination for the Official Languages Program. Previously called the Interdepartmental Consultative Committee of Principal Contributors in Official Languages, now known as the support committee, it helps the Committee of Deputy Ministers on Official Languages to fulfil its mandate. Having first met to support the work of the task force on Government Transformations, the committee members then studied the follow-up to be done on the Task Force report and provided advice on this subject to the leaders of their institutions.





The committee consists of representatives of the departments and agencies that are part of the Committee of Deputy Ministers, with a core made up of the Privy Council Office (including Intergovernmental Affairs), the Treasury Board of Canada Secretariat, the Department of Justice Canada and Canadian Heritage. To this core are added, as needed, representatives of other departments and agencies directly concerned about certain horizontal issues.

### **Regional Councils of Senior Federal Officials and official languages subcommittees**

The Treasury Board of Canada Secretariat is also working to form official languages subcommittees under the aegis of the regional councils of senior federal officials.

These subcommittees provide a regional forum for discussing policy development and service delivery. They also serve to raise managers' awareness of official languages and support the development of the communities.

In the context of the transformation of the role of government and the modernization of federal programs and services, the Secretariat gave special attention to the current partnership projects. It wants to be certain that official languages issues are taken into account from the very start of the process of creating these new entities.

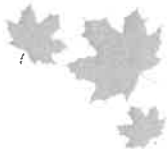
During the year under review there was consolidation of the interdepartmental subcommittees on official languages in certain areas of the country. Furthermore, in the near future, every province will have such a subcommittee.

Initiatives by these subcommittees include the following:

- The British Columbia subcommittee on official languages, and especially the regional office of the Canada Customs and Revenue Agency, which demonstrated leadership by designating the Deputy Commissioner, Ms. Barbara Fulton, as this institution's spokesperson for the Year of *La Francophonie* in Canada. To mark this event, the Agency agreed to fund the updating of a video entitled *Une francophonie à découvrir*, produced by the *Fédération des communautés francophones et acadienne du Canada* (FCFA). The revised video now takes into account the data from the latest census (1996) and includes the territory of Nunavut. It was presented as part of the Eighth Francophone Summit in Moncton, and the *Fédération des communautés francophones et acadienne du Canada* distributed it in Canada and abroad. The Agency also published brochures in co-operation with the country's Francophone communities and the FCFA.

All these publications are available at the following address:

<http://www.ccra-adrc.gc.ca/francophonie>

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- The Manitoba official languages subcommittee worked on a federal-provincial-municipal partnership project that is to set up “single windows” for the French-speaking community in community service centres. This decision arises out of the recommendations of the Fontaine and Savoie reports, and those of the Chartier study (*Above All, Common Sense*) on service in French in urban and rural communities with strong concentrations of Francophones. The Official Languages Division and Service Canada, an initiative of the Treasury Board of Canada Secretariat, helped develop this pilot project in Manitoba. The sum of \$400,000 was approved to establish single windows in two of the six localities under consideration. The contribution agreement with the sponsoring department (Canadian Heritage) has been signed, and the Saint-Boniface and Notre-Dame-de-Lourdes centres will open in 2000–01.


### *Departmental official languages champions*

Following a decision made in March 1998, a Treasury Board directive asked each institution for which it is the employer to appoint a senior official (at the assistant deputy minister level) to serve as official languages champion. Champions provide leadership, particularly among their colleagues on their institution’s senior management committee, in ensuring that internal decisions take official languages obligations into account. The champion’s role is to make official languages more visible and ensure that the obligations for institutional bilingualism and the commitments relating to the vitality of the communities are respected.

Meetings of champions are an opportunity to discuss challenges and issues in implementing the Official Languages Program, such as active offer of service, language of work and other matters raised in their institutions.

Following the Prince Edward Island meeting, progress was made in some matters, in particular the development of the community’s ability in the area of information and communications technology, and federal support for the finals of the 2001 Acadian Games. The province’s Minister responsible for Francophone Affairs, Mitch Murphy, is also interested in exploring with the federal government the possibilities of working with other departments in implementing the province’s new *French Language Services Act*, given Royal Assent in March 2000.





The departmental official languages champions meet regularly. A first meeting was held in Summerside, Prince Edward Island, and a second in Winnipeg. The President of the Treasury Board, the Honourable Lucienne Robillard, the Secretary of State (*Francophonie*), the Honourable Ronald Duhamel, and the Commissioner of Official Languages, Dyane Adam, took part in the second meeting. Here are some observations by the departmental champions:

*The champions' network allows better circulation of information among the champions and in the departments.* (Marlene Levine, Assistant Chief Statistician, Statistics Canada)

*The champions' meetings make all the difference, especially in raising awareness with the department's Senior Management Committee.* (Sharon McKay, Director General of Human Resources, Agriculture and Agri-Food Canada)

*Bilingualism is a powerful asset in the context of the globalization of markets.* (Diane Vincent, Associate Deputy Minister, Industry Canada)

*It is crucial for members of senior management to practise what they preach and for them to seize every opportunity to ensure that employees feel comfortable using either official language at work in the regions designated bilingual for that purpose.* (Michel Cardinal, Assistant Deputy Minister, Public Works and Government Services Canada)

*Given the leadership role conferred on the Treasury Board of Canada Secretariat by the Official Languages Act with respect to service to the public and language of work, it is important for me as official languages champion fully to meet the requirements of the Act."* (Guy Bujold, Assistant Deputy Minister, Treasury Board of Canada Secretariat)



### *Official languages champions in Crown corporations*

During the year the Official Languages Division also invited each Crown corporation and institution for which the Treasury Board is not the employer to appoint a senior official to be responsible for official languages. These champions play a role similar to that of the departmental champions. This second network of champions met in Ottawa and Winnipeg, and it plans to meet again in spring 2001 to discuss challenges and objectives in implementing the Official Languages Program. The participants had an opportunity to meet with representatives of the communities and members of official languages subcommittees. Here are several observations from those champions:

