

**STRATEGY FOR ACTION
BY DEPARTMENTAL
OFFICIAL LANGUAGES CHAMPIONS**

**Paper prepared by the
Steering Committee of Departmental Official Languages Champions
On April 12 and May 17, 2002**

**Presented to the Champions
In the context of the
Sixth Conference of Departmental Official Languages Champions
May 30 and 31, 2002
Sudbury, Ontario**

**REVISED ON AUGUST 2nd, 2002,
FOLLOWING THE SUDBURY CONFERENCE**

**The revised document will serve as a reference paper during the
Champions' retreat on September 26 and 27, 2002.**

Note: For the moment, this proposed Strategy for Action is based on the role of the departmental official languages champions. Champions for Federal Regional Councils may consider how the proposed Strategy for Action can be complemented in order to support them in their regional roles.

**Treasury Board of Canada Secretariat
August 2002**

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A. Background

At the *Fifth Conference of Departmental Official Languages Champions*, held in Vaudreuil, Quebec on November 22 and 23, 2001, the champions discussed their role, the challenges, the possibilities and the winning conditions for playing their role as champions, in the context of the proposed change in organizational culture.

Many suggestions were made to support the role of the official languages champions.

Also, in order to ensure that the champions can fully play their role in the management of government affairs, a *Steering Committee of Departmental Official Languages Champions* (“the *Steering Committee*”) was formed from the champions who volunteered in Vaudreuil. (Appendix 1)

On April 12 and May 17, 2002, the *Steering Committee* (represented by Diana Monnet – TBS, Manon Brassard - IRB, Marcel Gibeault – RSN, Rolf Mamen – CSA, Nicole Morin – HRC, François Raynaud – NAFTA, Michel Roy – IAN, and Nicole Fortier – TBS, resource person) met to analyse the suggestions made by the champions at their Vaudreuil meeting and prepare a draft strategy for action by the champions.

This draft strategy served as a basis to the discussions held during the *Sixth Conference of Departmental Official Languages Champions* in Sudbury (Ontario) on May 30 and 31, 2002. A summary of the discussions is included in this document. (Appendix 2) The objective was to identify preliminary elements of an Action Plan for departmental champions. It was decided, during the conference, to organize a two-day retreat in order to finish up the work that has been started in Sudbury. More precisely, this meeting should allow the champions to polish up their vision of their role and to develop an Action Plan giving concrete expression to the strategy.

B. Goal of the Strategy for Action by Departmental Official Languages Champions

The goal is to provide a strategic framework for action to support the departmental official languages champions in playing their leadership role in the management of government affairs, with respect to Parts IV, V, VI and VII of the *Official Languages Act* (OLA): service to the public, language of work, equitable participation by English-speaking and French-speaking Canadians (“equitable participation”), and the development of the official language minority communities (“development of the communities”).

C. Role of the Departmental Official Languages Champions

What:

Influence (going as far as proposing measures) the importance of taking the government's objectives for service to the public, language of work, equitable participation and the development of the communities into account in all activities of the federal government, both functional (operational management) and statutory (development of programs, policies and initiatives).

Who:

This role of influence and leadership is played:

Collectively:

- ? with the Committee of Deputy Ministers on Official Languages and the minister responsible for the co-ordination of official languages;
- ? with the key agencies (Treasury Board Secretariat, Intergovernmental Affairs and Privy Council, Canadian Heritage and others).

Individually:

- ? with the executive committee of each champion's department or agency;
- ? with all managers and employees of the champion's department or agency, including the regions.

How:

This role is played:

Both collectively and individually (as defined above):

- ? by promoting the obligations related to service to the public, language of work, the equitable participation and the development of the communities;
- ? by acting as high-level contacts for the official language minority communities;
- ? by making known the needs expressed by the communities;
- ? by identifying the repercussions for service to the public, language of work, equitable participation and development of the communities arising from major government and departmental projects;
- ? by supporting the persons responsible for official languages within departments and agencies, including the 41 co-ordinators for the development of the communities;
- ? by proposing measures for achieving the government's objectives for service to the public, language of work, the equitable participation and the development of the communities, as effectively as possible.

