



President
of the Treasury Board

Présidente
du Conseil du Trésor

ANNUAL REPORT TO PARLIAMENT



Annual Report
on Official Languages
2002-03

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report

Canada

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Annual Report
on Official Languages
2002-03

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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 fifteenth annual report of the President of the Treasury Board covering the 2002–03 fiscal year.

Yours sincerely,

The paper version was signed by

Lucienne Robillard
President of the Treasury Board

October 2003

Speaker of the House of Commons

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Mr. Speaker,

It is my pleasure to present this fifteenth annual report on official languages, for the 2002–03 fiscal year.

In last year's report, I stated that we had initiated a renewal of the Official Languages Program. After a period of fiscal consolidation and reorganization of federal institutions turned our attention away from official languages, this renewal was necessary.

This year, I am proud to confirm that the renewal is gaining momentum and concrete measures have been taken to implement a new approach based on the fundamental values of the Public Service: respect, equity, and inclusiveness. We believe that this approach will further foster the sustained effort that is expected of all public service employees. This approach, however, does not exclude the strict application of relevant regulations.

Since the enactment of the *Official Languages Act* (the Act) more than 30 years ago, emphasis has been placed on the need to comply with the policies and Regulations. We have certainly made considerable progress, but these rules are clearly not enough to achieve our vision of an exemplary Public Service in the area of official

languages. It is now important to firmly root linguistic duality in these fundamental values. People may occasionally forget their obligations, but their values dictate their decisions and actions.

You will find in this report a summary of initiatives the Treasury Board of Canada Secretariat (the Secretariat) and federal institutions have taken over the course of the last fiscal year. Of note, this report describes the tangible results obtained by these institutions in an effort to provide better service to Canadians.

The adoption of a values-based approach has opened up new perspectives for promoting official languages. The *Action Plan for Official Languages* (the Action Plan), released by the Prime Minister on March 12, 2003, was ideally timed to support this renewal. Because I participated in the development of this Plan, I enthusiastically welcomed its announcement.

The required conditions have now come together to promote a shift toward a linguistic duality that meets the legitimate expectations of Canadians and to enable us to meet the challenge of building an exemplary Public Service in the area of official languages.

I. A Values-based Renewal

Renewal of the Official Languages Program is in full swing. It aims for nothing less than an exemplary Public Service. To this end, new funds allocated to the Action Plan will provide fresh impetus toward meeting this objective.

There are three components to the renewal: communications with the public, language of work, and the representation of English- and French-speaking Canadians in all institutions subject to the Act. It is firmly based on values, particularly mutual respect.

In September 2002, a study on the attitudes and perceptions of public service employees toward official languages¹ demonstrated that a change of course was necessary but well within the realm of possibility. The study confirmed that more than 90 per cent of public service employees supported the public's right to receive services and communications in the official language of their choice. It also showed, however, that rights and obligations in the area of official languages are still misunderstood.

This paradox is ample justification for the renewal of the Official Languages Program. The September 2002 Speech from the Throne also takes a similar stance. By affirming the government's commitment to increase bilingualism throughout the Public Service — whether in the workplace or in communications with Canadians — it serves as a strong reminder that linguistic duality is at the heart of the collective identity of Canadians.

Having two official languages is a valuable asset, for both the Public Service and the public that it serves. For public service employees who work in regions designated as bilingual for language-of-work purposes,² being able to use their first official language certainly allows them to communicate more effectively and can only help them work to their full potential.

Various projects were launched during the last fiscal year with a view to achieving sustainable cultural change. During the next five years, the Action Plan will support steps being taken to achieve linguistic duality. In particular, the Action Plan makes provisions for investing in innovation and improving the bilingual capacity of the Public Service. We will ensure that Canadians benefit fully from the transformations that will take place.

1. The study entitled *Attitudes Towards the Use of Both Official Languages Within the Public Service of Canada* can be viewed at the following Web site: <http://www.tbs-sct.gc.ca/ollo>.

2. Regions designated as bilingual for language-of-work purposes include the National Capital Region, New Brunswick, parts of northern and eastern Ontario, the bilingual region of Montréal as well as parts of the Eastern Townships, the Gaspé and western Quebec.

II. Leadership — A Commitment to Sustainable Cultural Change

Since we are counting on a Public Service-wide cultural change, it is crucial that capable leadership be in place to bring together divergent points of view and encourage all employees to contribute. Our goal is to improve bilingualism at all levels, starting at the top: executives must set an example.

In the same vein, the Clerk of the Privy Council and Head of the Public Service of Canada sets strategic priorities for the Public Service every year, placing emphasis on areas where improvements must be made so that the expectations of Canadians can be met. Official languages are one of the four priorities selected that require a commitment and sustained results on the part of all deputy ministers.

In addition, the Secretariat, in conjunction with the Office of the Commissioner of Official Languages, insisted that official languages be added to the four categories considered for the annual presentation of the Head of the Public Service Award. A group or person who demonstrates creativity or carries out an innovative project to promote official languages will now be eligible for this prestigious award, which will

be presented in this category for the first time in December 2003.

It is important, then, that the example be set by executives and, from the top down, all employees are now aware that their active participation is required in this shared project. In addition to building on values, the promotion of official languages can now count on the commitment of all employees. In this way, the efforts made are increased tenfold.

It will take the commitment of senior public servants, who have had the challenge laid out for them in the Corporate Priorities for the Public Service of Canada, 2002–03. The priorities call on them to take concrete, measurable action to improve their human resources management and ready their organizations for legislative change and to ensure their workplaces better reflect Canada's linguistic duality and respect the provisions of the Official Languages Act.

— Taken from a letter by the Clerk of the Privy Council to the Prime Minister, dated March 27, 2002

In particular, executives must respect the rights of certain employees in bilingual regions to work in French or in English. To this end, bilingualism among these executives is not only an asset to their own careers, but it is also necessary so that their employees feel free to exercise their rights.

Bilingualism Among Executives

For the reasons listed above, specific language requirements have been imposed on positions at the executive level (EX).³ A policy to that effect⁴ was implemented in 1993 and revised in 1998. Given that the cut-off date was set at March 31, 2003, the policy provided executives with the amount of time necessary to meet the requirements.

I am proud to state that 94.7 per cent of executives who were required to be bilingual by this date met the requirements, compared to 81.2 per cent in the previous year.⁵

In the case of executives who did not meet the language requirements by March 31, 2003 (5.3 per cent), the institutions affected have planned specific measures to rectify the situation. For example, some incumbents were to be transferred to positions that did not have the same language requirements, while steps were taken to ensure that employees were able to work and be supervised in the official language of their choice.

Deputy heads have taken measures specific to each situation, in accordance with sound management principles and the values of equity, inclusiveness, and mutual respect. The Secretariat continues to monitor this situation closely.

Our resolve concerning this issue is a testimony to our strong convictions: the government is determined to ensure that linguistic duality becomes a daily reality. Even though more focus is now being placed on values than on regulations, the fact remains that the regulations currently in place must be enforced.

Moreover, the Secretariat is continuing to follow-up on the two-year exemption period, which gives new incumbents of certain bilingual positions the time to acquire the required language skills. It is essential that executives respect the commitments they made at the time of their appointment.

Official languages remain a government priority, and we are demonstrating its importance.

3. These requirements apply to departments and agencies subject to the *Public Service Employment Act*. Other organizations must apply the principles and adapt them to their specific situations. The policy stipulates that affected executives must have level C (superior) proficiency in reading and oral interaction and level B (intermediate) proficiency in writing.

4. *Policy Concerning the Language Requirements for Members of the Executive Group*.

5. The percentage in the 2001–02 annual report was 72.2 per cent. This percentage referred to the entire executive population; that is, those who were obligated to meet the linguistic requirements of their position by March 31, 2003, as well as those who are obligated to meet them after that date.

In May 2002, the Canadian Centre for Management Development created a Research-Action Roundtable on Official Languages in the Workplace. It brings together current and former senior executives as well as influential people from the private sector. Some twenty institutions participated in the Roundtable and shared their successes and failures. In addition, each year, institutions describe their initiatives in an annual review. The examples provided below are taken from these reviews or from Canadian Centre for Management Development case studies:⁶

- ▶ The President of the Canadian Nuclear Safety Commission has demonstrated her support for cultural change. In fact, the Commission is acting on her commitment to hire bilingual employees for leadership positions within the organization. This initiative ensures that the role of official languages and promotion of the Program are viewed favourably by employees. The support shown by the President encourages senior executives to take the language training necessary to meet the language objectives set by the Commission.
- ▶ Natural Resources Canada's Working Group on the Bilingual Workplace, chaired by an assistant

deputy minister, produced a report with recommendations on the following aspects of the Program: leadership and culture, positive work practices, and improvements to organizational capacity that would establish a bilingual workplace. It calls for the implementation of these recommendations through leadership and management accountability.