*Working in a bilingual environment brings us closer together.*  
(Charles Freedman, Bank of Canada)

*In its most general sense, "respect" unquestionably means creating a work environment that offers the employee the possibility of being fully integrated. This integration cannot come about without the appropriate conditions to permit the employee to express himself or herself in the official language of his or her choice.* (Charles E. Brian Legris, Vice-President, Human Resources Division, Royal Canadian Mint)

*Beyond the rights and obligations it confers on federal organizations, the Official Languages Act requires a commitment from each of us. This is the only way in which the objectives of the Act can be achieved. The objectives of the Act are never achieved once and for all; we must always and again continue to work wholeheartedly to achieve them.* (Manon Brassard, Director General, Immigration and Refugee Board)

*The meetings of champions are very effective. They represent a unique forum in which one can exchange viewpoints, discuss best practices and, even better, find something inspirational.* (Laurie Jones, Director of Communications and Public Affairs, Canada Deposit Insurance Corporation)





### ***Airport authority committee (privatized agencies)***

This committee consists of the official languages co-ordinators of airport authorities at airports where there is a significant demand for service to the public in both official languages (the country's main airports). It meets once a year, and its main objective is to discuss delivery of service to the travelling public that must be provided in both official languages.

Here is a statement by the President and Chief Executive Officer of the Greater Toronto Airports Authority, Louis A. Turpen:

*The Greater Toronto Airports Authority is committed to offering our users a superior level of customer service, which includes the availability of staff to assist persons in their official language of choice.*

### ***Standing Joint Committee on Official Languages***

This parliamentary committee of members of Parliament (House of Commons) and senators (Senate) is responsible for monitoring application of the *Act* and of the regulations and instructions issued pursuant to the *Act*, and for reviewing the reports to Parliament by the Commissioner of Official Languages, the President of the Treasury Board and the Minister of Canadian Heritage. Besides these, other witnesses, such as senior officials and community representatives, are also invited to appear.

The President of the Treasury Board appeared before the committee on March 21, 2000. She pointed out that the Treasury Board plays a key role in implementing the *Act*, and explained the importance of official languages in government transformations. On this occasion the President presented the brochure entitled *Full Sail Ahead*, which describes the management tools produced and stresses the spirit of renewal pervading the Program.

The committee asked the Secretariat's Assistant Secretary for Official Languages to appear on March 28, 2000. The Assistant Secretary gave the committee data on the linguistic profiles of executives (EX) and described their role with respect to language of work in regions designated as bilingual.



## Reaffirmation of linguistic duality and *La Francophonie*

Canada is recognized as a leader for the quality and vitality of its two official languages. Our linguistic duality promotes Canadian unity and characterizes Canadian identity. The federal government has reiterated its commitment to linguistic duality a number of times and in various ways, whether through statements by the Prime Minister of Canada, the Right Honourable Jean Chrétien, or by federal initiatives proposed with a view to enhancing the profile of Canadian *Francophonie* outside Quebec.

One million Francophones live in Canadian provinces and territories outside Quebec. Although they are confronted by the omnipresent American culture and the rapid development of new technologies, they continue to make a significant linguistic, cultural, social and economic contribution, which constitutes an integral part of our country's distinct character.

The provincial and territorial ministers responsible for Francophone affairs had the idea of proclaiming a Year of *La Francophonie* in Canada (March 1999 to March 2000) to mark the contribution and the vitality of these communities. Each year on March 20th, the *Journée internationale de la Francophonie* celebrates the contribution of Francophones to the development of a country proud of its linguistic duality, whose success is more than ever based on dialogue and openness across the country.

### *Activities in which the Secretariat participated as part of the Year of La Francophonie in Canada*

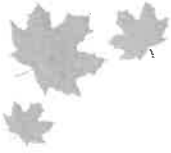
#### *Les Rendez-vous de la Francophonie* (March 13–24, 2000)



The Hon. Lucienne Robillard, President of the Treasury Board

In March 2000, the *Rendez-vous de la Francophonie* and the closing ceremonies for the Year of *La Francophonie* in Canada highlighted the government's commitment to linguistic duality.

The President of the Treasury Board invited Francophiles and Francophones from federal institutions in the National Capital Region to kick off the *Rendez-vous de la Francophonie*. The event took place on Monday, March 13, 2000, under the heading "*La Francophonie en personne*," with over 500 guests at the National Arts Centre in Ottawa.



Organized by the Secretariat in partnership with Canadian Heritage and other institutions, this event was held to support and highlight all activities and celebrations over the last days of the Year of *La Francophonie* in Canada across the country.

Prominent guests helped make the official launch of this event a success. They included Guy Provost, an actor from Hull who has made his mark in Canada and abroad; Robert Dickson, a Franco-Ontarian poet from Sudbury; and His Excellency René Fidèle Rajaonah, Ambassador of the Republic of Madagascar and dean of ambassadors from French-speaking countries to Canada. On this occasion the Minister of Canadian Heritage also awarded the three prizes in the poetry competition for federal public servants.

*Canada's linguistic duality is part of the Canadian identity – and the Canadian soul. Our desire to preserve and promote this duality reflects a willingness to respect the past and each other. It is an acknowledgement that Canada is not a monolithic society that speaks with one voice – and never has been. After all, we live in a diverse country, and this diversity of experience has helped to foster a sense of openness and tolerance that has become part of our quality of life, just as important as our democratic institutions, social programs and the health of our economy.* (The President of the Treasury Board, the Honourable Lucienne Robillard, March 13, 2000)

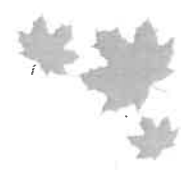
***Forum Initiatives 1999*** (August 27–30, 1999)

The Secretariat co-ordinated the participation of Language Training Canada and the Translation Bureau in the Forum Initiatives 1999, an event approved as part of the activities surrounding the Eighth Francophone Summit. This initiative made it possible to enhance the image of Canadian *Francophonie* in the areas of information and communication technologies.