D. Proposed Action

- 1. Collectively with the Committee of Deputy Ministers on Official Languages (CDMOL) and the minister responsible for the co-ordination of official languages:**
 - 1.1 Invite the President of the CDMOL to an upcoming champions' conference, or obtain an invitation to the CDMOL (see 1.2, 1.3, 1.4).
 - 1.2 Present the Champions' Action Plan to the CDMOL to make them more aware of the challenges, concerns and action concerning the role of official languages champions.
 - 1.3 Offer the CDMOL the opportunity to discuss with the champions the Committee's priorities and the challenges those priorities create.
 - 1.4 Make known the champions' suggestions/comments concerning the repercussions for service to the public, language of work, the equitable participation and the development of the communities, of major government projects (such as modernizing human resources management).
 - 1.5 Offer the minister responsible for the co-ordination of official languages the opportunity to use the network of champions as another sounding board for discussing such topics as his Action Plan, his vision or the way in which his role is evolving.

- 2. Collectively with key agencies for official languages (Treasury Board Secretariat (TBS), Intergovernmental Affairs (INT. AFF.) and Privy Council (PC), Canadian Heritage (PCH) and others:**
 - 2.1 Recommend to the Clerk of the Privy Council and Secretary to the Cabinet that the official languages objectives be permanently incorporated as a performance measure in the deputy ministers' accountability agreements, and in those of all senior management where applicable. (PCO)
 - 2.2 Recommend that a fund be set up for the champions to facilitate carrying out departmental and interdepartmental projects (TBS).
 - 2.3 Participate in consultations by TBS or other agencies (or suggest them) on new government initiatives in order to be able to identify and make known the repercussions for service to the public, language of work, the equitable participation and the development of the communities, of these major projects (for example, modernizing human resources; the follow-ups to the Study of Perceptions and Attitudes concerning official languages in the workplace) (TBS or others).

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- 2.4 As necessary, set up working groups of champions responsible for participating directly in the introduction of new initiatives that have repercussions for official languages, such as modernizing human resources management. The champions would also like to be able to participate in the setting up of follow-ups for official languages arising out of studies or surveys, like the Public Service Employee Survey planned for June 2002 and the study of perceptions and attitudes pertaining to official languages in the workplace.
- 2.5 Set up a focus group on values and official languages.
- 2.6 Form a working group to clarify the champion's role with respect to Part VII of the *OLA* (development of the official language minority communities). (PCH)
- 2.7 Include the official languages aspect in modern comptrollership. An assessment tool known as "The Capacity Check" is available to departments and agencies to perform a self-assessment of current capabilities relative to Modern Comptrollership management practices. This baseline assessment, involving interviews with executives and managers, allows for the identification of priority areas for improvement (i.e. processes, competencies, systems, etc.). Official languages should be integrated in the tool. (TBS)
3. **Individually with the executive committees of each champion's department or agency.** *Each champion should complete this section individually. Here are some examples:*
 - 3.1 Ensure that a mechanism is in place to identify the repercussions for service to the public, language of work, the equitable participation and the development of the communities, of new programs, policies and initiatives (Memorandums to Cabinet or submissions to the Treasury Board).
 - 3.2 Encourage the systematic use of French as a language of work in the executive committee of the champion's department or agency.
4. **Individually with all managers and employees of each champion's department or agency, including the regional level.** *Each champion should complete this section individually. Here are some examples:*
 - 4.1 Ensure that official languages are considered in policy development, in the design of new programs and in the implementation of all new government initiatives.