- ▶ The launch of VIA Rail Canada's 2003 Strategic Plan is an exemplary initiative that aims to promote more widespread use of both official languages in the workplace. Executives presented this plan throughout the country as part of workshops under the theme of *People Moving People*. Managers and employees were therefore able to partake in exchanges about VIA Rail Canada's new mission, vision, values and goals.
- ▶ The Canadian Human Rights Commission, in its report on plans and priorities, aims to create a modern workplace. Sound management principles, dialogue with employees and mutual respect are essential to the establishment of a workplace where employees feel at ease and are proud to communicate in the official language of their choice.

6. Case studies on official languages in the workplace prepared by the Research-Action Roundtable on Official Languages in the Workplace, September 23, 2002.

- ▶ **Citizenship and Immigration**
Canada developed an accountability framework on official languages. It aims to better define the roles and priorities of various stakeholders (including the Official Languages Champion) as well as employee rights and obligations. The framework therefore affects employees as well. An employee who is required to serve a client in the official language of his or her choice and does not do so not only prevents the client from exercising his or her rights, but also undermines the accountability framework. This framework underlines the responsibilities of various stakeholders while ensuring the equality of French and English.
- ▶ Following an in-depth study on positions and staffing, Public Works and Government Services Canada implemented a strategic action plan incorporating three simultaneous phases. These phases, which are to be completed over a three-year period, deal with compliance, improving communications and commitment, and the integration of the Official Languages Program into the Department's daily activities.
- ▶ As part of its performance management program, the Canada Lands Company Limited has given itself the objective of working toward achieving bilingualism for all designated positions. This objective is supported by initiatives, performance indicators and achievements, which are all described in the business plan and the Company's annual report.
- ▶ Since the National Film Board of Canada developed its strategic plan, the Commissioner has held monthly work lunches with staff to discuss certain subjects related to the plan as well as the progress made. These bilingual lunches are excellent occasions for encouraging dialogue and promoting the values of bilingualism.

We encourage all institutions subject to the Act to continue in this vein and ensure that Canadians benefit fully.

Official Languages Champions

Official languages champions are among the key players who work to achieve the objective established by the Clerk; they operate at a strategic management level within each institution.

As Industry Canada's official languages champion, I am responsible for promoting greater awareness of the Official Languages Program and making official languages a priority in our daily operations. In order to fulfil our mission and to foster a growing Canadian economy, we must be able to work with Canadians from all economic sectors and from all regions of the country. It makes good business sense. Ensuring that businesses have the same access to departmental programs, regardless of the official language they use, helps us meet our objectives more effectively.

Official languages make good business sense!

— John McBride, Official Languages Champion at Industry Canada

Thanks to the hard work of official languages champions, official languages have become an increasingly integral part of the operations of institutions. The champions have made achieving government objectives in the area of official languages easier by taking a values-based approach, the aim of which is excellence.

The champions met several times throughout the year, at retreats, promotional sessions or working breakfasts, the goal of which was to contribute to the promotion of official languages. They have taken an increasingly active role and are committed to working together to

advance the following priorities and improving the tools available to achieve them:

- ▶ information for managers — to help them to better equip themselves in the area of official languages;
- ▶ creation of a Council of the Network of Champions — to support key organizations (the Treasury Board of Canada Secretariat, Canadian Heritage, Intergovernmental Affairs, the Privy Council Office, the Public Service Commission of Canada, etc.) with a view to creating a strategic framework to govern the action taken by departmental champions, notably concerning the Committee of Deputy Ministers of Official Languages.
- ▶ marketing — to determine ways to improve the promotion of the official languages;
- ▶ creation of a framework for co-operation between the champions and regional operations of institutions;
- ▶ active presence of the champions on the executive committees of their organizations to better ensure leadership in the area of official languages;
- ▶ enhancement of cultural diversity in support of bilingualism to draw attention to the cultural aspect of language learning.

The role of the champions is to encourage the promotion of official languages. I am pleased to state that several initiatives in this vein were launched throughout the year, notably the following:

- ▶ After a survey was completed, the champion at the Department of Justice Canada, visited the various management committees to discuss the results, stimulate dialogue, listen to employee's concerns and debate the merits of various approaches in order to promote, among other things, bilingual meetings. The comments and suggestions received will be used to prepare the second phase of this strategy.
- ▶ The champion at Communication Canada regularly publishes articles in the Department's internal publication. They take the form of interviews with employees and serve to promote official languages in the workplace as well as employee rights and responsibilities with respect to official languages.
- ▶ Industry Canada, Ontario Region, designated its own champion in order to facilitate the development of proactive approaches to meeting the needs of the Francophone community. The Federal Economic Development Initiative in Northern Ontario (FedNor) also designated a

champion as well as area managers so that the Official Languages Program is taken into account during the decision-making process. FedNor has invested in projects to foster innovation, increase the presence of Francophones in the area of electronic commerce, and ensure that communities are connected to the Internet.

- ▶ The champion at Indian and Northern Affairs Canada created a national committee of champions. The committee uses videoconferencing technology for its meetings to facilitate group communication and the use of both official languages. The members of this committee are employees who participate voluntarily. The champion also distributed word games electronically to encourage its employees to improve their understanding of both official languages.

The Official Languages Branch of the Secretariat posted an information page intended for the official languages champions on Publiservice in order to keep them informed of upcoming meetings and progress made in various areas. In addition, the Secretariat introduced working breakfasts, which were very well received. This new means of interaction enables the Secretariat to

consult with the champions about major strategic issues in a timely manner.

The expertise and knowledge the champions have of their workplace, as well as their leadership role within it, are major assets to the achievement of the desired cultural change because, over the years, they have developed a synergy within their organizations. For its part, the Secretariat makes a sustained effort to consult with the champions more frequently and strengthen the relationships between them.

Members of Federal Regional Councils

The federal regional councils also play a key role in strengthening the promotion of official languages. These councils have been in place for more than 20 years. They serve as a forum and a network where senior managers can co-ordinate the operations of their respective organizations and exchange information in order to improve the services they offer to the public. They share their regional expertise and strengthen their relations with other levels of government.

Nearly all federal regional councils now have their own official languages committee. The Ontario Federal

Council, for instance, established its committee over the course of the year. These committees follow the advancement of official languages, which contributes to improving services to official language minority communities.

Two specific regional federal council initiatives merit further recognition:

- ▶ The Newfoundland and Labrador Federal Council implemented a project to improve communications and the delivery of its programs and services in French by well-trained employees. This project comprises the following elements: support for its Official Languages Committee, a French language resource centre, language training to meet the needs for acquiring and retaining language skills for both tutors and their students, hiring of French language tutors for individual or group lessons, and a component for disseminating information.
- ▶ In November 2002, the New Brunswick Federal Council held a Language of Work Symposium as a follow-up to the Atlantic Symposium on Official Languages, held in Charlottetown during the previous year, which had identified a number of challenges related to linguistic duality.

I would like to congratulate the Official Languages Committee of the New Brunswick Federal Council for organizing this symposium. I readily agreed to make the opening speech, which gave me the chance to reaffirm the directions and new approaches we intend to advance. I discussed three key points; these were the process for staffing bilingual positions, language training and, lastly, the bilingualism bonus.

I would also like to mention the support given by Canadian Heritage to all the work undertaken by the official languages committees of the federal regional councils. To cite only a few examples, in Manitoba, Canadian Heritage, with funding from the Secretariat, assured the implementation and management of federal services in the three bilingual service centres launched by the Government of Manitoba. Canadian Heritage also intervened to ensure that the Official Languages Program and French language services were integrated into the strategic plan of the Northwest Territories Federal Council. In addition, the Department was one of the key players in the Language of Work Symposium organized by the New Brunswick Regional Council.

III. A Multiplying Effect to Firmly Establish Official Languages in the Culture of the Public Service

Modernizing our approach for promoting the Official Languages Program involves soliciting the participation of all employees, notably functional experts and other managers who are responsible for the everyday implementation of the Program.

Official Languages Managers

Official languages managers are front-line specialists who are supported by various groups, notably the Champions' Network and advisory committees. Advisory committee meetings, pages on the Secretariat's Internet and intranet sites dedicated to official languages, and networking are tools at their disposal to achieve their objectives and share their successes.

Advisory Committees in Departments and Crown Corporations

Regular advisory committee meetings allow official languages managers to discuss projects and issues that concern official languages.

Advisory committee members from departments and Crown corporations were consulted during the official languages policy review. We also noted that the committee members collaborated more in order to find solutions.