As mentioned above, the Secretariat also held meetings of the advisory committees of departments and Crown corporations in Moncton, New Brunswick, in September and October 1999.







## **Achievements reflecting the government's commitment to section 41, Part VII of the Act**

Under the 1997 Memorandum of Understanding between the President of the Treasury Board and the Minister of Canadian Heritage (which must be renegotiated in 2000–01), the Treasury Board was given a supporting role to Canadian Heritage. That department is responsible for co-ordinating implementation of the government's commitment to the development of the communities (Part VII of the *Act*, especially sections 41 and 42).

The Secretariat's role mainly involves taking action internally (Public Service), and the role of Canadian Heritage involves taking action externally (community organizations and others). The Secretariat's 1998–2001 action plan demonstrates that commitment.

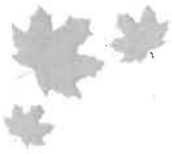
In section 41 of the *Act*, the Government of Canada commits itself to “enhancing the vitality of the English and French linguistic minority communities in Canada and supporting their development, as well as fostering full recognition and use of both English and French in Canadian society.” Active and complementary participation, especially by each of the central agencies, is of course essential to achieving the expected results.

### **Results of 1999–2000 action plan**

Since it was designated in 1994 as one of the 28 key institutions for implementation of section 41, the Secretariat and its partners have together proposed a large number of concrete measures to enhance the vitality of the communities. Here are summaries of the measures taken:

- Addresses by the President of the Treasury Board in which she expressed the government's renewed intention to support the communities. A number of meetings between the President of the Treasury Board and minority community representatives were held in 1999–2000, both in Ottawa and in the regions.
- Invitation to the institutions and the associations of communities to suggest innovative ways for the federal government to reach and serve its clients better.
- Establishment of “single windows” for services in two Francophone communities in Manitoba (Notre-Dame-de-Lourdes and Saint-Boniface). Other “single window” projects in place in minority communities are now being studied in Quebec and Saskatchewan, as is a national project submitted by the government of Prince Edward Island, the virtual interactive forum.





- Agreement with Public Works and Government Services Canada to highlight the availability of bilingual federal services in local telephone directories.
- Meetings held in the regions to learn more about the needs of the communities and the various stakeholders, in particular federal institutions and the federal regional councils. Two meetings of departmental official languages champions in Prince Edward Island and in Manitoba, one meeting of Crown corporation champions in Manitoba, two meetings of the Departmental Advisory Committee on Official Languages in New Brunswick and in Manitoba, two meetings of the Crown Corporations Advisory Committee in Quebec and in New Brunswick, and one meeting of the Airport Authority Advisory Committee in British Columbia were held in the regions.
- Consultations with associations representing the communities as part of a project to develop a policy aimed at taking official languages requirements into account when large-scale government initiatives and programs are being developed, including service delivery and alternative programs.
- Raising awareness of the formation of official languages subcommittees under the federal regional councils, together with Canadian Heritage.
- Systematic inclusion of support for the communities in the process of analysing and following up on the annual reviews of official languages practices submitted by the institutions in June 1999.
- Activities to implement the Memorandum of Understanding between the Minister of Canadian Heritage and the President of the Treasury Board concerning the application of section 41 of the *Act*. Also, in consultation with the associations representing the communities, the Secretariat has undertaken to review the existing Memorandum with a view to modernizing it.
- Revision of the performance indicators to stress the client satisfaction rate, particularly that of the communities with the implementation of the Official Languages Program, in consultation with the main community associations. The satisfaction rate is measured by means of surveys.
- Publication of the brochure *Full Sail Ahead*, which recounts various initiatives that are aimed at preserving the wealth of our Canadian identity by keeping the communities vibrant and flourishing.
- A new tool for official languages champions – a guide entitled *Official Languages: An Integral Part of Decision Making*, which is adapted to the specific needs of departments and Crown corporations, presents a list of strategic activities.





- Incorporation of responsibilities for “support for community development” in the activities of the Programs and Liaison Group of the Official Languages Division of the Treasury Board of Canada Secretariat with the communities.
- Support for the work of the National Committee for Canadian Francophonie Human Resources Development. Economic and employability development groups co-ordinated by Human Resources Development Canada. Support also for the National Committee for Human Resources Development in the Anglophone Community of Quebec.
- Use of community media to disseminate information of interest to the Canadian public.
- Integration of the “support for community development dimension” in the training sessions of the Official Languages Program, particularly the Orientation to Official Languages course. In 1999–2000, more than 31 information sessions were given, providing over 484 participants with a greater awareness of Part VII, both in Ottawa and in the regions.







## CONCLUSION

The Official Languages Program is now over 30 years old, so it is time to review its strategies and activities, and develop a renewed vision highlighting the contribution of the Canadian population, especially Francophones, from across the country.

A renewed vision must come from the highest levels of the government. It must be integrated into the political discourse and it must form a backdrop for the government's objectives and programs. Political will and strong leadership will promote communication of a vision in Canada of the coexistence of Anglophones and Francophones in the context of diversity.

Initiating a shift toward an even more open and urgent promotion of Canada's linguistic duality is part of this process. As the Prime Minister indicated in a recent document:

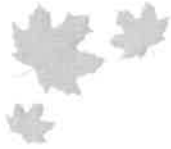
*Canada's founders made the deliberate choice not to try to forge a single nation with one language but instead created a framework of accommodation among French, English, and Aboriginal peoples ...*

*Canadians have learned that their two international languages and their diversity are a competitive advantage and a source of continuing creativity and innovation. Canadians are, by virtue of history and necessity, open to the world. (The Canadian Way in the 21<sup>st</sup> Century, Key Initiatives, May 31, 2000)*

English and French have shaped community life in Canada since it was founded. These two languages have served to form ties among our citizens and fashion our national identity. The Constitution states that they have equal status, rights and privileges in terms of their use in the institutions of Parliament and the Government of Canada.