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- 4.2 Encourage the champion's department or agency to hold information or training sessions on the obligations related to service to the public in both official languages, the use of both official languages in the workplace, the equitable participation and the development of the communities.
- 4.3 Appoint an official languages champion for each region of the department or agency in question.
- 4.4 Appoint a champion that comes from each of the two linguistic groups.
- 5. Other action to support the champions in playing their role**
- 5.1 Regularly meet/consult the official language minority communities.
- 5.2 Share tools or initiatives that work well and can be transferred to other departments or agencies. (For example, in Vaudreuil the champion for PCH presented tools for encouraging greater use of both official languages in the workplace.)
- 5.3 Encourage the departments or agencies to develop tools for implementing the Official Languages Program that are generic so that they can be shared with other departments or agencies.
- 5.4 Hold lunches among champions in addition to the conferences, to share best practices, to discuss specific challenges and increase the networking.
- 5.5 Hold a half-day session for discussing and sharing best practices among the champions and the persons responsible for official languages relating to the service to the public, language of work and the equitable participation, including the 41 co-ordinators responsible for the development of the communities.
- 5.6 Organize special activities (at champions' conferences or other forums) to learn more about the needs of the official language minority communities.
- 5.7 Propose that the Committee on Values and Ethics add official languages to their agenda or organize a session with members of the committee to discuss official languages as a fundamental value within the public service.
- 5.8 Identify special challenges for small institutions, to be able to propose means of dealing with them. (A committee of champions from small organizations could be formed.)

E. Action Plan and Timetable

Preliminary elements of an Action Plan for departmental champions were identified during the *Sixth Conference of Departmental Official Languages Champions*, held in Sudbury, Ontario on May 30 and 31, 2002. A summary of the discussions is included in this document. (Appendix 2) It was decided, during the conference, to organize a two-day retreat on September 26 and 27, 2002 in Ste-Adèle, Quebec. This meeting should allow the champions to polish up their vision of their role and to develop an Action Plan giving concrete expression to the Strategy for Action by Departmental Official Languages Champions.

F. Secretariat and Support in Implementing the Strategy for Action by Departmental Official Languages Champions

The OLB is performing this function in terms of the availability of its resources.

G. Summing Up

Essentially, the Strategy for Action by the Departmental Official Languages Champions:

1. Describes and delimits the role of the champions

- ? Role of influence and leadership;
- ? Upward, downward, horizontally and toward the regions;
- ? Concerning the importance of taking into account the government's objectives for institutional bilingualism (service to the public, language of work, equitable participation of English-speaking and French-speaking Canadians) and development of the communities;
- ? In all activities of the government, both functional (operational management) and statutory (development of programs, policies and initiatives).

2. Identifies certain key actions that can support the champions in their role

- ? Collectively with the Committee of Deputy Ministers on Official Languages and with the minister responsible for co-ordination of official languages;
- ? Collectively with key central agencies for official languages (TBS, Intergovernmental Affairs and Privy Council, Canadian Heritage and others);
- ? Individually with the executive committee of each department and agency
- ? Individually with all managers and employees of each department and agency, including the regional level;
- ? Other action to support the champions in playing their role.

3. Contains an Action Plan

- An Action Plan (including a timetable) should be developed by the champions during the two-day retreat to be held on September 26 and 27, 2002 in Ste-Adèle (Québec).

Appendix 1

Steering Committee of Departmental Official Languages Champions

?	Diana Monnet	<i>Chair</i> , Treasury Board Secretariat - TBS (613) 952-2932
?	Denise Boudrias	Public Service Commission - PSC (613) 995-7993
?	Manon Brassard	Immigration and Refugee Board - IRB (613) 947-6922
?	Michel Cardinal	Public Works and Government Services - SVC (819) 997-8825
?	Christian Couture (LGen.)	National Defence - DND (613) 992-7582
?	Gilles Dufault	Canadian Transportation Agency - ATN (819) 953-8914
?	Marcel Gibeault	Natural Resources Canada - RSN (613) 996-4008
?	Michel Granger	Canadian International Trade Tribunal - BCO (613) 993-3595
?	Rolf Mamen	Canadian Space Agency - CSA (613) 998-2873
?	Nicole Morin	Canadian Human Rights Commission - HRC (613) 943-0331
?	Françoy Raynauld	NAFTA Secretariat – Canadian Section - CST (613) 992-9380
?	Michel Roy	Indian and Northern Affairs Canada - IAN (819) 953-3180

