



Office of the Commissioner of Official Languages

Performance Report

For the period ending
March 31, 1999

Canada

Improved Reporting to Parliament Pilot Document

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis what was known as the annual *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

This year, the Fall Performance Package is comprised of 82 Departmental Performance Reports and the government's report *Managing for Result* - Volume 1 et 2.

This *Departmental Performance Report*, covering the period ending March 31, 1999, provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's pilot *Report on Plans and Priorities* for 1998-99. The key result commitments for all departments and agencies are also included in Volume 2 of *Managing for Results*.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine and develop both managing for and reporting of results. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site:
<http://www.tbs-sct.gc.ca/tb/key.html>

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**Office of the
Commissioner
of Official Languages**

Departmental Performance Report

**For the
period ending
March 31, 1999**

**The Right honourable Jean Chrétien
Prime Minister of Canada**



PREFACE

This document is the third performance report of the Office of the Commissioner of Official Languages (OCOL) under the new *Expenditure Management System* (EMS) introduced by the Treasury Board Secretariat (TBS) early in 1995.

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1. This list excludes the financial tables presented in Section V (Financial Performance), which have their own numbering.

LIST OF ABBREVIATIONS AND ACRONYMS

ACELF	<i>Association canadienne d'éducation de langue française</i>
ARC	<i>Alliance des radios communautaires du Canada</i>
CDFS	Common Departmental Financial System
CF	Canadian Forces
COL	Commissioner of Official Languages
CRTC	Canadian Radio-Television and Telecommunications Commission
DND	Department of National Defence
EMS	Expenditure Management System
FIS	Financial Information Strategy
FPCB	<i>Fédération des francophones de la Colombie-Britannique</i>
FTE	Full-Time Equivalent
GAAP	Generally Accepted Accounting Principles
IB	Investigations Branch
IM	Information Management
IT	Information Technology
OAC	Ombudsman Association of Canada
OCOL	Office of the Commissioner of Official Languages
OLA	Official Languages Act
PB	Policy Branch
POLAJ	National Program for the Integration of Both Official Languages in the Administration of Justice
PRAS	Planning, Reporting and Accountability Structure
PSC	Public Service Commission
PWGSC	Public Works and Government Services Canada
RCMP	Royal Canadian Mounted Police
ROCB	Regional Operations and Communications Branch
TB	Treasury Board
TBS	Treasury Board Secretariat
UCS	Universal Classification Standard

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EXECUTIVE SUMMARY

1 One of the main challenges of the Office of the Commissioner of Official Languages continued to be the full and complete implementation of the language rights of Canadians as defined by the *Official Languages Act* (OLA) and the Charter. OCOL is also concerned about the vitality of the official language minority communities and about promoting linguistic duality and illustrating its benefits for Canadians.

2 OCOL continued to take resolute action to better inform Canadians of their rights, to conduct studies on certain aspects of language policy — particularly a study on the increased use of the Internet within the federal government since the submission of the 1996 report and on the reorganisation of the RCMP — to assist in the full implementation of section 23 of the Charter — and in particular a study on the factors motivating school choice by eligible parents — and to conduct the investigations required to ensure the official language rights of Canadians are respected.

3 The Commissioner continued to attach great importance to the provision of service of equal quality in both languages. He pursued the follow-up to his 1994 special study of federal offices designated to provide services in both official languages. After submitting a progress report asking that corrective measures be taken quickly, given the inadequacy of progress compared to the 1994 study, he then completed the follow-up in the other provinces and territories.

4 The Commissioner is currently involved in 19 legal recourses dealing with language rights. Of that number, four were begun by her predecessor. In May 1999, the Office of the Commissioner launched a study of the equitable use of English and French before federal courts and administrative tribunals exercising quasi-judicial powers.

5 The Commissioner continued to reach the Canadian public through speeches and intervened with governmental authorities in order to favour the implementation of services in both official languages. He established partnerships in order to promote linguistic duality. Various communication tools were also distributed.

6 In terms of internal management, 95% of the organisation's systems, including the complaint handling system, have been made Y2K compliant. There was also the conversion of the financial system to the accrual accounting method (in accordance with the Financial Management Strategy). Finally, there was the implementation of an electronic form management program, the acquisition of a material management information system and the first presentation of long service awards to OCOL employees.

TABLE 1
KEY RESULTS COMMITMENTS
OFFICE OF THE COMMISSIONER OF OFFICIAL LANGUAGES (OCOL)

To provide Canadians with:	To be demonstrated by:	Achievement reported in:
Respect for their language rights as set out in the Act and the <i>Regulations on Service to the Public</i> .	<ul style="list-style-type: none"> • Number and type of complaints received and handled pursuant to the provisions of the Act. • Number and type of investigations conducted pursuant to the provisions of the Act. 	All achievements are reported in Part III of the Performance Report.
Recognition of the equal status of both official languages via the promotion by federal institutions of English and French	<ul style="list-style-type: none"> • Clients' level of satisfaction with the handling of complaints and associated results as indicated by periodic surveys. • Degree of implementation , by institutions subject to the Act, of recommendations made (as shown by investigations and follow-ups). 	
Official language minority communities characterized by development and vitality	<ul style="list-style-type: none"> • Number and type of interventions with decision-makers, the communities affected and the public. • Public attitudes to language rights. • Degree of implementation of the findings and recommendations of the Annual Report and other reports or studies (special studies, reports to the Governor in Council, etc.). 	
Knowledge of their language rights and of the role of the Commissioner of Official Languages.	<ul style="list-style-type: none"> • Statistical data on the public service workforce by federal institution, by region and by employment category. • Statistical data on the percentage of bilingual service and active offer in designated offices, by region. 	

I COMMISSIONER'S MESSAGE

1.1 In the nearly thirty years since the *Official Languages Act* was adopted, the main focuses of the Commissioner of Official Languages's activities have remained unchanged: to assist Canadians in obtaining quality service from federal institutions, under the criteria set out in the Act and the Regulations, to ensure recognition of the equality of status of Canada's two official languages, to foster respect for the spirit and the letter of the Act, to better inform Canadians about the role of the Commissioner of Official Languages and, finally, to enhance the vitality of the official language minority communities in their environments, throughout the country.

1.2 Social and political conditions change, however, and the Commissioner has therefore adapted his activities accordingly. Thus, while the Charter was adopted over fifteen years ago, it is only in the last five years that minority community parents have seen the right of their children to instruction in their language implemented satisfactorily, thanks to their efforts and to the active and unfailing support that the Commissioner has given them.

1.3 The rapid changes on the Canadian scene have a direct impact on the communities, particularly in the health sector. This is an area under provincial jurisdiction, but the Commissioner has used his good offices and powers of persuasion to ensure that the minority communities can continue to rely on adequate health services in their language.

1.4 The Commissioner's efforts also helped to ensure quality education for young people in the communities and thereby afford them opportunities for development.

1.5 Over the course of the past eight years, we have witnessed significant changes in public institutions around the world, and Canada, as we can see, has not escaped them. We can celebrate improvements in the area of official languages, despite certain setbacks that, let us hope, are only temporary. As these changes have occurred, we have made every effort to remind the appropriate authorities of how important the official languages and respect for language rights are for social cohesion in this country.

Dyane Adam
Commissioner of Official Languages

II OVERVIEW OF THE OFFICE OF THE COMMISSIONER

2.1 The Office of the Commissioner, which serves the public from its offices in Ottawa and its five (5) regional offices, supports the Commissioner of Official Languages (COL) in fulfilling her mandate to protect the language rights of individuals and groups in Canada and to monitor the linguistic performance of federal institutions and other agencies (hereinafter referred to as federal institutions) subject to the Act.

MANDATE AND VISION

The *mandate* of the Commissioner consists in taking all necessary measures to ensure recognition of the status of each of the official languages and compliance with the letter and the spirit of the *Official Languages Act* (OLA) in the administration of the affairs of federal institutions, including any of their activities relating to the advancement of English and French in Canadian society.

The *vision* of the Office of the Commissioner of Official Languages rests on three essential principles on which all its activities are based:

- Linguistic duality as a fundamental value of the country
- The public comes first
- Compliance with the *Official Languages Act* and its spirit

OPERATING ENVIRONMENT

2.2 The Commissioner is appointed by commission under the Great Seal, after approval of the appointment by resolution of the Senate and House of Commons, for a seven-year term. Like the Auditor General and the Chief Electoral Officer—who, by virtue of their mandates, must be at arm’s length from the government—the Commissioner reports directly to Parliament.