During the past year the Government of Canada has made progress in achieving this equality in concrete terms, but it still has much more to do. Nothing genuine and lasting can be accomplished unless the official languages are fully integrated as a fundamental value in the federal administration, in all its relations with all stakeholders.





*In the meantime, we must not presume that we can lessen our efforts. We must remain vigilant. Despite our progress, despite the identified deficiencies that we are in the process of correcting, one fact remains: if we want to conserve the shared wealth that is our linguistic duality, we cannot rest on our laurels. We must keep in mind that each of our actions and each governmental intervention should reflect our willingness to allow linguistic communities living in minority situations to flourish and remain healthy and strong so that Canada may remain the great country it is today. (The President of the Treasury Board, the Honourable Lucienne Robillard, to the Standing Joint Committee on Official Languages, Feb. 15, 2000)*

During the 2000–01 fiscal year, staff responsible for auditing and monitoring functions, now reporting directly to the Office of the Assistant Secretary for Official Languages, Treasury Board of Canada Secretariat, will propose the tools necessary to evaluate better the performance of the institutions.

Revision of the policies, including the development of new policies, to meet identified needs, and the review of the tools now in place will reaffirm the government's support of the Official Languages Program.

The strengthening of the networks, particularly the network of official languages champions, the advisory committees and the communities, will definitely continue to give new impetus to the implementation of the Official Languages Program.

Renewal of the Memorandum of Understanding between the Treasury Board and Canadian Heritage will continue to fulfil the government's commitment concerning section 41 of the *Act*.

That in Canada two major linguistic communities live side by side and help one another will always remain at the very core of our identity. This is a rich heritage that we must cherish and develop. In this respect, the Government of Canada's commitment to foster progress toward equality of status and use of English and French clearly illustrates the attitude of respect that must characterize relations among our citizens.





## STATISTICAL APPENDIX

This appendix contains a series of tables providing a quantitative overview of the situation in federal institutions.

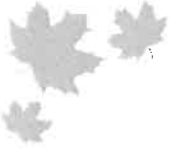
Explanatory notes and definitions are provided at the end of the section to facilitate interpretation of the tables.

### List of tables

#### Public Service

1. Language requirements of positions in the Public Service
2. Bilingual positions and the pool of bilingual employees in the Public Service
3. Language requirements of positions in the Public Service by region as of March 31, 2000
4. Bilingual positions in the Public Service: Linguistic status of incumbents
5. Bilingual positions in the Public Service: Second-language level requirements
6. Service to the public in the Public Service: Bilingual positions, linguistic status of incumbents
7. Service to the public in the Public Service: Bilingual positions, second-language level requirements
8. Internal services in the Public Service: Bilingual positions, linguistic status of incumbents
9. Internal services in the Public Service: Bilingual positions, second-language level requirements
10. Supervision in the Public Service: Bilingual positions, linguistic status of incumbents
11. Supervision in the Public Service: Bilingual positions, second-language level requirements
12. Participation of Anglophones and Francophones in the Public Service by region
13. Participation of Anglophones and Francophones in the Public Service by occupational category





## **Crown corporations, the Canadian Forces, and other organizations for which the Treasury Board is not the employer, the RCMP and private agencies subject to the *Official Languages Act***

14. Participation of Anglophones and Francophones in the RCMP and institutions and agencies for which the Treasury Board is not the employer, by region
15. Participation of Anglophones and Francophones in the RCMP (civilian members) and institutions and agencies for which the Treasury Board is not the employer, by occupational or equivalent category
- 15A. Participation of Anglophones and Francophones in the Canadian Forces (Treasury Board is not the employer)
- 15B. Participation of Anglophones and Francophones as regular members of the RCMP (Treasury Board is not the employer)
16. Participation of Anglophones and Francophones employed in all organizations subject to the *Official Languages Act*

### **Information sources**

Most of the data in the tables are drawn from the Position and Classification Information System (PCIS), which contains data supplied by federal institutions for which the Treasury Board is the employer. These institutions include the departments and agencies listed in Schedule I, Part I, of the *Public Service Staff Relations Act* (PSSRA).

Data on institutions for which the Treasury Board is not the employer are drawn from the Official Languages Information System (OLIS II).

In general, the reference year for the data in the statistical tables corresponds to the government's fiscal year, which runs from April 1 of one calendar year to March 31 of the following calendar year. The notes accompanying each table give details on sources, dates, and other items.

### **Interpretation and validity of data**

Historical data are not necessarily comparable due to adjustments made over the years, for example, to take into account the creation, transformation, or elimination of some departments and agencies, or the changes made by the Public Service Commission of Canada to its language proficiency assessments. Furthermore, changes were made on several occasions to the population selected and to the data sources. Finally, some data were regrouped in order to reflect better the existence of two different populations: one for which the Treasury Board is the employer and one for which it is not.





## Technical notes and definitions

Data on the Public Service include a category called “incomplete records” to cover records for which some data are missing.

### Tables

#### Table 1

##### *Language requirements of positions in the Public Service*

All positions in the federal Public Service are designated as bilingual or unilingual, depending on their specific requirements and according to the following categories:

- **English essential:** a position in which all the duties must be performed in English;
- **French essential:** a position in which all the duties must be performed in French;
- **either English or French essential (“either/or”):** a position in which all the duties can be performed in English or French; and
- **bilingual:** a position in which all, or part, of the duties must be performed in both English and French.

“Positions” include those staffed for an indeterminate period or for a determinate period of three months or more based on data available as at March 31, 2000.

#### Table 2

##### *Bilingual positions and the pool of bilingual employees in the Public Service*

Establishment of the language profiles of positions and the linguistic assessment of federal employees is based on three levels of proficiency:

- Level A: minimum proficiency;
- Level B: intermediate proficiency; and
- Level C: superior proficiency.

The assessment is made of the following three skills: reading, writing, and oral interaction (understanding and speaking). The results shown in this and related tables (5, 7, 9 and 11) are based on test results for oral interaction.