Committee meetings held in the regions facilitate liaison with official language minority communities and other regional representatives. For example, the various stages of the bilingual service delivery awareness pilot project for managers, launched in British Columbia in collaboration with member institutions of the Pacific Council of Senior Federal Officials and the Fédération des francophones de la Colombie-Britannique as well as the Secretariat, were discussed on several occasions during committee meetings.

These committees remain the preferred means of networking, exchanging information and sharing best practices.

Achievements During the Last Year

I am pleased to share the results of activities that the Secretariat launched with its partners over the course of the year with you.

Study on Attitudes Toward the Use of both Official Languages

The results of the study, which was conducted in 2001–02, were published in September 2002.⁷ They showed that employees supported the underlying principles of the policies on official languages. This support is particularly high in the area of services to the public: 92 per cent of employees feel that it is important to provide services to the public in both official languages. Moreover, 86 per cent of employees stated that they were ready to make efforts to encourage bilingualism within their workplace. In all, the study showed that a vast majority of employees support the principles that form the basis of the official languages policies.

According to the study results, three measures to improve the language situation seem to be in order: develop a common vision of a bilingual workplace and its underlying values; correct misperceptions by

7. For more information, please visit the following Web site: <http://www.tbs-sct.gc.ca/ollo>.

communicating clear information; and strengthen executive leadership in bilingual regions in order to promote the use of both official languages in the workplace.

The study revealed an interesting paradox. It concluded that there was overwhelming support for the underlying principles and values of the Official Languages Program, coupled with a misunderstanding by many employees of their rights and obligations. It also confirmed that French is underused as a language of work in bilingual regions.

This disconnect between the broad support for the principles of the Official Languages Program and the misperception about its application clearly shows us that a fundamental change is needed in the way we practice and promote official languages in federal Public Service.

— Lucienne Robillard,
Dieppe, November 2002

Public Service-wide Employee Survey 2002

In December 2002, I announced the results of the survey for the entire Public Service, which primarily concerned the workplace and work tools available to employees, and these results were very positive. A high percentage of employees stated that they could communicate, be supervised or have access to materials in the official language of their choice; 16 per cent of employees indicated, however, that a lack of access to

language training moderately or significantly hampered their career progress. It also appears that French continues to be underused as a language of work in bilingual regions. This remains a challenge.

The results of the study and the survey are complementary. While they are encouraging, there is still a lot of work to do with respect to access to language and vocational training in the language of choice of employees so that their careers may advance.

Three pilot projects yielded very encouraging results over the course of the year.

Results of the Follow-up of the Project in British Columbia

In British Columbia, a follow-up was conducted on the availability of services in French. This was a follow-up to the joint action that I mentioned previously and in last year's report, which aimed to promote awareness of bilingual service delivery among managers of federal institutions. The project and the follow-up were undertaken in collaboration with the Fédération des francophones de la Colombie-Britannique, the Official Languages Committee of the Pacific Council of Senior Federal Officials and federal institutions. Their innovative approach required the close collaboration of all partners.

The reports highlighted examples of quality service delivery in French as well as examples of services that require improvement. Concrete measures for the latter have been implemented. This joint action served to stimulate dialogue and is perceived as an excellent way to improve services.

Two other pilot projects, in partnership with the Canada Customs and Revenue Agency, focussed on the language of work.

Project to Improve Communications Between the National Capital Region and the Quebec Region

The first pilot project, launched in 2001, aimed to improve communications between Francophones and Anglophones in bilingual regions. An evaluation of the experiential approach⁸ was made over the course of the year, and the results were promising. This approach gave participants an outstanding opportunity to explore fundamental human values — notably respect for others — and how they apply to the issue of language of work. It also

allowed participants to identify concrete and personal measures that they can adopt to improve their workplace.

The experience encouraged the 224 participants to act according to their personal values. These values are not transmitted as information; instead, they are impressed upon us at a deeper level and must be cultivated. The results showed that promoting a climate of confidence and respect contributes to the creation of an environment that is conducive to the use of both official languages. Employees became partners, and this spirit of collaboration contributes to the increased use of French as a language of work. Respect and solidarity bring about positive individual and organizational change.⁹

Following the pilot project, the Agency and the Secretariat worked together to create an awareness workshop with the theme of *Respect inspires . . .* Approximately 87 employees have already participated.

8. The experiential approach is essentially based on personal experiences, dialogue and awareness of people who communicate in either official language.

9. For more information, please visit <http://www.tbs-sct.gc.ca/ollo> and click on *Awareness Sessions and Training*.

- ▶ ***Incredible interaction that makes it possible to see the points of view from both sides.***
- ▶ ***It motivated me to have my rights respected.***
- ▶ ***By focussing on the person, we focus on respect, human values, and emotions. We get the feeling of being listened to more. People seem to be concerned about what we think or feel.***

— Participants in the Canada Customs and Revenue Agency language-of-work pilot project.

Quality Management System for Official Languages

Joint action between the Secretariat and the Agency gave rise to another achievement during the year.

Officially launched in June 2002, the Official Languages Quality Management System project also aims to communicate the message that the issue of official languages reaches beyond the scope of the *Official Languages Act* and the policies based on it. Linguistic duality is also a matter of respect. This project provides employees with means to facilitate the creation and maintenance of an environment that is conducive to a more equitable use of French in the workplace.

Information sessions were delivered to some 800 Agency employees at National Headquarters and in the Quebec Region in order to make them aware of the fact that the use of French and English in the workplace not only promotes better communication between employees, but also leads to cultural change within the organization. In addition, as part of the project, Agency employees developed approaches and selected tools (grammar checkers, checklists for chairing meetings in both official languages, etc.) that promote increased use of French in communications. Lastly, still in collaboration with the Secretariat, the Agency established performance indicators and designed a balanced scorecard that allows it to evaluate both the appropriateness of the approaches used and the results achieved.

The project will gain momentum in 2003–04, since the Agency will launch the second phase of the project in the fall, involving the participation of nearly 3,000 new employees from National Headquarters, the Quebec Region, northern and eastern Ontario, as well as New Brunswick.

I should mention that during this second phase, the *Respect inspires* . . . awareness workshop mentioned

earlier will be included among the sessions offered to participants. To this end, the Secretariat will develop tools to train the trainers in 2003–04, which will contribute to the desired multiplying effect.

This integrated approach will also be tested at Citizenship and Immigration Canada in 2003–04.

Best Practices

The following practices stood out among the annual reports and case studies of institutions:

- ▶ VIA Rail Canada's marketing services conduct a number of surveys every year. The results obtained for 2002 indicate a high degree of client satisfaction with regard to the quality and availability of services in both official languages. Employees were also consulted on this issue, and discussion groups were put in place to review in detail all of the results, establish the priority of required improvements, and develop concrete and feasible action plans. The high participation rate and quality of the feedback received convinced managers to continue to conduct employee surveys.
- ▶ The Parks Canada Western Canada Service Centre and the field units for Mount Revelstoke and Glacier

National Park, southern Saskatchewan, La Mauricie, southern New Brunswick, eastern and western Newfoundland and Labrador offered training courses on delivering active service offers in both official languages to their business partners and to volunteer organizations.

- ▶ As part of its summer student program, the Solicitor General Secretariat provided group language courses for one hour a week. Students had the opportunity to practice the second language they learned in school and to better understand the concept of institutional bilingualism.
- ▶ Air Canada created an on-line language training service that it has made available to its employees.

On the Right Path

The Treasury Board of Canada Secretariat will play a more important role so that official languages remains a government priority. As set out in the *Action Plan for Official Languages*, the government will invest an additional \$64.6 million over the next five years to create an exemplary Public Service in the area of official languages.¹⁰

10. For more information, please refer to Chapter 5 of the *Action Plan for Official Languages*.

Official Languages Innovation Program

Of this \$64.6 million, \$14 million will be allocated to two new funds — the **Regional Partnerships Fund** and the **Official Languages Innovation Fund** — which will encourage the implementation of innovative projects that support targeted activities. This investment will promote improved management of the Official Languages Program, a change in organizational culture, new service delivery methods, and language learning in the workplace. The government will ensure that Canadians gain maximum benefit from these changes by progressing in stages in order to create an exemplary Public Service and promote increased compliance with the Act in all institutions subject to its provisions.

New Directions

Changes to human resources management have been proposed. We are considering, among other things, a progressive change from non-imperative staffing to imperative staffing; language training — there is no doubt that we have to rethink our approach, notably by providing language training to employees earlier in their careers; and lastly, the bilingualism bonus and whether it remains relevant.

We have already imperative staffing for assistant deputy ministers. I propose that we proceed progressively, a level at a time, from the top down. At the same time, we would have to fully integrate language training into career planning for individuals and into our corporate learning agenda. These few changes will eventually lead us to achieving our goal of filling bilingual positions with bilingual people.