2.3 The Commissioner has only the power of recommendation (although she can apply to the courts in support of a complainant who asks her to do so). As an ombudsman, her most powerful tool is that of persuasion.

2.4 The role of the COL has essentially three components:

- To investigate any complaint made to the Commissioner to the effect that the status of an official language was not or is not being recognised, any provision of an Act of Parliament or regulation relating to the status or use of an official language was not or is not being complied with, or the spirit and the letter of the *Official Languages Act* was not or is not being complied with in the administration of the affairs of any federal institution, and to make recommendations as necessary to ensure compliance with the Act.
- To conduct studies on any issues of major importance involving the implementation of the *Official Languages Act*.
- To report to Parliament and inform the Canadian public about the scope and implementation of the *Official Languages Act* and the rights and obligations arising from it.

2.5 While all federal institutions are subject to the Act, some of them play a particular role in this regard, as shown in the following table.

TABLE 2
SURVEY OF OFFICE OF THE COMMISSIONER'S PARTNERS

PARTNER	RESPONSIBILITY	INTERVENTION
Privy Council Office	Federal Language Policy	<ul style="list-style-type: none"> • Defines the major orientations
Treasury Board	Government Principles and Programs	<ul style="list-style-type: none"> • Develops and co-ordinates • Monitors, audits and evaluates implementation and effectiveness
Public Service Commission	Language Skills	<ul style="list-style-type: none"> • Provides language training to public servants • Determines the level of language knowledge of candidates for bilingual positions • Specifies the principles for the imperative or non-imperative designation of positions
Canadian Heritage	Part VII	<ul style="list-style-type: none"> • Co-ordinates the implementation within the federal administration, of the federal government's commitment to enhance the vitality of the English and French linguistic minority communities in Canada and support and assist their development and to foster the full recognition and use of both English and French in Canadian society
Department of Justice	Law, Legislation and Juridical Policy POLAJ (National Program for the Integration of Both Official Languages in the Administration of Justice)	<ul style="list-style-type: none"> • Provides advice to the government • Promotes and improves the availability of justice in both official languages to ensure that Canadians can exercise their rights in the language of their choice
Public Works and Government Services Canada	Translation Bureau	<ul style="list-style-type: none"> • Manages translation and interpretation activities
Federal Court	Court Remedies	<ul style="list-style-type: none"> • Hears actions brought by persons who have previously made a complaint to the Commissioner
Standing Joint Committee on Official Languages	Act, Regulations and Directives	<ul style="list-style-type: none"> • Monitors the implementation of the Act as well as the reports of the Commissioner, of the President of the Treasury Board and of Canadian Heritage

OBJECTIVE

To ensure recognition of the status of each of the official languages and compliance with the letter and the spirit and intent of the *Official Languages Act* in this regard.

STRATEGIC PRIORITIES

2.6 The activities of OCOL are governed by the following strategic priorities:

- Where required by the *Official Languages Act*, that the public receives services of good quality in the official language of its choice.
- That the federal commitment to enhance the vitality of the official language minority communities and promote the advancement of English and French in Canadian society be realised.

CHALLENGES

SOCIO-ECONOMIC VALUES

Changing values...

2.7 Implementation of the Official Languages Act involves special challenges. While a large proportion of Canada's population fully supports the principles of the Act, some have still not accepted its primary objectives. Full implementation of the Act calls for a new way of thinking. Such a change in thinking is a major phenomenon that gives rise to specific social tensions. While some feel that the scope of Act is too ambitious, others express concerns about various aspects of its implementation, particularly in the context of budget cuts.

RENEWAL OF THE FEDERAL ADMINISTRATION

Complex changes and reorganizations ...

2.8 In view of the major organisational and structural changes in the federal administration, the variety and complexity of the complaints and situations to be resolved continue to increase. For example, the transfer of certain responsibilities to the provinces (ex: *Contraventions Act*) and municipalities resulted in a number of complaints in regard to which it was necessary to determine the responsibility of each level of government and to evaluate the scope and effectiveness of the language clauses contained in the agreements. In this context, strategies and modes of intervention must be found that are adapted to the new realities to ensure that the principles of the *Official Languages Act* are respected. It was to that end that the Commissioner asked the provincial ombudsmen to examine various ways of

cooperating to resolve complaints about the services now delivered by the provinces and municipalities.

2.9 The federal government's response to the Commissioner's report on government transformations was encouraging. The Commissioner was pleased to see that a task force outside the Public Service submitted a report entitled "No Turning Back," which had a very similar thrust to his report on transformations submitted the year before. The Commissioner intends to keep a close eye on this matter.

COURT REMEDY

Settling disputes...

2.10 Part X of the OLA stipulates that court remedy proceedings initiated under the Act must be heard in a summary manner, that is, under a more rapid procedure where evidence is introduced by means of affidavits without the witnesses having to appear in court. The rules of the Federal Court provide for quite short deadlines for the conduct of proceedings (ex: adducing of evidence, interrogatory, written submissions). As an ombudsman, the Commissioner has an interest in obtaining a decision as quickly as possible on the rights of the complainant and the obligations of organisations subject to the OLA, while minimising costs. Court remedy is only considered as a last recourse.

HUMAN RESOURCES MANAGEMENT

A strategic investment ...

2.11 The Commissioner continues to promote simplified and less expensive human resources management as a way of easing the financial burden, maximising the use of human resources and at the same time modernising the manner in which managers perform their duties. The main challenge is still to reconcile the strategic, results-based approach with the transactional approach that is still sometimes necessary.

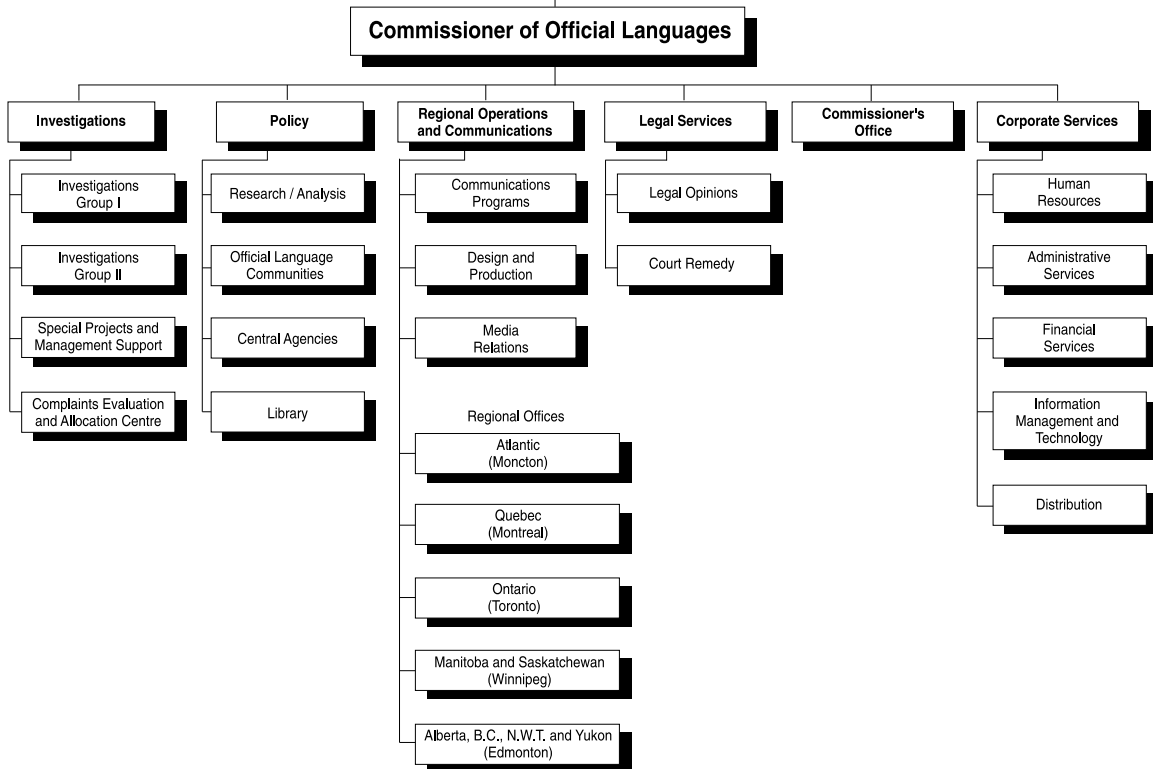
2.12 As a result of the priority issues that OCOL had to deal with (Universal Classification Standard and employment equity audit) and the limited human resources available, it was not possible to conduct the demographic analysis announced last year. However, OCOL will try to establish its needs and skills forecasts, strategic investments in training and development and the development of better performance indicators.