### Table 3

#### *Language requirements of positions in the Public Service by region as at March 31, 2000*

Figures for unilingual positions represent the sum of the three following categories: English essential, French essential, and either English or French essential.

Since all rotational positions abroad, which belong primarily to the Department of Foreign Affairs and International Trade, are identified as “either/or,” the language requirements have been described in terms of the incumbents’ linguistic proficiencies rather than by reference to position requirements.

### Table 4

#### *Bilingual positions in the Public Service: Linguistic status of incumbents*

Table 4 as well as tables 6, 8 and 10 deal with the linguistic status of incumbents who fall into one of three categories:

1. They meet the language requirements of their positions.
2. They are exempt from meeting the language requirements of their positions.  
Government policy allows that, under specific circumstances, an employee may
  - apply for a bilingual position staffed on a non-imperative basis without making a commitment to meet the language requirements of that position. This normally applies to employees with long records of service, employees with a disability preventing them from learning a second language and employees affected by a reorganization or statutory priority;
  - remain in a bilingual position without having to meet the new language requirements of that position. This includes incumbents of unilingual positions reclassified as bilingual, or incumbents of bilingual positions for which the language requirements have been raised.
3. They must meet the language requirements of their positions in accordance with the *Exclusion Order on Official Languages* under the *Public Service Employment Act* (PSEA), which allows employees a two-year period to acquire the language proficiency required for their positions.



## Table 5

### *Bilingual positions in the Public Service: Second-language level requirements*

As stated in the notes to Table 2, bilingual positions are identified according to three levels of second-language proficiency.

The “other” category refers to positions either requiring the code “P” or not requiring any second-language oral interaction skills. Code “P” is used for a specialized proficiency in one or both of the official languages that cannot be acquired through language training (e.g., stenographers and translators).

## Table 6

### *Service to the public in the Public Service: Bilingual positions, linguistic status of incumbents*

Whereas Table 4 covers all positions in the federal Public Service, Table 6 focuses on the linguistic status of incumbents in positions for which there is a requirement to serve the public in both official languages. The three categories are defined in the notes to Table 4.

## Table 7

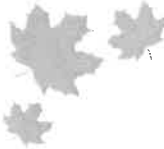
### *Service to the public in the Public Service: Bilingual positions, second-language level requirements*

Table 7 indicates the level of proficiency required in the second language for positions in which the public must be served in the two official languages. The definitions of the levels of second-language proficiency are indicated in the notes to Table 2.

## Table 8

### *Internal services in the Public Service: Bilingual positions, linguistic status of incumbents*

Table 8 gives the linguistic status of incumbents of bilingual positions providing internal services, that is, positions in which there is a requirement to provide personnel services (such as pay) or central services (such as libraries) in both official languages, in the National Capital Region and in regions designated bilingual for the purposes of language of work, as set out in the *Act*. The three categories are defined in the notes to Table 4.



## **Table 9**

### ***Internal services in the Public Service: Bilingual positions, second-language level requirements***

Table 9 shows the second-language level requirements for bilingual positions providing internal services. See the note to Table 8. The definitions of the levels of second-language proficiency are given in the notes to Table 2.

## **Table 10**

### ***Supervision in the Public Service: Bilingual positions, linguistic status of incumbents***

Table 10 gives the linguistic status of incumbents of bilingual positions with bilingual supervisory responsibilities in the National Capital Region and regions designated bilingual for the purposes of language of work, as set out in the *Act*.

## **Table 11**

### ***Supervision in the Public Service: Bilingual positions, second-language level requirements***

Table 11 shows the second-language level requirements for supervisory positions. It is further to tables 5, 7, and 9. Because a position, however, may be identified as bilingual for more than one requirement (e.g., service to the public and supervision), the total of the positions in tables 7, 9, and 11 does not necessarily match the number of bilingual positions in Table 5.

## **Tables 12, 13, 14, and 15**

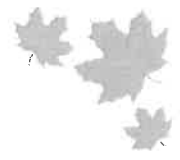
### ***Participation of Anglophones and Francophones***

The terms “Anglophone” and “Francophone” refer to the first official language of employees. The first official language is that language declared by employees as the one with which they have a primary personal identification (i.e., the official language in which they are generally most proficient).

Data on civilian employees are contained in the statistics on the Public Service, in tables 12 and 13.

The category “incomplete records” at the bottom of tables 12 and 13 represents employees whose region of work or occupational category was unknown.





The subtable 15A presents the data on the Canadian Forces more clearly. These data were previously included in the table on equitable participation in organizations for which the Treasury Board is not the employer.

The subtable 15B includes the data concerning the regular members of the RCMP. In the past, all data on the RCMP, for whom the Treasury Board is not the employer, were amalgamated in the same table. Some of these data were separated into a subtable in order to better illustrate the actual situation within the RCMP. Data on the civilian members of the RCMP are included in Table 15. For more information on the composition of the RCMP staff, see this institution's Annual Report.

These two subtables (15A and 15B) are associated with Table 15. They present a global portrait of equitable participation in the organizations for which the Treasury Board is not the employer.

## Table 16

### *Participation of Anglophones and Francophones employed in all organizations subject to the Official Languages Act*

Tables 12 to 15B cover the Public Service or Crown corporations, privatized organizations, organizations for which the Treasury Board is not the employer, the RCMP and the Canadian Forces. Table 16 shows the participation of Anglophones and Francophones in all organizations subject to the *Act* (i.e., federal institutions and all the other organizations that, under federal legislation, are subject to the *Act* or parts thereof, such as Air Canada and designated airport authorities).