— Lucienne Robillard
Dieppe, November 2002

Imperative staffing — that is, hiring candidates who are already bilingual to fill bilingual positions — will become the standard. Bilingualism will become an essential skill for people wishing to access the senior ranks of the Public Service, especially in bilingual regions. It is already a basic requirement for assistant deputy ministers.

It is important to focus on young Canadians (under 35 years of age) who are already bilingual. Many of them attended immersion schools. We must call upon those who will be the agents of change to assure the future of official languages. Measures must also be put in place for all new public service employees, regardless of their age.

The government will implement these changes progressively, from the top down, while continuing to provide equal opportunities for employment and training to all Canadians and without unduly impeding the careers of unilingual employees.

IV. A Service that Meets the Expectations of Canadians

Federal institutions must provide attentive and effective service to the public, regardless of the service delivery method used. In designated offices and points of service, this service must be provided in both official languages. At a time when Canadians are among the most enthusiastic Internet users in the world,¹¹ the government is providing the option of using a growing proportion of its services on-line.

Offices and points of service where institutions are required to provide their services in both official languages are designated as such in regulatory provisions.¹² The Secretariat's Web site publishes a directory of these locations in Burolis.¹³

Bilingual Service Statistics

On March 31, 2003, federal institutions operated a total of 11,792 offices and points of service in Canada, 3,420 of which (29 per cent) were required to provide services in both official languages in order to meet the needs of Canadians.

In the Public Service, the number of employees in bilingual positions working with the public has remained relatively stable. On March 31, 2003, 84 per cent¹⁴ or 33,186 of the 39,266 incumbents of bilingual positions with the duty of serving the public in either official language met the language requirements of their positions. The level of second-language knowledge remained essentially the same as last year. In fact, 32 per cent¹⁵ of bilingual positions require superior proficiency (compared to 30 per cent last year), 66 per cent require intermediate proficiency (compared to 67 per cent last year), and 1 per cent require the minimum level (compared to 2 per cent last year).

11. According to a 2002 survey, approximately 70 per cent of Canadians stated that they had recently used the Internet. Ekos, *Rethinking the Information Highway: Delivering Services to Canadians*.

12. *Official Languages (Communications with and Services to the Public) Regulations*

13. <http://www.burolis.gc.ca>

14. Refer to table 6.

15. Refer to table 7. Table 5 provides more information on second-language levels.

Among the initiatives implemented by institutions, I have identified some interesting examples of services provided:

- ▶ A steering committee was created at Citizenship and Immigration Canada in partnership with official language minority communities to facilitate the integration of new immigrants. The main objectives are to inform members of Francophone communities of the issues and make employees and service providers aware of the needs of each province with respect to bilingualism.
- ▶ The Société Radio-Canada broadcasted messages produced by the Fédération des francophones de la Colombie-Britannique in order to encourage Francophones to make use of French services.
- ▶ The Atlantic Canada Opportunities Agency and Canadian Heritage worked closely with the Government of Newfoundland and Labrador to implement programs supporting the culture and heritage industry to ensure that products and services are available to the Francophone community.
- ▶ The Canada Post Corporation is continuing with its Mystery Shopper Program, which allows it to rate client satisfaction with bilingual services offered at outlets designated as bilingual.

- ▶ Parks Canada systematically conducts surveys in order to assess visitor satisfaction. The Agency evaluates the quality and availability of services in both official languages. In 2002–03, 3 national parks and 13 national historic sites were the subject of such surveys. The results reflect those of the previous year, indicating that 92 per cent of park visitors and 98 per cent of historic site visitors were satisfied with the services they received.

Review of the Directory of Bilingual Offices and Points of Service

Data from the 2001 Census on the distribution of English- and French-speaking populations in the country, by first official language spoken, are now available. They will be taken into account to determine the localities where services must be offered in both official languages.

Each institution is responsible for analyzing its services and the population that it serves in order to identify offices and points of service required to offer bilingual services. The Official Languages Branch of the Secretariat is working closely with institutions subject to the Act to analyze the effect of the data on the application of the Regulations.¹⁶ To this end, it has, among other

16. *Official Languages (Communications with and Services to the Public) Regulations*

things, provided training, developed provisional institutional profiles and provided other tools to assist managers in effectively applying the Regulations. Official language minority communities were consulted regularly on this issue throughout this review.

The Secretariat will be called upon to validate the results of this analysis. I am confident that the number of bilingual offices and points of service will remain essentially the same.

V. A Workplace that is Conducive to the Use of Both Official Languages

The Government of Canada is committed to providing an exemplary workplace in the area of official languages. This consists specifically of respecting the right of its employees to work and communicate in the official language of their choice in regions designated as bilingual.¹⁷

The results of our study¹⁸ and the Public Service-wide Survey of Employees 2002 have revealed that the majority of employees are prepared to make an effort to encourage

bilingualism in their workplace and that employees do not perceive obstacles to their use of the official language of their choice in bilingual regions. It can therefore be deduced that employees are aware of their right to use the official language of their choice. The fact remains, however, that Francophones still too often willingly communicate in English, which unfortunately deprives bilingual Anglophones of opportunities to broaden their knowledge of French and use French in the workplace.

Bilingualism in the Workplace

As seen above, for employees to truly exercise their right to use the official language of their choice in bilingual regions, it is essential that their supervisors be bilingual. Significant progress has been made in this area among senior managers, and it is essential that this momentum be maintained.

On March 31, 2003, of all employees with supervisory duties, 81 per cent or 11,171 of 13,819 incumbents of bilingual positions,¹⁹ met the language requirements of their positions; last year, however, it was 82 per cent.

17. Regions designated as bilingual for language-of-work purposes include the National Capital Region, the province of New Brunswick, parts of northern and eastern Ontario, the bilingual region of Montréal, as well as parts of the Eastern Townships, the Gaspé and western Quebec.

18. *Attitudes Towards the Use of Both Official Languages Within the Public Service of Canada*

19. For more information, refer to table 10.

The number of positions requiring superior second-language proficiency rose from 47 per cent to 50 per cent.²⁰

We must encourage bilingual Francophones and Anglophones to find innovative ways to increase or improve their use of French or English, according to the region.

Several annual reviews described activities that were organized to achieve this goal:

- ▶ This year, the Public Service Commission of Canada launched a national component to *Rendez-vous de la Francophonie 2003*: performances, stories, games, meetings, networking, discoveries and exchanges for the enjoyment of Francophones and francophiles. This is an excellent example of making an effort to increase awareness and bring people together. Moreover, promoting awareness of the importance of respecting both official languages in order to attain the highest possible levels of bilingualism is a daily activity at the Commission. To do this, the institution uses marketing tools, such as pins and mascots.
- ▶ Indian and Northern Affairs Canada designated June 14 as *Bilingualism Day*. The official languages champion encouraged all employees to come up with

activities to celebrate this day in their workplace. The Department also created a reference centre in the National Capital Region with brochures, books, journals, reports and posters related to official languages. Information can also be found on the Department's intranet site. Posters are placed in all meeting rooms in bilingual regions in order to encourage employees to hold bilingual meetings.

- ▶ The Office of the Superintendent of Financial Institutions Canada implemented an awareness program entitled *Célébrons la Francophonie*, designed to promote the use of French in its Ottawa and Toronto offices. In February 2003, employees attended lunch workshops where they were given advice and methods to help them to understand and feel more comfortable in their second language. They had the opportunity to hone their knowledge of their "other official language" in a relaxed and friendly atmosphere. These workshops were very popular, and participants found them to be informative, relevant and interesting.
- ▶ The Monetary and Financial Analysis Department of the Bank of Canada launched a second-language peer-assistance

²⁰. For more information, refer to table 11.

program that allows participants to team up with a colleague with proficiency in the other official language so that they can practice their second-language communication skills.

- ▶ Farm Credit Canada implemented *English Fridays* in the Quebec Region and *French Fridays* in the other regions to allow employees to maintain their second-language skills. This corporation encourages employees to wear a pin to indicate that they participate in the activities.
- ▶ The Canadian Nuclear Safety Commission educates its employees in the science sector on the importance of improving the quality of their written French by providing French editing services.

These projects highlight the sustained efforts being made to create and maintain a workplace that is conducive to the use of both official languages. It is essential that projects be implemented in a harmonious and mutually respectful environment so that employees feel that they are participating in this change, regardless of their first official language.

21. For more information, refer to table 16.

22. Source: 2001 Census data, Statistics Canada.

VI. A Public Service that Reflects the Canadian Population

The Government of Canada is committed to ensuring that both official language communities have equal opportunities for employment and advancement within federal institutions and that the workforces of these institutions reflect Canadian society.