2.13 Like the major empowering reforms in human resources, such as La Relève and the Universal Classification Standard, staffing reform remains a major initiative that will enable OCOL to identify solutions to the constraints and obstacles posed by the current system.

ORGANIZATION OF THE OFFICE OF THE COMMISSIONER



Parliament



DESCRIPTION OF SECTORS OF ACTIVITIES

2.14 In order to give a single comprehensive portrait of the situation, the clients, users and stakeholders of OCOL's services are described in a single table below.

TABLE 3
OCOL CLIENTS, USERS AND STAKEHOLDERS

Clients, users and stakeholders	Complaints and Investigations	information, Research and Analysis	Corporate Services
Canadian public	x	x	x
Commissioner of Official Languages	X	X	X
OCOL managers and employees	X	X	X
Members of Parliament	X	X	X
Canadian courts	X		X
OCOL partners	X	X	X
Public servants	X	X	X
Central agencies	X	X	X

Complaints and Investigations

OBJECTIVE

To carry out investigations and special studies and make recommendations on corrective actions to ensure full compliance with the *Official Languages Act*.

INVESTIGATIONS AND RESOLUTION OF COMPLAINTS

2.15 The Commissioner of Official Languages, as linguistic ombudsman, attempts, through persuasion and discussion, to resolve complaints received from members of the public to the satisfaction of the parties concerned within a reasonable period of time, as prescribed by the Act. To fulfill her role properly, the Commissioner must be accessible. Therefore, in addition to Headquarters, she has five regional offices across Canada. The Commissioner relies on the support of the Investigations Branch, the Regional Operations and Communications Branch and the Legal Services Directorate to resolve the problems referred to her.

2.16 The Commissioner also undertakes special studies on her own initiative to examine systemic problems. This approach allows her to be proactive and to envisage permanent solutions to the problems raised.

INVOLVEMENT IN COURT CASES

2.17 Full implementation of language rights sometimes requires that the linguistic ombudsman, after exhausting all the recourse available to her, take measures of an exceptional nature. Accordingly, to resolve problems of a systemic nature or prevent injustices, the Commissioner appears in court. She may take legal action with the consent of members of the public who have filed a complaint or intervene in cases involving the Official Languages Act. The Act also provides that the Commissioner may apply for intervener status in any legal case concerning the status or use of English or French.

REPORTS TO PARLIAMENT

2.18 The Commissioner submits an annual report to the members of Parliament. If necessary, the Commissioner may also table special reports to Parliament and reports to the Governor in Council.

Information, research and analysis

OBJECTIVE

To define the strategic orientations for the Office of the Commissioner of Official Languages by conducting research and analysis of language policies. To ensure liaison with the various governmental organizations and associations working in the linguistic area and to inform parliamentarians and the public at large about the Act and the role of the Commissioner.

2.19 The policy arm of the Office of the Commissioner conducts research and comprehensive and detailed analyses and develops strategic approaches to support the Commissioner in fulfilling her mandate and inform her of regional and national realities.

2.20 It maintains relationships and, in some cases, establishes partnerships with central agencies, members of Parliament and their committees, elected provincial officials and heads of government and various national and regional organisations and associations.

2.21 It maintains relationships with all associations actively involved in the area of linguistic duality, particularly those representing the minority communities and associations active in the various fields of education, with a view to better understanding their needs and relaying those needs to the appropriate federal authorities.

2.22 In her role as ombudsman, the Commissioner of Official Languages informs the public about their language rights and her role. She also responds to various questions raised on linguistic issues.

2.23 The Commissioner of Official Languages has a statutory obligation to report annually to Parliament and the public on her activities. The report, which is tabled with the Speaker of the Senate and the Speaker of the House of Commons, reviews the implementation of the provisions of the *Official Languages Act*, provides a detailed account of the Commissioner's activities and accomplishments in the past year and paints a portrait of the country's linguistic situation. The Commissioner's annual report is therefore a valuable source of information for members of Parliament and Canadians on Canada's linguistic situation.

Corporate Services

OBJECTIVE

To provide leadership to the Office of the Commissioner and support it in program delivery to enable the organization to fulfill its mandate completely and meet its responsibilities.

2.24 Corporate Services provide both Headquarters and the regional offices with strategic advice, services and products associated with financial management and planning, human resources management, information management and administrative technologies and services. The Commissioner's Office is included in this activity.

III PERFORMANCE OF THE COMMISSIONER'S OFFICE

3.1 The Office of the Commissioner investigated 1,310 admissible complaints (Table 8) during the 1998 calendar year. It completed special studies on specific themes, such as the follow-up on its study on the use of the Internet; the reorganization of the RCMP; services in both official languages at MacDonal Cartier (Ottawa) International Airport; and follow-ups on the study of offices designated to respond to the public in both English and French. It also produced research in areas related to linguistic duality, particularly research to identify more clearly the motivations of minority parents in choosing a school for their children. It completed analysis of 27 plans of federal institutions concerning the implementation of Part VII (Advancement of English and French) of the OLA. These analyses were sent to each of the institutions concerned. It also developed an analytical grid for evaluating the degree of accountability of federal institutions as a whole as regards the implementation of Part VII. The Commissioner was a party to various remedies under Part X (Court Remedy) of the OLA and in several related cases connected with language rights.

3.2 The Office of the Commissioner intervened in a number of cases to promote the introduction of services in both official languages and enhance the vitality of the official language minority communities, notably in the field of education, with the implementation of section 23 of the Charter concerning instruction in the language of the minority communities, and in the field of health. In this respect the Office of the Commissioner was instrumental in the creation of national health training centre, with Montfort Hospital to be one of the clinical education sites.

3.3 OCOL also maintained partnerships to promote linguistic duality, particularly with the Alliance des radios communautaires du Canada (ARC) and with Language Training Canada.

3.4 Ninety-five percent of the organization's systems are year 2000 compliant. The financial system was converted to accrual accounting within the context of Financial Information Strategy. Moreover, OCOL implemented an electronic forms management program and held its first employee long-service awards ceremony. Corporate Services were especially active in the Universal Classification Standard project.

PERFORMANCE EXPECTATIONS

3.5 A summary of performance expectations is given in the table below.

TABLE 4
RESULTS EXPECTATIONS

BUSINESS LINE	EXPECTED RESULTS
COMPLAINTS AND INVESTIGATIONS	<ul style="list-style-type: none"> • Investigation of admissible complaints and pursuit of court remedies • Conduct of special studies (e.g. Reorganization of the RCMP) • Analysis of departmental plans and follow-up on initiatives with respect to Part VII • Follow-up on the availability of bilingual services in offices designated to provide them and auditing of service points throughout the country • Follow-up of the study on the use of the Internet in the federal government • Follow-up of the study <i>The Equitable Use of English and French Before the Courts in Canada</i> (November 1995) • Improvement of the administrative handling of complaints • Increased use of informatics tools
INFORMATION, RESEARCH AND ANALYSIS	<ul style="list-style-type: none"> • Follow-up of the February 1996 report: <i>A Blueprint for Action: Implementation of Part VII of the Official Languages Act, 1988</i> • Study on motivating factors governing educational choices among eligible parents outside Quebec • Support for the dissemination of information to various target publics and information on the OLA and the role of the Commissioner of Official Languages • Development of partnerships • Support for official language minority communities • Submission of the Annual Report
CORPORATE SERVICES	<ul style="list-style-type: none"> • Completion of the Financial Information Strategy • Rollout of the material management information system and acquisition of a year-2000-compliant records management system • Installation of the new Commissioner

PERFORMANCE ACCOMPLISHMENTS

ACCOMPLISHMENTS OF THE COMMISSIONER'S OFFICE

TABLE 5
FINANCIAL INFORMATION

OFFICE OF THE COMMISSIONER	
Planned spending	\$10,291,000
<i>Total authorizations</i>	<i>\$ 11,346,400</i>
Actual expenditures in 1998-99	\$10,950,700

ACCOMPLISHMENTS BY BUSINESS LINE

COMPLAINTS AND INVESTIGATIONS

TABLE 6
FINANCIAL INFORMATION

COMPLAINTS AND INVESTIGATIONS	
Planned spending	\$5,342,000
<i>Total authorizations</i>	<i>\$ 5,784,400</i>
Actual expenditures in 1998-99	\$6,081,400

INVESTIGATIONS

3.6 Most of the Commissioner's ombudsman functions are performed by the Investigations Branch (IB) together with the Regional Operations and Communications Branch (ROCB).