## Tables

**Table 1**

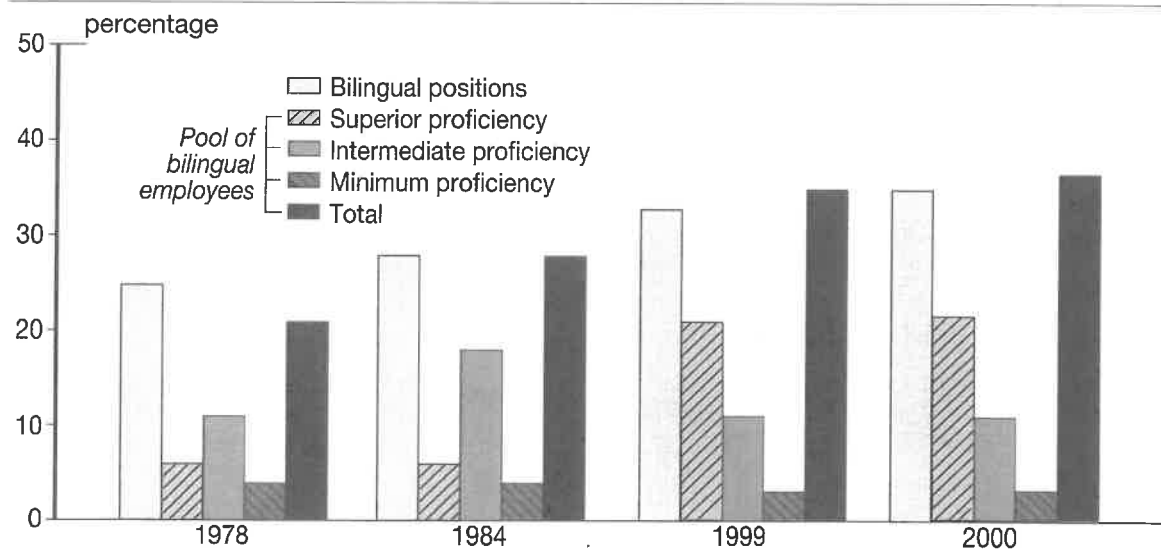
### Language requirements of positions in the Public Service

<i>Year</i>	<i>Bilingual</i>	<i>English essential</i>	<i>French essential</i>	<i>English or French essential</i>	<i>Incomplete records</i>	<i>Total</i>
<b>1974</b>	21% 38,164	60% 110,117	10% 18,533	9% 15,975	0% 0	182,789
<b>1978</b>	25% 52,300	60% 128,196	8% 17,260	7% 14,129	0% 0	211,885
<b>1984</b>	28% 63,163	59% 134,916	7% 16,688	6% 13,175	0% 0	227,942
<b>1999</b>	33% 59,559	55% 100,059	6% 12,068	4% 7,446	2% 3,112	182,244
<b>2000</b>	35% 50,535	53% 75,552	6% 8,355	5% 7,132	1% 1,478	143,052

Data from the Position and Classification Information System (PCIS) and the Official Languages Information System (OLIS)

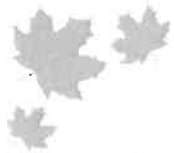
**Table 2**

### Bilingual positions and the pool of bilingual employees in the Public Service



PCIS and OLIS data





**Table 3**

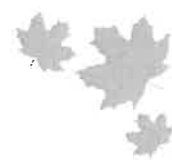
**Language requirements of positions in the Public Service by region as at March 31, 2000**

<i>Region</i>	<i>Bilingual positions</i>	<i>Unilingual positions</i>	<i>Incomplete records</i>	<i>Total</i>
<b>Western provinces and Northern Canada</b>	5% 1,452	94% 30,062	1% 486	32,000
<b>Ontario (excluding NCR)</b>	12% 2,351	87% 17,427	1% 117	19,895
<b>National Capital Region</b>	62% 33,185	37% 20,032	1% 474	53,691
<b>Quebec (excluding NCR)</b>	53% 10,055	45% 8,406	2% 350	18,811
<b>New Brunswick</b>	44% 2,305	56% 2,895	0% 7	5,207
<b>Other Atlantic provinces</b>	9% 1,181	90% 11,209	1% 44	12,434
<b>Outside Canada (linguistic capacity)</b>	81% 822	19% 192	0% 0	1,014
<b>Region not specified</b>	0% 0	0% 0	0% 0	0

*PCIS and OLIS data*





**Table 4****Bilingual positions in the Public Service**  
*Linguistic status of incumbents*

<b>Year</b>	<b>Meet</b>	<b>Do not meet</b>		<b>Incomplete records</b>	<b>Total</b>
		<b>Exempted</b>	<b>Must meet</b>		
<b>1978</b>	70% 36,446	27% 14,462	3% 1,392	0% 0	52,300
<b>1984</b>	86% 54,266	10% 6,050	4% 2,847	0% 0	63,163
<b>1999</b>	85% 50,716	9% 5,241	1% 839	5% 2,763	59,559
<b>2000</b>	83% 41,832	10% 5,030	2% 968	5% 2,705	50,535

*PCIS and OLIS data***Table 5****Bilingual positions in the Public Service**  
*Second-language level requirements*

<b>Year</b>	<b>Level C</b>	<b>Level B</b>	<b>Level A</b>	<b>Other</b>	<b>Total</b>
<b>1978</b>	7% 3,771	59% 30,983	27% 13,816	7% 3,730	52,300
<b>1984</b>	8% 4,988	76% 47,980	13% 8,179	3% 2,016	63,163
<b>1999</b>	22% 13,393	73% 43,187	2% 1,229	3% 1,750	59,559
<b>2000</b>	25% 12,836	69% 34,677	2% 1,085	4% 1,937	50,535

*PCIS and OLIS data*



**Table 6**

**Service to the public in the Public Service**  
*Bilingual positions, linguistic status of incumbents*

<b>Year</b>	<b>Meet</b>	<b>Do not meet</b>		<b>Incomplete records</b>	<b>Total</b>
		<b>Exempted</b>	<b>Must meet</b>		
<b>1978</b>	70% 20,888	27% 8,016	3% 756	0% 0	29,660
<b>1984</b>	86% 34,077	9% 3,551	5% 1,811	0% 0	39,439
<b>1999</b>	84% 31,665	10% 3,661	1% 548	5% 1,758	37,632
<b>2000</b>	82% 26,766	11% 3,429	2% 690	5% 1,631	32,516