In the modern global economy, Canadians need a modern public service — one that can serve in both official languages, is representative of our increasingly diverse national character, and is an equitable employer of men and women alike. The government's approach to bilingualism must evolve in a continuing effort to earn and preserve the public trust.

— Lucienne Robillard
Dieppe, November 2002

As a whole, the workforces of institutions subject to the Act are reflective of both official language communities in Canadian society. On March 31, 2003, Anglophones represented 72 per cent of public service employees and Francophones represented 27 per cent.²¹ The corresponding proportion of Canadians is 75 per cent and 24 per cent, respectively.²²

The proportion of Anglophone employees of the federal Public Service in the Quebec Region, however, could be improved. Outside of the National Capital Region, 7.6 per cent of employees were Anglophones, whereas Anglophones constitute 12.9 per cent of the population of Quebec.²³

This is a concern for the Anglophone community as well as for the government. Every effort is being made to recruit and retain more Anglophones. To this end, several activities have been organized, led by the Quebec Council of Senior Federal Officials, together with departments and agencies as well as with the Quebec Community Groups Network. Activities developed by the Working Group Forum were continued, either on an ad hoc or an ongoing basis, by the Public Service Commission of Canada, within the departments themselves, or by all players concerned in order to further the agenda (e.g. recruiting on Anglophone college or university campuses). Activities conducted by university “ambassadors” have been promising in terms of concrete results to help to resolve this problem.

Two new studies conducted in partnership with the Anglophone community in Quebec should shed

some new light on the situation and help take stock of it. Progress is being made, and everything indicates that better results will be seen in the upcoming years. We are monitoring the situation and we intend to redouble our efforts.

VII. Results-based Management

The Public Service of Canada has a solid reputation for excellence. As the management board of the government, the Secretariat is committed to preserving this reputation.

It is this quest for excellence that has led us to base our renewal on values: true excellence means surpassing statistical and administrative criteria. This is why we intend to focus increasingly on results rather than on measuring capacity. This is well in keeping with the Secretariat’s direction and the role of the government, which aims to improve the management of its Public Service.

Our main objective is to assist institutions in offering consistent, high-quality services that meet the needs and expectations of Canadians.

23. For more information, refer to table 12.

Aiming for Public Service Values

In the wake of our study and the Public Service-wide Survey of Employees 2002, the Official Languages Branch developed a plan with a view to meeting information needs and encouraging behaviour likely to promote cultural change. This plan aims to help build and maintain an exemplary Public Service in the area of official languages.

Awareness of the need for sustainable cultural change has also increased during meetings held by advisory committees and official languages champions in departments and Crown corporations. The fact that these meetings are held in the regions facilitates the participation of members of official language minority communities, who can better communicate their socio-economic, educational and demographic situation. It is therefore easier to identify their needs and incorporate them into new initiatives.

Audit Tools and Methods for Results-based Management

The Secretariat has developed a number of new tools for stakeholders.

I would particularly like to mention the creation of a tool that will help managers determine the language of service requirements they must meet.

Modelled after a decision tree, this tool contains a series of questions related to the provisions of the Official Languages Regulations. It can be accessed through the Web site of the Official Languages Branch.

The Secretariat has also conducted the following activities:

- ▶ A telephone audit was conducted in March 2003 to determine the extent to which federal offices and points of service actively offer their services in both official languages to the official language minority communities that they serve. The results, which will be broken down by province or territory and by institution, will serve to inform the institutions of possible shortcomings. The audit report will be completed in the fall of 2003.
- ▶ An audit follow-up was conducted with respect to service delivery in French and English in seven Canadian airports: Vancouver, Calgary, Winnipeg, Toronto (Pearson), Montréal (Dorval), Moncton and Halifax. The Secretariat examined active and passive offers of service in both official languages. At the same time, it evaluated the capacity of the airports to offer services in a comparable fashion in either official language. The results of this activity will be available in fall 2003.

- ▶ Given the speed at which Web sites evolve, the Secretariat believed that it would be desirable to provide departments with tools that enable them to ensure the linguistic quality of their sites in order to assure the quality and consistency of the content of government Web sites. This initiative perfectly complements the consciousness-raising approach used by the departments, as well as their responsibilities with regard to official languages. It is in this context that the Secretariat is working on the design of a self-assessment tool.
- ▶ The Secretariat posted various reports and policy papers intended for the public and the network of official languages stakeholders on the Web site of the Official Languages Branch.

In addition, the Secretariat gives the greatest consideration to the recommendations from various studies conducted by the Office of the Commissioner of Official Languages and follows up on them closely. To this end, it works closely with the institutions concerned to decide on joint and dynamic actions that promote the integration of official languages into all aspects of government operations. These actions

strengthen working relationships and increase responsiveness to the needs and expectations of the community in order to assure the success of the renewal.

In the future, we plan to introduce new audit methods: performance indicators; assessment and self-assessment tools; and client satisfaction surveys (through questions added to investigations conducted by institutions). In addition, a small team of auditors will, in turn, examine the various priorities related to the application of the Act.

What is more, we are constantly evaluating the activities of institutions by examining the annual reviews they submit as part of our preparation of the annual report on official languages. Measures used to follow up on the reviews will be strengthened; the approach will be more strategic and will more closely identify major priorities and recurring concerns. The Official Languages Branch will become a centre of excellence that will support government efforts to serve Canadians in the official language of their choice and create a workplace where both official languages occupy their rightful place.

VIII. The Action Plan Paves the Way for the Future

All in all, Mr. Speaker, I believe that this year represents a turning point in the history of promoting official languages: the renewal will now be based on the intrinsic values of the Public Service and of all Canadians.

Linguistic duality is at the core of collective identity of Canadians. It is also a precious asset. Canadians, and the public service employees who are at their service, are very conscious of this fact. Empowered by this knowledge, we can confidently move toward our main objective of creating an exemplary Public Service in the area of official languages.

The change is continuing, from the top down, motivated by the vision of a Public Service where the use of both official languages will have become a reflex, and no longer an accommodation. This reflex will arise naturally from the values of respect, equity, and inclusion that characterize Canadians and their public service.

The *Action Plan for Official Languages* will help us meet this objective. It provides ways to promote leadership and the spin-off effects that are crucial to the cultural change required. It encourages institutions to join forces to implement results-based projects that are adapted to their situation. Within the institutions themselves,

it encourages innovation in order to improve service delivery capacity in both official languages and allow employees to work comfortably in either official language. The Action Plan also establishes an accountability framework that will serve to focus efforts made by institutions. This framework will help to integrate and target the work accomplished in the departments and the Secretariat, notably by emphasizing horizontal co-ordination. In addition, the Action Plan provides the Secretariat with an improved audit and evaluation methodology. The proposed approach is based on values and relies above all on the commitment, leadership and initiative of everyone involved, but it is also based on a renewed sense of thoroughness and resolve that measures up to the responsibilities now placed on them.

It is on this solid foundation that the Public Service of Canada is making the shift to a values-based approach. This foundation will surely allow us to make significant progress over the five-year period set out by the Action Plan. I am proud to have participated in this change of course, and all those involved in the issue of official languages can also be proud.

The paper version was signed by

Lucienne Robillard
President of the Treasury Board

Statistical Appendix

List of tables

The tables that follow are grouped into three categories: A, B and C.

A. Personnel of institutions for which the Treasury Board is the employer, including certain employees of the Royal Canadian Military Police (RCMP) and of National Defence

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
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 — bilingual positions in the Public Service, linguistic status of incumbents
7. Service to the public — bilingual positions in the Public Service, second-language level requirements
8. Language of work — internal services — bilingual positions in the Public Service, linguistic status of incumbents
9. Language of work — internal services — bilingual positions in the Public Service, second-language level requirements
10. Language of work — supervision — bilingual positions in the Public Service, linguistic status of incumbents
11. Language of work — supervision — bilingual positions in the Public Service, 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

B. Personnel of Crown corporations and other organizations for which the Treasury Board is not the employer, including civilian and regular members of the RCMP, members of the Canadian Forces, and personnel of privatized organizations

14. Participation of Anglophones and Francophones in the RCMP and in institutions and organizations for which the Treasury Board is not the employer, by region
15. Participation of Anglophones and Francophones in the RCMP and in institutions and organizations for which the Treasury Board is not the employer, by occupational or equivalent category
- 15.A Participation of Anglophones and Francophones in the Canadian Forces
- 15.B Participation of Anglophones and Francophones as regular members of the RCMP

C. All organizations subject to the *Official Languages Act* (the Act)

16. Participation of Anglophones and Francophones in all organizations subject to the Act
17. Distribution of offices and service points in Canada
18. Distribution of bilingual offices and service points in Canada according to the type of provision applicable
19. Distribution of all organizations subject to the Act

Data sources

There are three sources of data:

- the Position²⁴ and Classification Information System (PCIS) for institutions for which the Treasury Board is the employer;
- the Official Languages Information System (OLIS II) for the other institutions, including Crown corporations, the RCMP and the Canadian Forces; and
- Burolis, the official directory of offices and points of service.