TABLE 7
CHANGE IN NUMBER OF COMPLAINTS

	TOTAL	Notices ¹	Service to the public	Language of work	Promotion ²	Language requirements	Others ³
1998	1,629	73	1,323	141	11	55	26
1997	1,762	31	1,399	224	37	46	25
1996	1,717	38	1,257	202	139	49	32
1995	1,552	16	1,192	238	47	30	29
1994	1,543	24	1,165	203	16	85	50

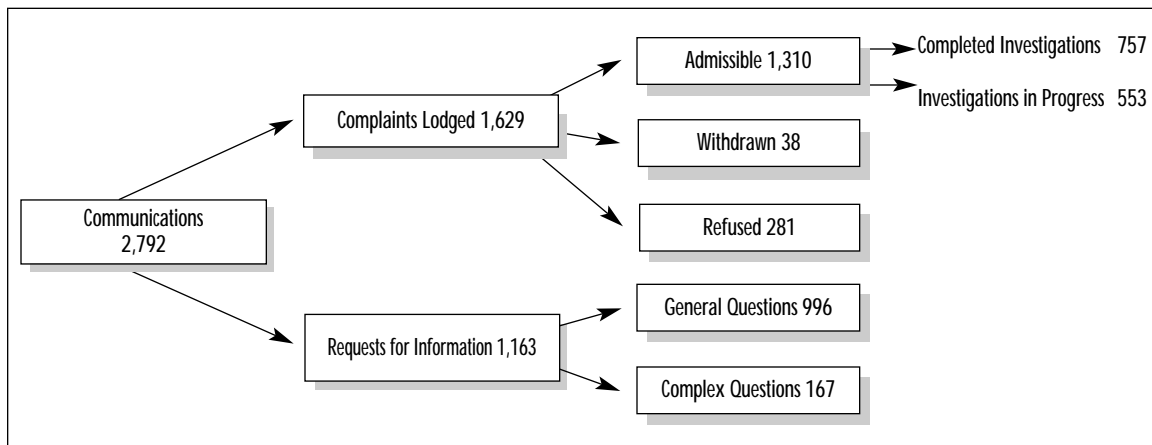
1 The notices and announcements are described in section 11 of the Act.

2 These complaints are concerned with the development of official language minority communities.

3 These complaints are concerned with equitable participation, administration of justice, the proceedings of Parliament, the obligations of Treasury Board and precedence.

3.7 As Table 7 shows, the number of complaints in 1998 was around the average for recent years. The nature of the complaints (service to the public, language of work) remained relatively stable. It might be thought that, with time, the number of complaints would decrease. However, the many changes in the federal administration in recent years, including workforce reduction and government transformations, have, in a number of cases, resulted in situations that do not comply with the Act and require the COL's intervention.

TABLE 8
NUMBER OF COMPLAINTS AND INFORMATION REQUESTS



3.8 As shown in Table 8, the IB and Regional Operations handled nearly 1,163 information requests on specific aspects of the administration of the Official Languages Program. This work provided citizens, federal institutions and members of Parliament with information on their language rights and obligations under the OLA. In some cases, it also familiarized federal institutions with their obligations and prevented situations that would have constituted violations of the OLA. Citizens were thus enabled to exercise their language rights in a more informed manner and to insist that they be respected.

3.9 To make the investigation process as efficient as possible, while using limited resources rationally, the Commissioner favours an investigation process without excessive formality in a great many cases. This procedure, based largely on persuasion, produces excellent results since the vast majority of investigation files are resolved without recourse to recommendations by the Commissioner. This approach, which simplifies relations with clients and the institutions, is also in harmony with the new government initiative on dispute resolution.

3.10 More than 50% of investigations were carried out by regional offices in 1998. Headquarters, for its part, investigates complaints of a systemic nature and those related to national policies or practices.

3.11 In 1998, 14 out of the 757 investigations conducted (Table 8) could not be finalized for a variety of reasons, the most frequent being that the complainant decided to withdraw his complaint or could not provide us with the details that would allow us to proceed with the investigation.

3.12 At the end of the year, of the 743 investigations completed (out of a total of 757) (Table 8), we determined that the allegations of the complainants were justified in 620 cases (83%); in 123 cases, the allegations were judged to be unfounded. Of the investigations undertaken in 1998, 553 (42%) were still ongoing at the end of the year—180 of them concerned Air Canada and were still suspended pending the outcome of legal proceedings. Since 1991, some 600 of our investigations involving Air Canada have been suspended pending a decision by the courts.

3.13 The Commissioner made 605 recommendations to heads of departments and agencies urging them to take corrective measures: 532 recommendations flow from follow-ups of our investigation of 1994 on services in both official languages provided by designated bilingual offices, while 73 result from special studies and investigations pertaining to complaints; 280 other recommendations, including 22 made following special investigations and studies, are in the drafting stage. They will be dealt with next year.

3.14 Generally speaking, more than 90% of the Commissioner's recommendations were or are being implemented by the federal institutions concerned.

COURT REMEDY

3.15 Legal Services provided the Commissioner and the directorates of the Office of the Commissioner with legal opinions that dealt, in general, with matters related to the conduct of investigations, replies to requests for information from the public, the interpretation of section 23 of the Charter, as well as various judicial proceedings in which the Commissioner could become involved.

3.16 During the 1998-99 fiscal year, Legal Services represented the Commissioner in a number of cases before the courts. As of March 30, 1999, the Commissioner was involved in some 31 court cases concerning language rights, 2 of which were new.

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- On September 11, 1998, the Commissioner obtained intervenor status from the Supreme Court of Canada in the case of *Beaulac v. The Queen* (British Columbia), questioning the interpretation of language rights in criminal matters. This involves, specifically, the interpretation of section 530.(4) of the *Criminal Code* which allows the court to order a trial to be held in the language of the accused, or in both official languages, after the expiry of the deadline set for this purpose in section 530.(1) of the *Criminal Code*.
 - On November 19, 1998, the Commissioner also obtained the status of an intervenor from the Supreme Court of Canada in the case of *The Government of Prince Edward Island v. Arsenault-Cameron* which deals with the interpretation of section 23 of the *Canadian Charter of Rights and Freedoms* in relation to the right to education in the language of a minority language community.

PARTICIPATION OF COMMISSIONER'S OFFICE

3.17 As part of the follow-up to its November 1995 study on the equitable use of English and French before the courts in Canada, and that of May 1999 on the equitable use of English and French before federal courts and administrative tribunals exercising quasi-judicial powers, the Commissioner participated actively in the work of the subcommittee of the National Program for the Integration of Both Official Languages in the Administration of Justice (POLAJ) and in the work and activities of the Fédération des associations de juristes de Common Law Inc., and English- and French-language lawyers' associations.

3.18 The Commissioner continued to follow the work of the task force on improvement of French-language services in the Manitoba justice system. This task force did important work and developed pilot projects designed to improve the administration of justice in both official languages which can be used at the national level.

3.19 The Commissioner played an active part in the activities of the Canadian Ombudsman Association (COA) and the Association des ombudsmans et médiateurs de la francophonie. He continued to participate in the development of joint training projects to disseminate pertinent information on language rights and project a bilingual image on the international stage. For example, the Office of the Commissioner represented the Americas-Caribbean region within the Association des ombudsmans et médiateurs de la francophonie. The Office of the Commissioner also played an active role in ensuring that the principle of bilingualism was acknowledged in the by-laws of the recently created Canadian Association of Ombudsmen and participates in the publication of the bilingual bulletin of this Association.

STUDIES

3.20 In May 1999, the Commissioner launched his study on the equitable use of English and French before federal courts and administrative tribunals exercising quasi-judicial powers.

3.21 The study deals exclusively with federal tribunals and the great diversity of legal rules applicable to them, including the provisions of the *Canadian Charter of Rights and*

Freedoms and those of the *Official Languages Act*, Part III (Administration of Justice) of which sets out a series of language rights and institutional obligations with respect to the equitable use of both official languages. The overall effect of these legislative and constitutional provisions on the justice system throughout the country is to ensure an equitable use of English and French in federal judicial proceedings.