*PCIS and OLIS data*

**Table 7**

**Service to the public in the Public Service**  
*Bilingual positions, second-language level requirements*

<b>Year</b>	<b>Level C</b>	<b>Level B</b>	<b>Level A</b>	<b>Other</b>	<b>Total</b>
<b>1978</b>	9% 2,491	65% 19,353	24% 7,201	2% 615	29,660
<b>1984</b>	9% 3,582	80% 31,496	10% 3,872	1% 489	39,439
<b>1999</b>	26% 9,689	71% 26,879	2% 716	1% 348	37,632
<b>2000</b>	28% 9,088	69% 22,421	2% 587	1% 420	32,516

*PCIS and OLIS data*



**Table 8**

**Internal services in the Public Service**  
*Bilingual positions, linguistic status of incumbents*

<b>Year</b>	<b>Meet</b>	<b>Do not meet</b>		<b>Incomplete records</b>	<b>Total</b>
		<b>Exempted</b>	<b>Must meet</b>		
<b>1978</b>	65% 11,591	32% 5,626	3% 565	0% 0	17,782
<b>1984</b>	85% 20,050	11% 2,472	4% 1,032	0% 0	23,554
<b>1999</b>	86% 16,017	8% 1,519	1% 221	5% 928	18,685
<b>2000</b>	84% 14,827	9% 1,580	1% 267	6% 1,041	17,715

*PCIS and OLIS data*

**Table 9**

**Internal services in the Public Service**  
*Bilingual positions, second-language level requirements*

<b>Year</b>	<b>Level C</b>	<b>Level B</b>	<b>Level A</b>	<b>Other</b>	<b>Total</b>
<b>1978</b>	7% 1,225	53% 9,368	31% 5,643	9% 1,546	17,782
<b>1984</b>	6% 1,402	70% 16,391	18% 4,254	6% 1,507	23,554
<b>1999</b>	19% 3,628	71% 13,229	3% 493	7% 1,335	18,685
<b>2000</b>	21% 3,657	68% 12,115	3% 482	8% 1,461	17,715

*PCIS and OLIS data*





**Table 10**

**Supervision in the Public Service**  
*Bilingual positions, linguistic status of incumbents*

Year	Meet	Do not meet		Incomplete records	Total
		Exempted	Must meet		
1978	64% 9,639	32% 4,804	4% 567	0% 0	15,010
1984	80% 14,922	15% 2,763	5% 1,021	0% 0	18,706
1999	83% 10,195	8% 1,056	4% 443	5% 624	12,318
2000	81% 9,326	9% 1,095	5% 537	5% 574	11,532

PCIS and OLIS data

**Table 11**

**Supervision in the Public Service**  
*Bilingual positions, second-language level requirements*

Year	Level C	Level B	Level A	Other	Total
1978	12% 1,865	66% 9,855	21% 3,151	1% 139	15,010
1984	11% 2,101	79% 14,851	9% 1,631	1% 123	18,706
1999	37% 4,602	62% 7,567	1% 97	0% 52	12,318
2000	42% 4,854	56% 6,514	1% 89	1% 75	11,532

PCIS and OLIS data





**Table 12**

**Participation of Anglophones and Francophones in the Public Service by region**

<b>Region</b>	<b>1978</b>		<b>1990</b>		<b>1999</b>		<b>2000</b>	
	<i>Anglo.</i>	<i>Franco.</i>	<i>Anglo.</i>	<i>Franco.</i>	<i>Anglo.</i>	<i>Franco.</i>	<i>Anglo.</i>	<i>Franco.</i>
<b>Canada</b>	75%	25%	72%	28%	70%	30%	69%	31%
Total	211,885		210,667		182,244		143,052	
<b>Western provinces and Northern Canada</b>	99%	1%	98%	2%	98%	2%	98%	2%
Total	49,395		49,228		42,044		32,000	
<b>Ontario (excluding NCR)</b>	97%	3%	95%	5%	94%	6%	93%	7%
Total	34,524		33,810		29,931		19,895	
<b>National Capital Region</b>	68%	32%	62%	38%	59%	41%	59%	41%
Total	70,340		69,127		61,928		53,691	
<b>Quebec (excluding NCR)</b>	8%	92%	6%	94%	6%	94%	7%	93%
Total	29,922		29,446		25,313		18,811	
<b>New Brunswick</b>	84%	16%	70%	30%	62%	38%	62%	38%
Total	6,763		7,189		5,725		5,207	
<b>Other Atlantic provinces</b>	98%	2%	97%	3%	95%	5%	96%	4%
Total	19,212		20,439		15,758		12,434	
<b>Outside Canada</b>	76%	24%	73%	27%	71%	29%	71%	29%
Total	1,729		1,428		1,171		1,014	
<b>Incomplete records</b>	0%	0%	0%	0%	97%	3%	0%	0%
Total	0		0		374		0	

*PCIS and OLIS data*





**Table 13**

**Participation of Anglophones and Francophones in the Public Service  
by occupational category**

	1978	1990	1999	2000
<b>Canada</b>				
Anglophones	75%	72%	70%	69%
Francophones	25%	28%	30%	31%
Total	211,885	210,667	182,244	143,052
<b>Management</b>				
Anglophones	82%	78%	73%	73%
Francophones	18%	22%	27%	27%
Total	1,119	4,131	3,131	3,106
<b>Scientific and Professional</b>				
Anglophones	81%	77%	75%	75%
Francophones	19%	23%	25%	25%
Total	22,633	22,766	22,702	17,626
<b>Administrative and Foreign Service</b>				
Anglophones	74%	70%	68%	64%
Francophones	26%	30%	32%	36%
Total	47,710	57,925	71,467	52,315
<b>Technical</b>				
Anglophones	82%	79%	75%	75%
Francophones	18%	21%	25%	25%
Total	25,595	25,951	15,725	15,027
<b>Administrative Support</b>				
Anglophones	70%	66%	64%	66%
Francophones	30%	34%	36%	34%
Total	65,931	63,612	46,968	34,311
<b>Operational</b>				
Anglophones	76%	75%	76%	76%
Francophones	24%	25%	24%	24%
Total	48,897	36,282	22,251	20,667
<b>Incomplete records</b>				
Anglophones	0%	0%	0%	0%
Francophones	0%	0%	0%	0%
Total	0	0	0	0