The reference year for the data in the statistical tables differs according to the system, being March 31, 2003, for PCIS and Burolis, and December 31, 2002, for OLIS II.

Interpretation and validity of data

Because of adjustments made over the years (for example, the creation, transformation or the dissolution of some departments or organizations), comparisons cannot always be made using the historical data that is presented here.

Technical notes and definitions

In some tables, the data on the Public Service include a category, termed “incomplete records,” to cover records for which some data are missing.

The data used in this report for the entire public service population are taken from PCIS and differ slightly from those found in the Incumbent System.²⁵

To simplify the presentation of data in the tables, numbers have been rounded to the nearest unit.

24. “Position” here means a position staffed for an indeterminate period or a determinate period of three months or more, according to the data available as at March 31, 2003.

25. According to the PCIS, the total population of the Public Service as at March 31, 2003, is 163,287, compared to 163,314 in the Incumbent System.

Table 1**Language requirements of positions in the Public Service**

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

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

Year	Bilingual	English essential	French essential	English or French essential	Incomplete records	Total
1978	25% 52,300	60% 128,196	8% 17,260	7% 14,129	0% 0	211,885
1984	28% 63,163	59% 134,916	7% 16,688	6% 13,175	0% 0	227,942
2002	37% 59,790	51% 81,823	6% 8,977	5% 8,380	1% 978	159,948
2003	38% 61,896	51% 83,380	5% 8,584	6% 8,766	0% 661	163,287

Source: Position and Classification Information System (PCIS)

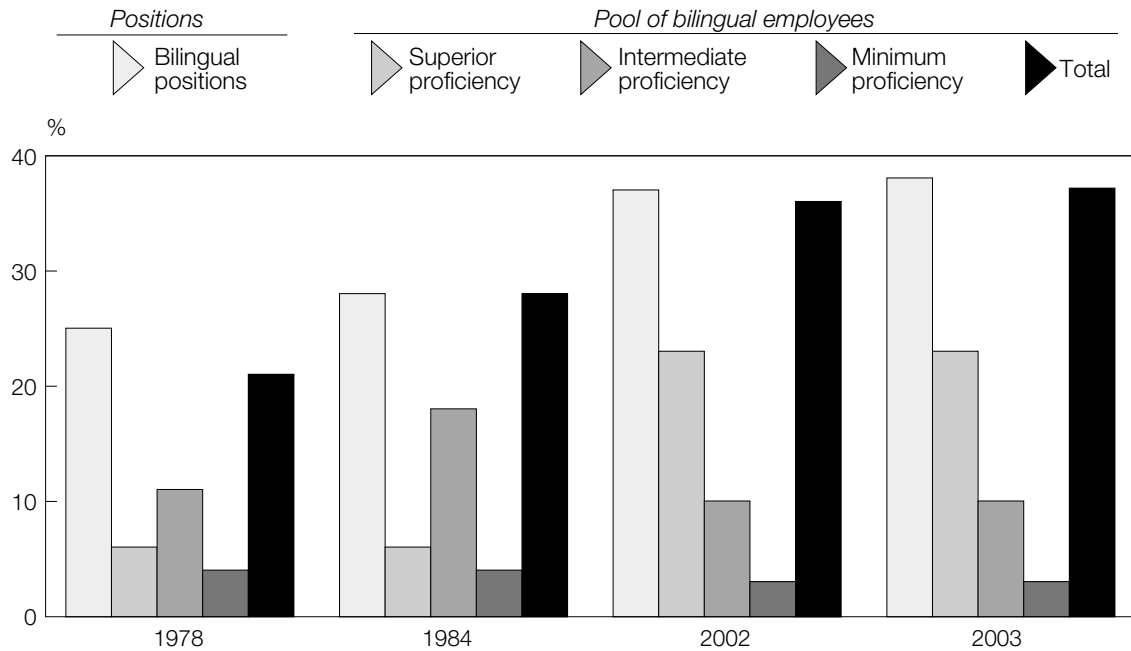
Table 2

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

Establishing the linguistic profiles of positions and conducting the linguistic assessment of federal employees is carried out according to three levels of proficiency:

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

The following three skills are assessed: reading, writing, and oral interaction (understanding and speaking). The results shown in this table are based on test results for oral interaction administered as part of the Second Language Evaluation (SLE).



Source: PCIS

Table 3**Language requirements of positions in the Public Service by region**

The heading **Unilingual Positions** represents 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 unilingual, the language requirements have been determined by the incumbents' linguistic proficiencies rather than by the requirements of the positions.

Region	Bilingual positions	Unilingual positions	Incomplete records	Total
Western provinces and Northern Canada	4% 1,573	96% 34,014	0% 25	35,612
Ontario (excluding NCR)	10% 1,998	90% 18,346	0% 22	20,366
National Capital Region (NCR)	63% 42,281	36% 24,272	1% 455	67,008
Quebec (excluding NCR)	58% 11,805	42% 8,499	0% 19	20,323
New Brunswick	48% 2,612	51% 2,752	1% 53	5,417
Other Atlantic provinces	10% 1,368	89% 11,879	1% 87	13,334
Outside Canada (linguistic capacity)	77% 945	23% 282	0% 0	1,227
Region not specified	0% 0	0% 0	0% 0	0

Source: PCIS

Table 4

Bilingual positions in the Public Service

Linguistic status of incumbents

The linguistic status of incumbents includes two categories:

1. **Meet** signifies that incumbents meet the language requirements of their positions; and
2. **Do not meet**, which is divided into **two** sub-categories:
 - Incumbents who are **exempted** are not required to meet the linguistic requirements of their positions. In certain circumstances, government policy allows an employee to
 - 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).
 - Incumbents who **must meet** the language requirements of their positions in accordance with the *Public Service Official Languages Exclusion Approval Order* under the *Public Service Employment Act*. This Order allows employees a two-year period to acquire the language proficiency required for their positions.

Year	Meet	Do not meet		Incomplete records	Total
		Exempted	Must meet		
1978	70% 36,446	27% 14,462	3% 1,392	0% 0	52,300
1984	86% 54,266	10% 6,050	4% 2,847	0% 0	63,163
2002	84% 50,180	8% 4,847	3% 1,490	5% 3,273	59,790
2003	84% 52,360	8% 4,741	4% 2,274	4% 2,521	61,896

Source: PCIS

Table 5**Bilingual positions in the Public Service****Second-language level requirements**

The linguistic profile for a given position is determined according to three levels of second-language proficiency:

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

The **other** category refers to positions requiring either 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).

In tables 5, 7, 9, and 11, the levels required in the second language (C, B, A, and “other”) refer to “oral interaction.”

Year	Level C	Level B	Level A	Other	Total
1978	7% 3,771	59% 30,983	27% 13,816	7% 3,730	52,300
1984	8% 4,988	76% 47,980	13% 8,179	3% 2,016	63,163
2002	28% 16,576	67% 40,213	2% 1,139	3% 1,862	59,790
2003	29% 18,051	66% 40,901	2% 1,056	3% 1,888	61,896

Source: PCIS

Table 6

Service to the public — bilingual positions in the Public Service

Linguistic status of incumbents

This table focusses on the linguistic status of incumbents in positions for which there is a requirement to serve the public in both official languages. The two categories of **Meet** and **Do not meet** are explained in the description accompanying Table 4.

Year	Meet	Do not meet		Incomplete records	Total
		Exempted	Must meet		
1978	70% 20,888	27% 8,016	3% 756	0% 0	29,660
1984	86% 34,077	9% 3,551	5% 1,811	0% 0	39,439
2002	84% 32,084	8% 3,200	3% 1,024	5% 2,061	38,369
2003	84% 33,186	8% 2,982	4% 1,539	4% 1,559	39,266

Source: PCIS

Table 7**Service to the public — bilingual positions in the Public Service****Second-language level requirements**

This table indicates the level of second-language proficiency required for bilingual positions where the public must be served in the two official languages. The definitions of the levels of proficiency (C, B, A, and “other”) are given in the description accompanying Table 5.

Year	Level C	Level B	Level A	Other	Total
1978	9% 2,491	65% 19,353	24% 7,201	2% 615	29,660
1984	9% 3,582	80% 31,496	10% 3,872	1% 489	39,439
2002	30% 11,647	67% 25,773	2% 649	1% 300	38,369
2003	32% 12,533	66% 25,850	1% 602	1% 281	39,266

Source: PCIS

Table 8
Language of work — internal services — bilingual positions in the Public Service
Linguistic status of incumbents

This table gives the linguistic status of incumbents of bilingual positions providing only internal services to the Public Service, 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 two categories **Meet** and **Do not meet** are explained in the description accompanying Table 4.