3.22 The study reviews some 20 federal tribunals with the aim of providing a general picture of the practical reality as regards the use of the two official languages within these tribunals and of the problems that might remain. It makes a series of recommendations to the Minister of Justice of Canada, the Privy Council Office and the federal tribunals with a view to improving implementation of the rights and responsibilities set forth in the *Official Languages Act*. These recommendations deal with improvements in the active offer of services in both official languages, determination of the language of proceedings and witnesses, the language of decisions, rules of practice and the linguistic capability of federal tribunals.

3.23 In 1998, in co-operation with the regional offices, the IB continued the follow-up on its 1994 special study of federal offices designated to respond to the public in English and in French. The special study had shown that the situation left a great deal to be desired. For example, outside Quebec, the provision of service in French was satisfactory in only 72% of cases. In Quebec, service in English was satisfactory 92% of the time. To target the required action more effectively, separate reports presenting the situation in each province and the specific profile of each office were prepared as part of the follow-up. Last year, the Commissioner prepared a progress report on the situation in five regions. This year we are reporting on the trends observed to date and are submitting the results for four regions: New Brunswick, Nova Scotia, the National capital Region and Alberta.

3.24 At the end of the year, the Investigations Branch undertook a follow-up of a special study published in December 1996 on the use of the Internet by 20 federal institutions. The purpose of the follow-up is to study how the federal institutions selected for the first study, together with seven others, have implemented the Commissioner's recommendations concerning service to the public and language of work in the designated regions.

3.25 Following its 1997 study on the impact of government transformations on the official languages program, the government set up a task force to study ways of giving effect to the Commissioner's recommendations. In January 1999, the task force submitted its report entitled *No Turning Back: Official Languages in the Face of Government Transformations* to Marcel Massé, President of the Treasury Board. The Investigations Branch will follow up on the implementation of the recommendations contained in the task force's report in 1999-2000.

3.26 The Royal Canadian Mounted Police (RCMP) continued this year its major reorganization undertaken in 1994. This restructuring will involve, among other things, the

amalgamation or downsizing of detachments and the regrouping of divisions. Major repercussions on the language rights of the public and RCMP members in most parts of the country can be expected.

3.27 Consequently, the Commissioner decided at the end of the year to undertake a special study of the reorganization under way in the RCMP, including its new policies and service delivery procedures. He is also interested in the way in which the RCMP intends to discharge its linguistic responsibilities in the areas of service to the public, language of work, equitable participation, linguistic identification of positions and promotion of English and French in this new context.

3.28 This year we carried out a special study on the linguistic aspect of services offered to the public at the MacDonald-Cartier international airport in Ottawa. The study came as a follow-up to claims that services were not provided in a satisfactory fashion in both languages and that the airport was not projecting a bilingual image. We examined the services provided by the franchise holders, by air carriers and by the offices of Citizenship and Immigration Canada, Revenue Canada (Customs), Transport Canada and Air Canada. We also studied the signs and notices overall and how they helped to project Canada's linguistic duality at the airport.

PUBLICATIONS

3.29 The Commissioner produced the publication *Language Rights in 1998* which gives an overview of the various court remedy proceedings under the OLA and of other cases of a linguistic nature, as well as dealing with case law and the Commissioner's studies on language rights.

OTHER

3.30 We are continuing to make improvements and adjustments to the complaints handling system and informatics tools. This year we continued to make improvements to the information and management system for processing complaints. Special attention was paid to the follow-up and recommendation modules.

3.31 The ISO accreditation project was abandoned because of a lack of resources.

INFORMATION, RESEARCH AND ANALYSIS

TABLE 9
FINANCIAL INFORMATION

INFORMATION, RESEARCH AND ANALYSIS	
Planned spending	\$2,991,000
<i>Total authorizations</i>	<i>\$3,232,500</i>
Actual expenditures in 1998-99	\$2,091,000

INFORMATION

3.32 In 1996, 4.8 million Canadians were bilingual, compared to 4.4 million in 1991 (increase of 400,000 in five years) and only 2.8 million in 1971.

3.33 Nearly 2 million pupils are enrolled in various types of French second language courses. Before promulgation of the OLA, a much smaller percentage of Canadians learned French as a second language.

3.34 Pupils in French schools in Quebec begin to learn English as a second language beginning with grade three of elementary school.

INTERVENTIONS

3.35 The Office of the Commissioner intervened on numerous occasions with government authorities at the federal, provincial and municipal levels to promote the introduction of services in both official languages and thereby strengthen the vitality of the communities. For example, ongoing intervention in the field of education led to an improvement in the implementation of section 23 of the Charter in several provinces and territories; similarly, the number of school and community centres has increased in recent years from five to seventeen and a number of others are being built (it should be noted that there are more than 700 French-language schools outside Quebec); in the field of health, the Office of the Commissioner participated in the Montfort Hospital campaign.

3.36 Among the Commissioner's numerous interventions were several exchanges with the Chairperson of the Canadian Radio-Television and Telecommunications Commission (CRTC) on the availability of services in the language of either of the linguistic minorities. The Commissioner emphasized the importance not only of making the channels available but also of promoting regional productions and encouraging the dissemination of regional events. In December 1998, within the context of hearings to review applications for new licences, the Commissioner intervened to invite the CRTC to re-examine the very concept of "bilingual markets."

3.37 Interventions with the communities enabled us to report on our various steps aimed at improving government services in the citizen's official language, and on our various interventions to translate the equality of our two official languages into a concrete reality. This partnership also enables us to acquire a better understanding of the concerns and needs of the minority communities.

PARTNERSHIPS

3.38 The Communications Program established a partnership with the Alliance des radios communautaires du Canada (ARC) to develop and broadcast info-capsules on seven community radio stations across Canada as part of a radio contest offering three grand prizes with a value of \$500 each. It should be noted that more than 500 people in Canada participated in the radio contest by contacting the regional offices of the Office of the Commissioner. This partnership enabled us to reach members of the French-speaking minority communities and inform them about their language rights, the availability of services in French provided by federal institutions, the role of the Commissioner, the services of the Office of the Commissioner and, specifically, the location of OCOL's regional offices and the services they provide.

3.39 A partnership was also developed with the Association canadienne d'éducation de langue française (ACELF) to organize a writing contest during the Semaine nationale de la francophonie, held in March 1999. The objective of the contest was to reach French students at the primary and secondary levels across Canada, familiarize them with Canada's Francophonie and increase their pride in the French language. This initiative also increased knowledge of the Office of the Commissioner and of the Commissioner's commitment to La Francophonie among young French-speaking Canadians and their teachers. The Commissioner offered two prizes, one of \$1,000 and the other of \$500, to the writers of texts notable for their originality and quality of language.

3.40 Another partnership with Language Training Canada was developed to acknowledge the efforts made by federal employees to obtain the "B" or "C" level in their second language. Under this activity, which is designed to encourage public servants to achieve excellence in order to provide better linguistic service in the federal public service, the Commissioner sent personalized letters and certificates of excellence to 232 public servants in 1998-99.

PARTICIPATION OF COMMISSIONER'S OFFICE

3.41 A structure was created to coordinate research on official languages in the federal government. It is a committee of senior officials from OCOL, Canadian Heritage, Treasury Board, Statistics Canada, Justice Canada and the Privy Council. Over the past year, the group organized a theme day on the need for research on literacy and human resources training.

3.42 The Commissioner's Office took part in numerous national events (symposiums, conferences, annual meetings pertaining to official languages and the Francophonie), allowing it to better understand Canadians' concerns with regard to official languages and to inform participants of their linguistic rights and the role of OCOL. OCOL took part for instance in the official languages symposium organized in particular by Treasury Board, the Department of Justice and Canadian Heritage, and in Association canadienne de l'éducation de langue française (ACELF) meetings, and several annual meetings of provincial and territorial associations.

3.43 Given the interest numerous countries have expressed in Canada's linguistic reality, the Commissioner is often called upon internationally. In October 1998, for instance, the Commissioner was the keynote speaker at the "International Conference on Language Legislation," held in Dublin, Ireland.

STUDIES

3.44 The study entitled "Motivations for School Choices by Eligible Parents Outside Quebec", launched in 1997-1998, was completed during the reporting period. This study was intended to determine the perceptions and psychological, political and economic reasons why Francophone parents outside Quebec choose to exercise their right to French-language schooling or not. In the context of this study, we identified ten key factors. This study is a very useful tool for the French-speaking communities and was very favourably received by the key community organizations.

3.45 OCOL also undertook, as in the past, a systematic analysis of studies and documents from all sources pertaining to official languages, in order to fully appreciate the key trends and difficulties. These analyses allowed the Commissioner to take targeted action with respect to public and private institutions to ensure a better understanding of the issues. As an example, the Commissioner's repeated interventions with federal, provincial and university officials helped make progress on the Montfort Hospital issue.