*PCIS and OLIS data*





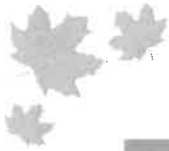
**Table 14**

**Participation of Anglophones and Francophones in the RCMP and institutions and agencies for which the Treasury Board is not the employer, by region**

	1991	1994	1998	1999
<b>Canada</b>				
Anglophones	72%	72%	70%	73%
Francophones	26%	26%	25%	25%
Unknown	2%	2%	5%	2%
<b>Total</b>	<b>270,329</b>	<b>232,337</b>	<b>221,729</b>	<b>268,948</b>
<b>Western provinces and Northern Canada</b>				
Anglophones	91%	91%	89%	94%
Francophones	6%	6%	6%	5%
Unknown	3%	3%	5%	1%
<b>Total</b>	<b>76,526</b>	<b>67,934</b>	<b>67,046</b>	<b>79,284</b>
<b>Ontario (excluding NCR)</b>				
Anglophones	90%	90%	85%	91%
Francophones	8%	8%	8%	7%
Unknown	2%	2%	7%	2%
<b>Total</b>	<b>63,786</b>	<b>56,611</b>	<b>56,512</b>	<b>69,054</b>
<b>National Capital Region</b>				
Anglophones	66%	63%	65%	66%
Francophones	34%	37%	34%	34%
Unknown	0%	0%	1%	0%
<b>Total</b>	<b>30,984</b>	<b>27,489</b>	<b>24,773</b>	<b>35,977</b>
<b>Quebec (excluding NCR)</b>				
Anglophones	15%	18%	13%	15%
Francophones	83%	80%	79%	82%
Unknown	2%	2%	8%	3%
<b>Total</b>	<b>50,255</b>	<b>45,641</b>	<b>42,726</b>	<b>50,691</b>
<b>New Brunswick</b>				
Anglophones	75%	74%	73%	73%
Francophones	23%	24%	25%	26%
Unknown	2%	2%	2%	1%
<b>Total</b>	<b>10,857</b>	<b>8,320</b>	<b>7,917</b>	<b>8,907</b>
<b>Other Atlantic provinces</b>				
Anglophones	91%	90%	90%	90%
Francophones	9%	10%	9%	9%
Unknown	0%	0%	1%	1%
<b>Total</b>	<b>29,629</b>	<b>24,627</b>	<b>20,442</b>	<b>23,951</b>
<b>Outside Canada</b>				
Anglophones	72%	77%	80%	77%
Francophones	28%	23%	20%	22%
Unknown	0%	0%	0%	1%
<b>Total</b>	<b>8,292</b>	<b>1,715</b>	<b>2,313</b>	<b>1,084</b>

OLIS II data





**Table 15**

**Participation of Anglophones and Francophones in the RCMP and institutions and agencies for which the Treasury Board is not the employer, by occupational or equivalent category**

	1991	1994	1998	1999
<b>Canada</b>				
Anglophones	72%	72%	70%	73%
Francophones	26%	26%	25%	25%
Unknown	2%	2%	5%	2%
Total*	270,329**	232,337	221,729	268,948
<b>Management</b>				
Anglophones	72%	72%	70%	74%
Francophones	26%	27%	26%	25%
Unknown	2%	1%	4%	1%
Total	7,209	16,270	6,490	7,095
<b>Professionals</b>				
Anglophones	73%	72%	71%	74%
Francophones	27%	28%	27%	26%
Unknown	0%	0%	2%	0%
Total	11,602	11,444	15,150	20,432
<b>Specialists and Technicians</b>				
Anglophones	70%	72%	72%	75%
Francophones	29%	27%	24%	24%
Unknown	1%	1%	4%	1%
Total	17,645	15,164	21,099	47,387
<b>Administrative Support</b>				
Anglophones	68%	74%	68%	69%
Francophones	30%	26%	28%	30%
Unknown	2%	0%	4%	1%
Total	23,841	67,821	24,289	34,561
<b>Operational</b>				
Anglophones	72%	72%	69%	74%
Francophones	23%	22%	21%	22%
Unknown	5%	6%	10%	4%
Total	92,492	50,775	95,043	87,133

OLIS II data

\* These totals take into account the data from tables 15A and 15B.

\*\* This total includes 117,540 members of the Canadian Forces for which the occupational category was not available.







**Table 15A**

**Participation of Anglophones and Francophones in the Canadian Forces  
(Treasury Board is not the employer)**

	1994	1998	1999
<b>Generals</b>			
Anglophones	76%	78%	77%
Francophones	24%	22%	23%
Unknown	0%	0%	0%
<b>Total</b>	96	68	75
<b>Officers</b>			
Anglophones	76%	76%	75%
Francophones	24%	24%	25%
Unknown	0%	0%	0%
<b>Total</b>	16,051	12,973	12,938
<b>Other Ranks</b>			
Anglophones	71%	71%	71%
Francophones	29%	29%	29%
Unknown	0%	0%	0%
<b>Total</b>	54,716	46,617	45,152

OLIS II data

**Table 15B**

**Participation of Anglophones and Francophones as regular members of the RCMP  
(Treasury Board is not the employer)**

	1994*	1998*	1999
<b>Officers</b>			
Anglophones			82%
Francophones			18%
Unknown			0%
<b>Total</b>			395
<b>Non-commissioned officers</b>			
Anglophones			83%
Francophones			17%
Unknown			0%
<b>Total</b>			4,782
<b>Constables</b>			
Anglophones			80%
Francophones			20%
Unknown			0%
<b>Total</b>			8,744

OLIS II data

\* See the explanatory notes to Table 15B in the Statistical Appendix.