Year	Meet	Do not meet		Incomplete records	Total
		Exempted	Must meet		
1978	65% 11,591	32% 5,626	3% 565	0% 0	17,782
1984	85% 20,050	11% 2,472	4% 1,032	0% 0	23,554
2002	84% 17,927	8% 1,629	2% 464	6% 1,187	21,207
2003	85% 19,109	8% 1,736	3% 732	4% 957	22,534

* Bilingual regions for the purpose of language of work include the National Capital Region, New Brunswick, certain parts of northern and eastern Ontario, the bilingual Montréal region, and certain parts of the Eastern Townships, of the Gaspé region and of western Quebec.

Source: PCIS

Table 9**Language of work — internal services — bilingual positions in the Public Service****Second-language level requirements**

This table shows the second-language level requirements for bilingual positions providing only internal services to the Public Service. The definitions of the levels of second-language proficiency (C, B, A, and “other”) are given in the description accompanying Table 5.

Year	Level C	Level B	Level A	Other	Total
1978	7% 1,225	53% 9,368	31% 5,643	9% 1,546	17,782
1984	6% 1,402	70% 16,391	18% 4,254	6% 1,507	23,554
2002	23% 4,879	68% 14,343	2% 477	7% 1,508	21,207
2003	24% 5,498	67% 15,001	2% 444	7% 1,591	22,534

Source: PCIS

Table 10

Language of work — supervision — bilingual positions in the Public Service

Linguistic status of incumbents

This table gives the linguistic status of incumbents of bilingual positions with supervisory responsibilities in the two official languages. The explanations of the categories **Meet** and **Do not meet** are given in the description accompanying Table 4.

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
2002	82% 10,801	7% 992	6% 747	5% 665	13,205
2003	81% 11,171	6% 874	9% 1,270	4% 504	13,819

Source: PCIS

Table 11**Language of work — supervision — bilingual positions in the Public Service****Second-language level requirements**

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

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
2002	47% 6,257	52% 6,814	1% 82	0% 52	13,205
2003	50% 6,899	49% 6,802	1% 72	0% 46	13,819

Source: PCIS

Table 12
Participation of Anglophones and Francophones in the Public Service by region

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

Region	1978		1984		2002		2003	
	Anglo.	Franco.	Anglo.	Franco.	Anglo.	Franco.	Anglo.	Franco.
Canada and Outside Canada	75%	25%	72%	28 %	69%	31%	69%	31%
Total	211,885		227,942		159,948		163,287	
Western provinces and Northern Canada	99%	1%	98%	2%	98%	2%	98%	2%
Total	49,395		52,651		35,087		35,612	
Ontario (excluding NCR)	97%	3%	95%	5%	95%	5%	95%	5%
Total	34,524		36,673		20,295		20,366	
National Capital Region	68%	32%	64%	36%	59%	41%	59%	41%
Total	70,340		75,427		64,564		67,008	
Quebec (excluding NCR)	8%	92%	6%	94%	8%	92%	8%*	92%
Total	29,922		32,114		20,136		20,323	
New Brunswick	84%	16%	73%	27%	61%	39%	61%	39%
Total	6,763		7,698		5,386		5,417	
Other Atlantic provinces	98%	2%	96%	4%	96%	4%	96%	4%
Total	19,212		21,802		13,186		13,334	
Outside Canada	76%	24%	74%	26%	71%	29%	69%	31%
Total	1,729		1,577		1,294		1,227	

* On March 31, 2003, the participation of Anglophones in Quebec (excluding the NCR) stood at 1,550 employees compared to 1,512 the previous year. This figure is different from that on page 22 because it has been rounded off.

Source: PCIS

Table 13

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

The terms "Anglophones" and "Francophones" refer to employees in terms of their first official language. The first official language is the language declared by employees as the one with which they have a primary personal identification (that is, the official language in which they are generally most proficient).

	1978	1984	2002	2003
Canada				
Anglophones	75%	72%	69%	69%
Francophones	25%	28%	31%	31%
Total	211,885	227,942	159,948	163,287
Management				
Anglophones	82%	80%	72%	72%
Francophones	18%	20%	28%	28%
Total	1,119	4,023	3,533	3,770
Scientific and Professional				
Anglophones	81%	78%	75%	75%
Francophones	19%	22%	25%	25%
Total	22,633	22,826	21,601	22,840
Administrative and Foreign Service				
Anglophones	74%	71%	64%	63%
Francophones	26%	29%	36%	37%
Total	47,710	56,513	62,564	65,899
Technical				
Anglophones	82%	79%	76%	76%
Francophones	18%	21%	24%	24%
Total	25,595	27,824	16,744	16,932
Administrative Support				
Anglophones	70%	67%	67%	67%
Francophones	30%	33%	33%	33%
Total	65,931	72,057	35,340	33,571
Operational				
Anglophones	76%	75%	75%	76%
Francophones	24%	25%	25%	24%
Total	48,897	44,699	20,166	20,275

Source: PCIS

Table 14

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

	1991	1994	2001	2002
Canada and Outside Canada				
Anglophones	72%	72%	74%	74%
Francophones	26%	26%	24%	24%
Unknown	2%	2%	2%	2%
Total	270,329	232,337	294,481	299,799
Western provinces and Northern Canada				
Anglophones	91%	91%	92%	93%
Francophones	6%	6%	4%	4%
Unknown	3%	3%	4%	3%
Total	76,526	67,934	90,434	92,037
Ontario (excluding NCR)				
Anglophones	90%	90%	90%	90%
Francophones	8%	8%	7%	7%
Unknown	2%	2%	3%	3%
Total	63,786	56,611	78,739	78,951
National Capital Region				
Anglophones	66%	63%	66%	66%
Francophones	34%	37%	34%	34%
Unknown	0%	0%	0%	0%
Total	30,984	27,489	37,857	40,263
Quebec (excluding NCR)				
Anglophones	15%	18%	16%	17%
Francophones	83%	80%	83%	82%
Unknown	2%	2%	1%	1%
Total	50,255	45,641	53,101	54,168
New Brunswick				
Anglophones	75%	74%	76%	76%
Francophones	23%	24%	24%	24%
Unknown	2%	2%	0%	0%
Total	10,857	8,320	9,358	9,715
Other Atlantic provinces				
Anglophones	91%	90%	91%	91%
Francophones	9%	10%	8%	8%
Unknown	0%	0%	1%	1%
Total	29,629	24,627	23,366	23,535
Outside Canada				
Anglophones	72%	77%	79%	79%
Francophones	28%	23%	21%	21%
Unknown	0%	0%	0%	0%
Total	8,292	1,715	1,626	1,130

Note: See the explanation of the terms "Anglophones" and "Francophones" in Table 12.

Source: OLIS II

Table 15

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

	1991	1994	2001	2002
Canada				
Anglophones	72%	72%	74%	74%
Francophones	26%	26%	24%	24%
Unknown	2%	2%	2%	2%
Total*	270,329†	232,337	294,481	299,799
Management				
Anglophones	72%	72%	75%	75%
Francophones	26%	27%	24%	25%
Unknown	2%	1%	1%	0%
Total	7,209	16,270	8,873	9,355
Professionals				
Anglophones	73%	72%	74%	74%
Francophones	27%	28%	26%	26%
Unknown	0%	0%	0%	0%
Total	11,602	11,444	22,366	26,073
Specialists and Technicians				
Anglophones	70%	72%	76%	77%
Francophones	29%	27%	23%	22%
Unknown	1%	1%	1%	1%
Total	17,645	15,164	53,329	52,540
Administrative Support				
Anglophones	68%	74%	70%	70%
Francophones	30%	26%	29%	29%
Unknown	2%	0%	1%	1%
Total	23,841	67,821	38,488	38,476
Operational				
Anglophones	72%	72%	73%	74%
Francophones	23%	22%	21%	21%
Unknown	5%	6%	6%	5%
Total	92,492	50,775	98,510	98,670

* These totals include the data from tables 15.A and 15.B.

† This total includes 117,540 members of the Canadian Forces for whom the occupational category was not available.

Note: See the explanation of the terms "Anglophones" and "Francophones" in Table 12.

Source: OLIS II

Table 15.A
Participation of Anglophones and Francophones in the Canadian Forces
(Treasury Board is not the employer)

The information on the Canadian Forces is in the form of a sub-table to provide a better overview.

Sub-tables 15.A and 15.B relate to Table 15, presenting a global portrait of participation in those organizations for which the Treasury Board is not the employer.