3.46 We also conducted an analysis of each of the action plans developed under Part VII of the Official Languages Act by 27 designated federal organizations. The Commissioner communicated the results of our analyses to each organization, along with suggestions to improve the approaches adopted and the impact of the initiatives taken with minority communities.

COMMUNICATION

3.47 The Commissioner, by means of speeches given to various associations, community groups etc., federal officials and the general public, continued to reach a large audience. Canadians are therefore better informed about the Commissioner's role and the objectives and terms of the official languages program.

3.48 The analysis and distribution of press clippings enabled the Commissioner to follow linguistic issues in the Canadian media and to act to correct public misinformation by sending letters to the editor. During the 1998-1999 fiscal year, the COL sent 20 such letters to the editor.

3.49 The 1998 Annual Report drew the government's attention to the chief language-related problems in the federal administration and thereby sensitized it to the need to take action to ensure that Canadians' linguistic rights are respected. We note, for instance, the Commissioner's study on *Government Transformations: The Impact on Canada's Official Languages Program*, published as an Appendix to the 1997 Annual Report, cited in paragraph 3.25. The other appendix, entitled *Language Rights in 1998*, dealing specifically with events relating to language rights, is described in paragraph 3.29.

3.50 The various communication tools used by the Commissioner to disseminate information about the official languages program and to inform the public of his role have remained popular with OCOL's clientele, in spite of a drop in the number of publications distributed. This drop can, among other things, be attributed to the fact that some OCOL publications and documents are available on the Internet. Appendix A lists the brochures, folders, posters, bulletins and publications (nature, intended audience and volume) distributed during the current reporting period.

3.51 The Internet site had 109,442 visitors in 1998-1999. OCOL will update the site's contents to reflect the appointment of a new Commissioner as of August 1, 1999. OCOL also intends to change the structure and visual presentation of the site, among other things, to comply with the rules of the Federal Identity Program.

3.52 OCOL also took part in the meetings of the Treasury Board Advisory Committee on the Internet in order to provide its expertise in establishing rules on the creation of Internet sites for federal government departments and agencies. In this regard, Treasury Board is scheduled to update the Federal Identity Program, to include specific guidelines on the presentation and content of federal government Internet sites.

CORPORATE SERVICES

TABLE 10
FINANCIAL INFORMATION

CORPORATE SERVICES	
Planned spending	\$1,958,000
<i>Total authorities</i>	<i>\$2,329,500</i>
Actual expenditures in 1998-99	\$2,778,300

HUMAN RESOURCES

Employment Equity

3.53 The Employment Equity Committee, chaired by a manager other than the Director of Human Resources, was very active and serves as the official forum for employees and managers to discuss issues related to employment equity and to make sure that these subjects receive all due attention. A report for each meeting is now distributed to all employees.

3.54 The representation of women in OCOL exceeds workforce availability and that in the rest of the Public Service. As for persons with disabilities, OCOL has a higher level of representation than the rest of the Public Service. The representation of employment equity groups, as compared to last year, increased only for persons with disabilities. The decreased representation of the three other groups is consistent with the general trend in the Public Service. A strategy will soon be devised to address the under-representation of groups and to work to increase their representation.

TABLE 11
REPRESENTATION OF EMPLOYMENT EQUITY GROUPS (AS OF MARCH 31, 1999)

EE Group	OCOL	Workforce Availability	Public Service Representation
<i>Aboriginal Persons</i>	1.6%	2.6%	2.3%
<i>Women</i>	58.5%	47.3%	48.2%
<i>Visible Minorities</i>	2.4%	9.0%	4.5%
<i>Persons with a Disability</i>	4.1%	4.8%	3.1%

3.55 OCOL was advised that it will be subject to an employment equity audit. The Canadian Human Rights Commission, as stipulated in the Employment Equity Act, is responsible for conducting these audits. Four of the six phases of the audit have already been completed. More specific results in this regard will be included in next year's report.

Classification

3.56 As elsewhere in the Public Service, OCOL took part in the Universal Classification Standard project. The training and awareness sessions given to OCOL staff (including regional staff) allowed the various drafting committees to write work descriptions, and all employees had the opportunity to make comments on the work descriptions in question. OCOL submitted about 27 work descriptions to Treasury Board, as required under the two samples. This work was completed on time thanks to a partnership with Human Resources Development Canada.

Training and Development

3.57 As part of the Federal Public Service Youth Internship Program, OCOL continued this year to offer two assignments, each of 12 months, to young Canadians. These trainees will involve receiving and forwarding complaints. This one-year experience enables the participants to acquire skills to enhance their employability, which they will need to find a job, by providing them with vital work experience.

3.58 Training expenses amounted to \$30,450 in 1998-1999. Employees used a total of 114.5 training days, which represents 0.94 days per employee (a drop of 0.6 day as compared to last year). The main areas of training were retirement preparation, human resources, computers and occupational health and safety.

Official Languages

3.59 The breakdown of Anglophones and Francophones is the same as it was last year. OCOL therefore maintained its representation of the two linguistic groups.

Pride and Recognition

3.60 For National Public Service Week, OCOL presented its long service awards. These awards give official recognition to employees with at least ten years of service at the time of their retirement, and to those with 25 years of service in the federal government.

3.61 OCOL strongly encouraged all employees at headquarters to take part in National Public Service Week activities held in June 1998.

FINANCE

Financial Information Strategy (FIS)

3.62 The FIS is a government-wide initiative designed to improve the government's decision-making process and organizational performance by using a financial information strategy. This project requires departments and organizations to modernize their financial management systems, as well as their accounting procedures and the presentation of their financial information.

3.63 Having been selected for the pilot project, OCOL had to meet FIS standards as of April 1, 1999. The efforts by OCOL were primarily intended to:

- convert the financial system to comply with the new shared systems for the Government's cash position and with the accrual accounting method;
- develop a new chart of accounts to meet the standards of the accrual accounting method and the new accountability requirements.

3.64 In 1999-2000, OCOL will implement the other elements of the FIS, specifically, by developing new financial policies to meet the requirements of full accrual accounting, by creating a new system of financial reports and by training staff.

INFORMATION MANAGEMENT

Access to GENET/Internet

3.65 The IM/IT group in cooperation with PWGSC have provided all OCOL employees with a secure connection to the government's portion of the Information Highway.

Core Business Application

3.66 In a effort to provide management with statistical reporting, programming changes and system enhancements were made to the search engine tool.

Material Management and Purchasing

3.67 In cooperation with Administrative Services, OCOL purchased an automated integrated Material Management Information System which supports the government's best practices for procurement and contracting and more importantly, which is FIS compliant. The automated system is a crown-owned, Windows-based, year 2000 approved material management system. The automated system will provide purchasing officers with modern tools in (5) key areas: procurement of goods and services; contracting; budget tracking; stock / receiving of goods, and inventory and assets management. Training and setting up of financial coding tables and lookups for the application will be done during the course of next fiscal year. The IM/IT group will look at the possibility of integrating the WinAmmis interface into the CDFS (Common Departmental Financial System).

ADMINISTRATIVE SERVICES

Facilities Management

3.68 Due to the expiry of its lease and in response to a PWGSC request, the Ontario OCOL office moved to new premises, in downtown Toronto.

Security

3.69 A new computerized access card management system was installed. This system provides enhanced security by restricting access to the offices of OCOL and allows for separate programming in keeping with the needs of its various services.

Forms Management

3.70 A program for the management of electronic forms was implemented and a number of commonly used forms were made available to users over the network.

IV CONSOLIDATED REPORTING

YEAR 2000 READINESS

4.1 As per the TBS Year 2000 report card, OCOL is 95% Y2K compliant. The remaining 5% is due to the records management system (which is planned to be replaced during the next fiscal year) and to embedded systems (elevators, telecommunications, etc.) which are the responsibility of PWGSC. It is important to note that OCOL does not have any government-wide mission critical systems.

4.2 To ensure Year 2000 compliancy for the CIMS (Complaints Information Management System) which is OCOL's core business application, all system components and underlying products used to produce reports, views and database links were programmed to fully support the four digits required for the year 2000. OCOL was provided with a written disclaimer certifying the application as being Year 2000 compliant.

STATUTORY ANNUAL REPORT

4.3 The Commissioner is required under the Act to table an annual report in Parliament. This report is available at the offices of OCOL or through the Internet at:
<http://www.ocol-clo.gc.ca>.