Resource Persons:

?	Nicole Fortier	(Treasury Board Secretariat – TBD) (613) 952-6203
•	Lily Long	(Treasury Board Secretariat – TBD) (613) 952-3132
•	Lisette Brisebois	(Treasury Board Secretariat – TBD) (613) 952-6205

Appendix 2

Summary of the Plenary Session Held on May 31, 2002 in Sudbury: Preliminary Elements of an Action Plan

Group 1 Marketing, Promotion and Communication

Suggested action and means:

Collectively

- 1) Promotional activities for a better understanding of OL
- 2) OL grounded in the system of values and skills on the same basis as professional skills
- 3) A change in culture is essential for a revitalization of OL
- 4) A more open atmosphere regarding OL
- 5) A symbol for OL
- 6) An awareness campaign:
 - target managers and language and professional training sectors
 - promote means of using OL in the workplace
- 7) A Web site for the use of Champions
- 8) Share best practices by E-mail, electronic lists, seminars
- 9) A special marketing to young federal employees

Within the department

- 1) An advisory committee for employees.
- 2) Evaluation of the results of internal surveys in regard to OL and put corrective measures in place, where needed
- 3) Tools adapted to the needs of the regions
- 4) Succession plans: include OL as a necessary competence for certain positions

Group 2 La Relève

Background: In 3 to 5 years, many executives that are now Champions will be retiring.

Suggested action and means:

Collectively

- 1) Demographic studies to identify the situation among the feeder groups
- 2) Mentorship for young executives likely to become OL Champions
- 3) Incentives to become an OL Champion
- 4) Setting up a youth commission/youth Champions within the Federal Public Service
- 5) A critical mass of Francophone and Anglophone Champions should be maintained
- 6) An accountability regime pertaining to the role of OL Champion
- 7) The *Fédération des jeunes Canadiens-français* involved
- 8) Publicity campaign / Office of the Commissioner of OL as a partner

Group 3 Accountability Regime

Suggested action and means:

Collectively

- 1) A message to senior management as to the need to establish an accountability regime for OL
- 2) A retreat to refine the Champions' strategy/action plan
- 3) A continuous dialogue between the Champions and the members of the Committee of Deputy Ministers on OL
- 4) A letter to the Deputy Ministers suggesting that they clarify the OL accountability frameworks for all levels of management

Within the department

- 1) OL: a value and an operational priority
- 2) Consequences or concrete measures put in place in case of non-compliance with the obligations by the various levels of managers

Group 4 Role and Status of the Champions

Suggested action and means:

Collectively

- 1) A need to prepare an action plan to encourage the Champions to act in two ways: collectively and individually
- 2) Champions: an official status in the bureaucracy
- 3) Social marketing, promotion in the regions and to the general population

Within the department

- 1) Champion as a PROMOTER of OL
- 2) OL considered from the design stage of programs and policies
- 3) **Police:** Human Resources Co-ordinator // **Conscience:** OL Champion
- 4) French recognized as an added value
- 5) Ties between the Champion, the Person Responsible for Parts IV, V and VI of the *Official languages Act (OLA)* and the National Co-ordinator for section 41 of the *OLA*

Group 5 Resources

Context:

- 1) Shortage of expertise to support OL Champions
- 2) Low corporate capability, in some cases, for supporting Champions in the areas of strategy, analysis and promotion
- 3) OL: beyond the context of human resources
- 4) Language of work remains a challenge
- 5) Champion's role varies with the institution's mandate and size
- 6) OL: a program component, not just an administrative component

Suggested action and means:

Collectively

- 1) Strategic capability for OL to be developed
- 2) From administering OL to managing OL
- 3) Synergy between OL players (Committee of Deputy Ministers on OL, Champions, Persons Responsible for Parts IV, V and VI of the *OLA*, Co-ordinators for section 41) by organizing various forums (e.g.: Atlantic Symposium on OL 2001, National Symposium on Canada's OL 1998)

Within the department

- 1) Allocation of necessary funds to train, recruit and pay OL specialists