	1991*	1994	2001	2002
Generals				
Anglophones		76%	76%	76%
Francophones		24%	24%	24%
Unknown		0%	0%	0%
Total		96	72	72
Officers				
Anglophones		76%	75%	75%
Francophones		24%	25%	25%
Unknown		0%	0%	0%
Total		16,051	13,209	13,576
Other Ranks				
Anglophones		71%	72%	72%
Francophones		29%	28%	28%
Unknown		0%	0%	0%
Total		54,716	45,519	47,447

* Distribution by category is not available for the 117,540 members of the Canadian Forces.

Note: See the explanation of the terms "Anglophones" and "Francophones" in Table 12.

Source: OLIS II

Table 15.B**Participation of Anglophones and Francophones as regular members of the RCMP****(Treasury Board is not the employer.)**

This table contains data concerning regular members of the RCMP. The civilian members of the RCMP are included in Table 15. For more information on the composition of the RCMP workforce, consult its annual report.

	1991*	1994*	2001	2002
Officers				
Anglophones			82%	81%
Francophones			18%	19%
Unknown			0%	0%
Total			412	395
Non-commissioned officers				
Anglophones			83%	82%
Francophones			17%	18%
Unknown			0%	0%
Total			4,612	4,454
Constables				
Anglophones			82%	82%
Francophones			18%	18%
Unknown			0%	0%
Total			9,091	8,741

* For these two years, the data are found in Table 15.

Note: See the explanation of the terms "Anglophones" and "Francophones" in Table 12.

Source: OLIS II

Table 16**Participation of Anglophones and Francophones in all organizations subject to the Act**

This table gives a summary of the participation of Anglophones and Francophones in all organizations subject to the Act, that is, federal institutions and all other organizations that, under federal legislation, are subject to the Act or parts thereof, such as Air Canada and designated airport authorities.

	1991	1994	2002	2003
Anglophones	72%	72%	72%	72%
Francophones	27%	27%	27%	27%
Unknown	1%	1%	1%	1%
Total	483,739	450,837	454,429	463,086

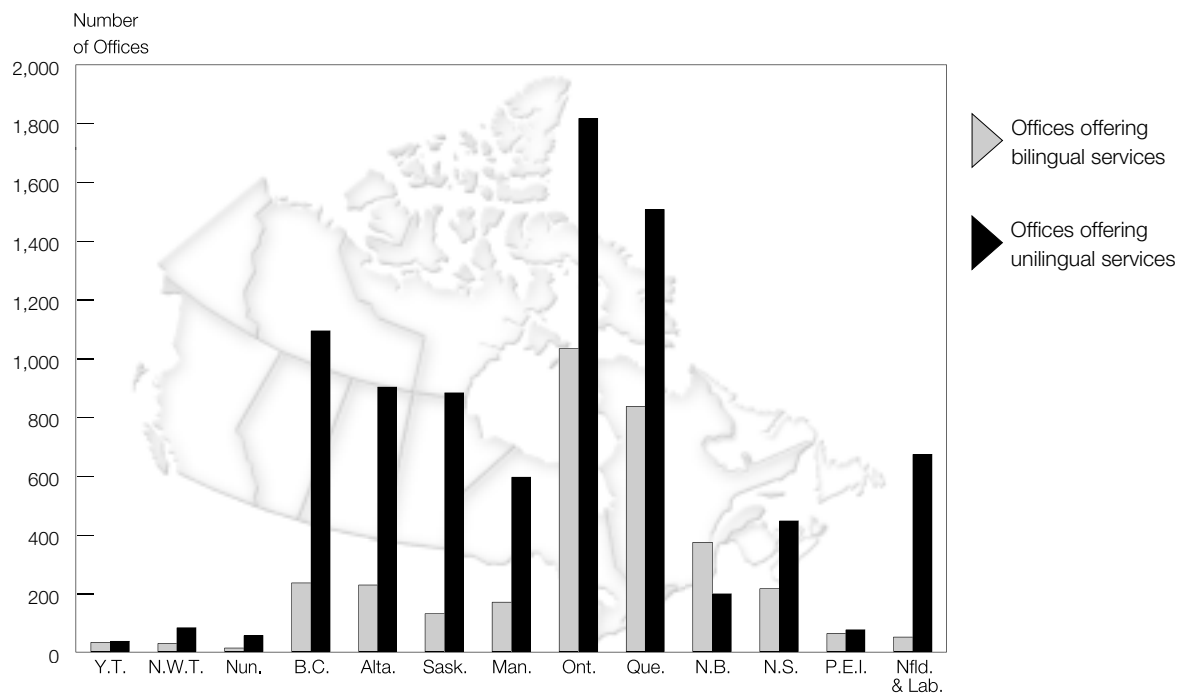
Note: See the explanation of the terms "Anglophones" and "Francophones" in Table 12.

Sources: PCIS and OLIS II

Table 17

Distribution of offices and service points in Canada

This table depicts, by province and territory, the distribution of federal offices and service points required to provide their services in the two official languages as well as those offices providing unilingual services.



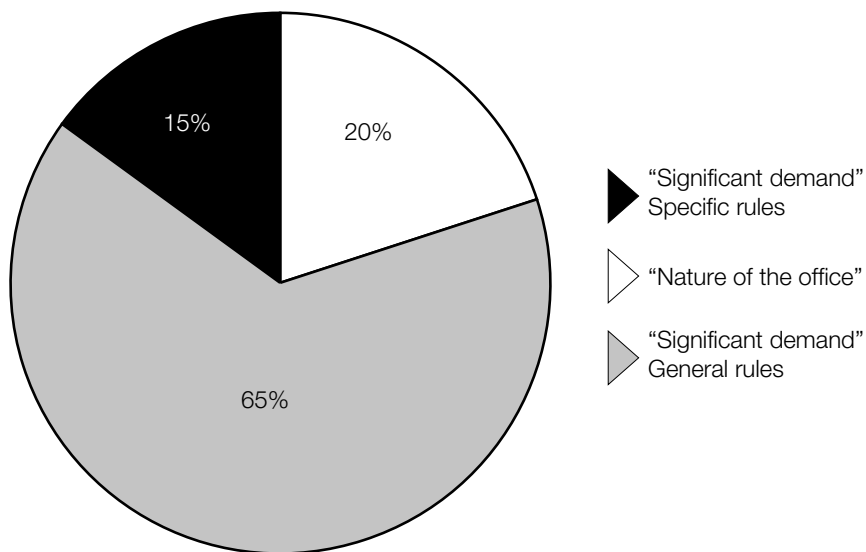
Note: Offices offering unilingual services in French are located in Quebec and those offering unilingual services in English are located elsewhere in Canada.

Source: Burolis

Table 18

Distribution of bilingual offices and service points in Canada according to the type of provision applicable

This table shows the percentage of federal offices required to offer services in both official languages, according to the type of regulatory provision applicable.

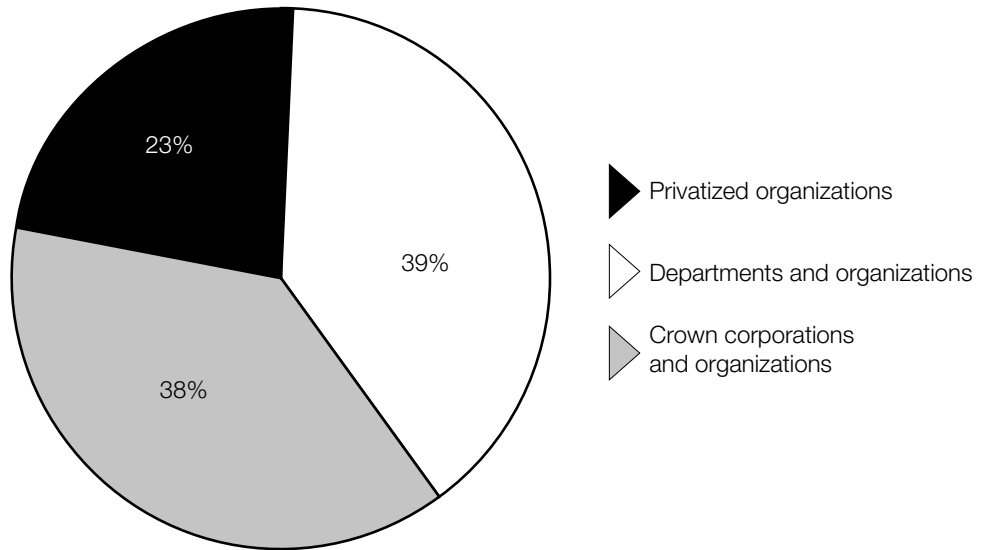


Source: Burolis

Table 19

Distribution of all organizations subject to the Act

This table presents the breakdown of all organizations that are subject to the Act. Note that the Treasury Board is the employer only for the category “Departments and organizations.”



Source: Burolis