V FINANCIAL PERFORMANCE

OVERVIEW OF FINANCIAL PERFORMANCE

5.1 Financial Table 1 indicates the share of total government resources allocated to OCOL. Of the Main Estimates (“Planned spending”) of \$10,291,000, about \$1,055,400 was added through the Supplementary Estimates. This additional funding consisted primarily of funding brought forward from 1997-1998 and compensation related to the signing of collective agreements. With this additional funding, the authorized budget of OCOL rose to \$11,346,400 (“Total authorities”). Actual expenditures amounted to \$10,950,700. OCOL is therefore ending the 1998-1999 fiscal year with a budget surplus of \$395,700, to be carried over to 1999-2000.

5.2 The funding received by OCOL was primarily invested in activities directly related to services provided to the public. Some 75% of funds were used to manage complaints and investigations and for information, research and analysis, while 25% were used by Corporate Services and the Commissioner’s Office.

5.3 The drop in funds invested in “Information, research and analysis” and the increase in those devoted to “Corporate Services” as compared to previous years can be explained by the reorganization of one branch in 1998-1999 (Financial Table 3). The Commissioner’s Office, previously included under “Information, research and analysis”, was transferred to “Corporate Services”, which explains the difference in funds invested in the two categories.

5.4 The funds allotted to OCOL under the Main Estimates (“Planned spending”) since the 1996-1997 fiscal year have dropped by 3.5% (Financial Table 3), whereas the number of complaints investigated has increased steadily since 1994 (Table 7 – Change in the number of complaints, following paragraph 3.6). Restructuring in the federal government was an important factor in this increase. Since OCOL also contributed to staff reduction measures, it had to find and implement new, more efficient and effective work methods in order to continue focussing on providing quality service to the Canadian public. The partnerships in which OCOL was involved during the last fiscal year made a definite contribution to the efficiency of its operations.

5.5 Financial table 5 presents authorities and actual costs for each responsibility centre, indicating the appropriate business line.

5.6 All things being equal, the implementation of the FIS at OCOL will allow us to more effectively manage our resources and further enhance our efficiency in the services provided to Canadians and other stakeholders.

FINANCIAL SUMMARY TABLES

The following tables apply to the Office of the Commissioner of Official Languages:

- 1 Financial Requirements by Authority
- 2 Departmental Planned Versus Actual Spending by Business Line
- 3 Historical Comparison of Departmental Planned Versus Actual Spending by Business Line
- 5 Comparison of 1998-99 Planned Spending and Total Authorities to Actual Expenditures by Organization and Business Line
- 7 Non-Respendable Revenues by Business Line

Financial Table 1

Financial Requirements by Authority (\$ millions)

Vote		1998-99 Planned Spending	1998-99 Total Authorities	1998-99 Actual
Office of the Commissioner of Official Languages				
25	Program Expenditures	8,912.0	8,912.0	9,502.7
25b	Program Expenditures	–	414.3	–
25c	Transfer from Credit 5 of the TB	–	261.7	–
(S)	Crown Assets Surplus	–	0.3	–
(S)	Contribution to Employee Benefit Plan	1,379.0	1,448.0	1,448.0
Total for the Commissioner's Office		10,291.0	11,346.4	10,950.7

Total authorities correspond to the Main Estimates plus all supplementary estimates and other authorities.

Financial Table 2

Departmental Planned versus Actual Spending (\$ millions)

Business Lines	FTEs	Operating	Capital	Voted Grants and Contributions	Subtotal: Gross Voted Expenditures	Statutory Grants and Contributions	Total Gross Expenditures	Less: Respendable Revenues	Total Net Expenditures
Complaints and Investigations	71.0	5,342.0	–	–	5,342.0	–	5,342.0	–	5,342.0
<i>(Total Authorities)</i>	<i>71.0</i>	<i>5,732.4</i>	<i>52.0</i>	–	<i>5,784.4</i>	–	<i>5,784.4</i>	–	<i>5,784.4</i>
(Actuals)	69.4	5,902.6	178.8	–	6,081.4	–	6,081.4	–	6,081.4
Information, Research and Analysis	27.0	2,991.0	–	–	2,991.0	–	2,991.0	–	2,991.0
<i>(Total Authorities)</i>	<i>27.0</i>	<i>3,211.5</i>	<i>21.0</i>	–	<i>3,232.5</i>	–	<i>3,232.5</i>	–	<i>3,232.5</i>
(Actuals)	22.7	2,017.6	73.4	–	2,091.0	–	2,091.0	–	2,091.0
Corporate Services	28.0	1,843.0	115.0	–	1,958.0	–	1,958.0	–	1,958.0
<i>(Total Authorities)</i>	<i>28.0</i>	<i>2,287.5</i>	<i>42.0</i>	–	<i>2,329.5</i>	–	<i>2,329.5</i>	–	<i>2,329.5</i>
(Actuals)	28.6	1,715.8	145.7	–	2,778.3	–	2,778.3	–	2,778.3
Total	126.0	10,176.0	115.0	–	10,291.0	–	10,291.0	–	10,291.0
<i>(Total Authorities)</i>	<i>126.0</i>	<i>11,231.4</i>	<i>115.0</i>	–	<i>11,346.4</i>	–	<i>11,346.4</i>	–	<i>11,346.4</i>
(Actuals)	20.7	10,552.8	397.9	–	10,950.7	–	10,950.7	–	10,950.7
Other Revenues and Expenditures									
Revenue credited Non-respendable Revenues									–
<i>(Total Authorities)</i>									<i>(0.3)</i>
(Actuals)									(0.3)
Cost of services provided by other departments									–
<i>(Total Authorities)</i>									<i>1,052.8</i>
(Actuals)									1,052.8
Net Cost of Program									10,291.0
<i>(Total Authorities)</i>									<i>12,398.9</i>
(Actuals)									12,003.2

Note: Numbers in normal font correspond to planned spending (Part II of 1998-99 Main Estimates)
 Numbers in italics correspond Total Authorities for 1998-99 (main and supplementary estimates and other authorities).
 Bolded numbers correspond actual expenditures/revenues in 1998-99.

Financial Table 3

Historical Comparison of Departmental Planned versus Actual Spending (\$ millions)

Business Lines	Actual 1996-97	Actual 1997-98	Planned Spending 1998-99	Total Authorities 1998-99	Actual 1998-99
Complaints and Investigations	5,757.3	5,925.6	5,342.0	5,784.4	6,081.3
Information, Research and Analysis	3,128.0	2,728.1	2,991.0	3,232.5	2,091.0
Corporate Services	1,740.4	1,811.1	1,958.0	2,329.5	2,778.4
Total Spending	10,625.7	10,464.8	10,291.0	11,346.4	10,950.7

Financial Table 5

Comparison of 1998-99 Planned Spending and Total Authorities to Actual Expenditures by Organization (\$ millions)

Organisation	Business Lines			TOTALS
	Complaints and Investigations	Information, Research and Analysis	Corporate Services	
Policy Branch	–	1,399.6	–	1,399.0
<i>(Total Authorities)</i>	–	<i>1,512.1</i>	–	<i>1,512.1</i>
(Actuals)	–	978.1	–	978.1
Investigations Branch	2,745.5	–	–	2,745.5
<i>(Total Authorities)</i>	<i>2,972.9</i>	–	–	<i>2,972.9</i>
(Actuals)	3,125.5	–	–	2,125.5
Corporate Services Branch	–	–	1,536.6	1,536.6
<i>(Total Authorities)</i>	–	–	<i>1,828.2</i>	<i>1,828.2</i>
(Actuals)	–	–	2,180.5	2,180.5
Legal Services Branch	538.5	–	–	538.5
<i>(Total Authorities)</i>	<i>583.1</i>	–	–	<i>583.2</i>
(Actuals)	613.0	–	–	613.0
Regional Operations and Communications Branch	2,058.0	1,591.4	–	3,649.4
<i>(Total Authorities)</i>	<i>2,228.4</i>	<i>1,720.4</i>	–	<i>3,948.8</i>
(Actuals)	2,342.8	1,112.9	–	3,455.7
Commissioner's Office	–	–	421.4	421.4
<i>(Total Authorities)</i>	–	–	<i>501.3</i>	<i>501.3</i>
(Actuals)	–	–	597.9	597.9
TOTAL	5,342.0	2,991.0	1,958.0	10,291.0
<i>(Total Authorities)</i>	<i>5,784.4</i>	<i>3,232.5</i>	<i>2,329.5</i>	<i>11,346.4</i>
(Actuals)	6,081.3	2,091.0	2,778.4	10,950.7
% of TOTAL	55.5%	19.1%	25.4%	100.0%

Note: Numbers in normal font correspond to planned spending (Part III of 1998-99 Main Estimates).
 Numbers in italics correspond to Total Authorities for 1998-99 (Main and Supplementary Estimates and other authorities).
 Bold numbers correspond to actual expenditures/revenues in 1998-99.

Financial Table 7

Non-Respendable Revenues (\$ millions)

Business Lines	Actual 1996-97	Actual 1997-98	Planned Revenues 1998-99	Total Authorities 1998-99	Actual 1998-99
Complaints and Investigations	-	-	-	-	-
Information, Research and Analysis	-	-	-	-	-
Corporate Services	-	-	-	-	-
Sub total	-	-	-	-	-
Unplanned	15.8	3.1	-	-	0.3
Total Revenues Credited to the CRF	15.8	3.1	-	-	0.3

VI OTHER INFORMATION

1 Contacts For Further Information and Web Site

HEADQUARTERS			
344 Slater Street Ottawa, Ontario K1A 0T8	General Information	(613) 996-6368	1-877-996-6368
	Fax	(613) 993-5082	
World Wide Web http://www.ocol-clo.gc.ca	Complaints	(613) 992-LANG	
E-mail Address message@ocol-clo.gc.ca		(613) 992- 5264	

COMPLAINTS & INVESTIGATIONS		INFORMATION RESEARCH & ANALYSIS	CORPORATE SERVICES
Michel Robichaud Director General Investigations Tel.: (613) 995-9070 Fax: (613) 943-0451 Email: michel.robichaud@ocol-clo.gc.ca	Richard Tardif Director Legal Services Tel.: (613) 995-9069 Fax: (613) 996-9671 Email: richard.tardif@ocol-clo.gc.ca	G�rard Finn Director general Policy Tel.: (613) 995-1065 Fax: (613) 953-5082 Email: gerard.finn@ocol-clo.gc.ca	Marie Bergeron Director Corporate Services Tel.: (613) 947-5598 Fax: (613) 947-4751 Email: marie.bergeron@ocol-clo.gc.ca
Monique Matza Director Regional Operations and Communications Tel.: (613) 996-6518 Fax: (613) 943-2255 Email: monique.matza@ocol-clo.gc.ca			

COMMISSIONER'S REPRESENTATIVES IN THE REGIONS		
ATLANTIC	QUEBEC	ONTARIO
Jeanne Renault Heritage Court 3rd Floor, Suite 303 95 Foundry Street MONCTON , New Brunswick E1C 5H7 Telephone: (506) 851-6994 1-800-561-7109 Fax: (506) 851-7046 Email: jeanne.renault@ocol-clo.gc.ca	Eva Ludvig 2021 Union Avenue Suite 805 MONTREAL , Quebec H3A 2S9 Telephone: (514) 283-4996 1-800-363-0628 Fax: (514) 283-6677 Email: eva.ludvig@ocol-clo.gc.ca	Karsten Kaemling 438 University Avenue Suite 1410 P.O. Box 109 TORONTO , Ontario M5G 2K8 Telephone: (416) 973-1903 1-800-387-0635 Fax: (416) 973-1906 Email: karsten.kaemling@ocol-clo.gc.ca
MANITOBA & SASKATCHEWAN	ALBERTA, BRITISH COLUMBIA, NORTHWEST TERRITORIES & YUKON	
G�rard Gagnon Centre-Ville Building 2nd Floor, Suite 200 131 Provencher Boulevard WINNIPEG , Manitoba R2H 0G2 Telephone: (204) 983-2111 1-800-665-8731 Fac: (204) 983-7801 Email: gerard.gagnon@ocol-clo.gc.ca	Deni Lorieau 10055 106th Street Suite 620 EDMONTON , Alberta T5J 2Y2 Telephone: (780) 495-3111 1-800-661-3642 Fax: (780) 495-4094 Email: deni.lorieau@ocol-clo.gc.ca	

2 Legislation and Associated Regulations Administered by the Office of the Commissioner of Official Languages

The Commissioner has sole responsibility to Parliament for the following Act and Associated Regulations

Official Languages Act

R.S.C. (1985), c.31 (4th Supp.)

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

SOR/92-48

APPENDIX A

PUBLICATIONS DISTRIBUTED IN 1998-99

☎ available on Internet : <http://ocol-clo.gc.ca>

☎ telephone orders

☎ postal orders

TITLE	DESCRIPTION	AUDIENCE	VOLUME
INFORMATION MATERIALS			
<i>Adventures in Time</i>	Fun story and activities for 10 to 11 year olds ☎☎	Youth	6,848
<i>Annual Report 1997</i>	☎	General Public	396
<i>Annual Report 1998 (statistics of May 1999)</i>	☎	General Public	9,351
<i>At Your Service ! - Official Languages Regulations</i>	☎☎	General Public	656
<i>Bookmarks</i>	☎☎	General Public	17,677
<i>A Chronicle of the Office of the Commissioner of Official Languages, 1970-1991</i>	Role and development from the beginning to 1991 ☎☎	General Public	66
<i>The Commissioner at Your Service</i>	Mandate and Roles of the Commissioner's Office ☎☎	General Public	788
<i>English and French in the Workplace - What Federal Employees Need to Know</i>	Bilingual booklet answering questions arising in the federal workplace as a result of Canada's two language policy ☎☎	Public servants	860
<i>Infoaction</i>	Information Bulletin about the Commissioner's activities ☎	General Public	
<i>Volume 4, No 3</i>	May 1998		6,234
<i>Volume 4, No 4</i>	February 1999		5,711
<i>Language Rights in 1997</i>	Annex to the Annual Report ☎	General Public	254
<i>Language Rights in 1998 (statistics of May 1999)</i>	☎	General Public	926
<i>Let the Commissioner Know!</i>	Mission of the Commissioner ☎☎	General Public	610
<i>[Map of the] Official Languages in Canada, 1996 Census</i>	☎☎	General Public	1,256
<i>Official Languages: Basic Facts</i>	Questions and Answers ☎☎	General Public	1,522
<i>The Official Languages Act, 1988</i>	Complete text of the Act ☎	General Public	871
<i>Official Languages Act, 1988: Synopsis</i>	☎☎	General Public	247
<i>Our Information Products</i>	List of our information products ☎☎	General Public	2,229
<i>Our Two Official Languages Over Time</i>	Historical overview - 1867 to 1994 ☎	General Public	1,507
<i>Talking to Each Other</i>	Explorations in Canada's Official Languages: A Resource Kit for High School Teachers ☎☎	Teachers	1,566
<i>What About Your Language Rights?</i>	Information on the <i>Official Languages Act</i> , the roles and mandate of the Commissioner and describes the process for complaint investigation ☎☎	General Public	17,871

TITLE	DESCRIPTION	AUDIENCE	VOLUME
STUDIES			
<i>The Equitable Use of English and French before the Courts in Canada</i>		☒	General Public 72
<i>Impact of Government Transformations on the Official Languages Program in Canada</i>	Annex to the 1997 Annual Report	☒	General Public 1,279
<i>Language Rights and the Court challenges Program - A Review of its Accomplishments and Impact of its Abolition</i>		☒	General Public 8
<i>Motivations for School Choices by Eligible Parents Outside Quebec</i>		☒	General Public 636
<i>Official Language Minority Education Rights in Canada: From Instruction to Management</i>		☒	General Public 11
<i>School Governance: The Implementation of Section 23 of the Charter</i>		☒	General Public 1,114
POSTERS			
<i>Feathered Friends</i>	The English and French names of a variety of North American birds	☒	Youth 3,638
<i>Magic Mural</i>	Two bird-children on a street, standing in front of a magic mural	☒	Youth 385
<i>Owls Hoot</i>	Shows birds and animals and describes in English and French the sound each makes	☒	Youth 3 205
<i>Perspective</i>	The earth as seen from the moon	☒	General Public 3,821
<i>Tradition</i> Ethel Seath Marc-Aurèle de Foy Suzor Côte	The White Barn, Eastern Townships Retour des champs	☒	General Public 1,256
<i>Vision</i> A.J. Casson Lauren S. Harris	Église anglicane à Magnetawan Maligne Lake, Jasper Park	☒	General Public 1,282
<i>Perspective</i> Alex Colville Clarence Gagnon	To Prince Edward Island De l'église à La maison	☒	General Public 1,363

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