



**Office of the
Commissioner of Official Languages**

**1999-2000
Main Estimates**

A report on Plans and Priorities



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Approved

**The Right Honourable Jean Chrétien
Prime Minister**

TABLE OF CONTENTS

Section I :	MESSAGES	
A.	Commissioner’s Message.....	1
B.	Management Representation	3
Section II :	COMMISSIONER’S OFFICE OVERVIEW.....	4
A.	Mandate, Role and Responsibilities	4
B.	Objective.....	7
C.	Operating Environment.....	7
D.	Financial Spending Plan	9
Section III :	PLANS, PRIORITIES, STRATEGIES AND EXPECTED RESULTS	10
A.	Summary of Key Plans, Priorities and Strategies	10
B.	Details by Business Line.....	11
	<i>Complaints and Investigations</i>	11
	<i>Information, Research and Analysis</i>	16
	<i>Corporate Services</i>	18
C.	Consolidated Reporting	23
Section IV :	SUPPLEMENTARY INFORMATION.....	24
	Table 1 <i>Spending Authorities</i>	24
	Personnel Information.....	25
	Table 2.1 <i>Organization Structure</i>	25
	Table 2.2 <i>Planned Full Time Equivalent (FTEs)</i> <i>by Business Line</i>	26
	Capital Project Information	
	Table 3.1 <i>Capital Spending by Business Line</i>	26
	Table 3.2 <i>Capital Projects by Business Line</i>	26
	Table 3.3 <i>Status of Major Crown Projects</i>	26
	Additional Financial Information	
	Table 4 <i>Summary of Standard Objects of Expenditure</i>	26
	Table 5 <i>Program Resources by Business Line</i> <i>for the Estimates Year</i>	27
	Table 6 <i>Transfer Payments by Business Line</i>	27
	Table 7 <i>Revenue by Program</i>	27
	Table 8 <i>Net Cost of Program for the Estimates Year</i>	27
	Table 9.1 <i>Revolving Fund – Statement of Operations</i>	28
	Table 9.2 <i>Revolving Fund – Statement of Changes</i> <i>in Financial Position</i>	28
	Table 9.3 <i>Revolving Fund – Projected Use of Authority</i>	28
	Table 10 <i>Loans, Investments and Advances by Business Line</i>	28
	Table 11 <i>Tax Expenditures</i>	28
	Other Information	28
	Table 12 <i>Listing of Statutes and Regulations</i>	28
	Table 13 <i>References</i>	29
	Table 14 <i>Publications</i>	30
	ABBREVIATIONS.....	32
	INDEX.....	33

SECTION I: Messages

A. Commissioner's Message

Canada, like all societies that want to be in tune with the globalization of interactions, is undergoing constant evolution. In the midst of the changes that characterize our society, some basic values transcend these far-reaching transformations and remain the foundations that will guide the choices of Canadian society in the next millennium.

Linguistic duality is undoubtedly one of these basic values. The arguments in its favour are innumerable and are well known. They include for example, the country's birth and history, the constitutional protections from 1867 to the present, and respect for citizens' rights.

I will take the liberty of adding to this list another element that is less often mentioned but nevertheless carries just as much weight, namely, the coexistence of our official language communities that offers the entire world a shining example of success at a time when linguistic, economic, religious and ethnic tensions still threaten in various degrees the peace and security of many nations. Our duality is not simply a Canadian value; the way we live it, respect it and develop it is also an example to the entire world

The Commissioner of Official Languages plays a unique and indispensable role with regard to in the protection of that linguistic duality at the federal level. He is essentially an ombudsman: he investigates complaints and issues recommendations in order to ensure that the linguistic rights of Canadians are respected in their dealings with federal institutions.

Respect for rights, of whatever kind, presupposes knowledge of them. The Commissioner is therefore continuing to familiarize and educate citizens about the Official Languages Act and his role in encouraging the Government of Canada to ensure that linguistic duality is respected, protected and promoted.

Accordingly the Commissioner's role is clearly focused on people. The Act is not an abstract document; it affects the quality of life of official language communities. The Commissioner meets regularly with Canadians of all ages and conditions in every province, working with them to promote collective respect for our duality. He also meets with officials from the various orders of governments and individuals from the private, community and academic sectors.

To fulfil his mandate the Commissioner uses various instruments, investigations being the best known. The 1988 Act strengthened his role with respect to the courts. Moreover, he uses research and analyses in order to more fully understand the constant evolution of the official language communities. Finally, he makes use of a wide range of communication tools to inform Canadians of the scope of the Act and of their rights under it.

In addition to marking the 30th anniversary of adoption of the first Official Languages Act, 1999 will afford an opportunity to celebrate in a special way Canada's role in the international Francophonie by hosting its eighth Summit in Moncton next September.

Aside from all these activities, the balance sheet of my term as Commissioner of Official Languages certainly shows that there has been progress, but highlights what remains to be done. Such an analysis, moreover, is evidence that at the centre of the gradual advancement of the official language communities and the many efforts made, the Commissioner of Official Languages must pursue his activities unremittingly. That is the fundamental mandate assigned to him by the Official Languages Act.

Victor C. Goldbloom

B. Management Representation Statement

A Report on plans and priorities 1999-2000

I submit, for tabling in Parliament, the 1999-2000 Report on plans and priorities for the

Office of the Commissioner of Official Languages

To the best of my knowledge the information:

- Accurately portrays the Office's mandate, plan, priorities, strategies and expected key results of the organization.
- Is consistent with the disclosure principles contained in the *Guidelines for Preparing a Report on Plans and Priorities*.
- Is comprehensive and accurate.
- Is based on sound underlying agency information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RPP's production.

The *Planning and Reporting Accountability Structure* (PRAS) on which this document is based has been approved by the Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Name: _____

Date: _____

Section II: Commissioner's Office Overview

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

A. Mandate, Role and Responsibilities

The *mandate* of the Commissioner consists in taking all necessary measures with a view to ensuring recognition of the status of each of the official languages and compliance with the spirit and intent 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

Role

The Commissioner is appointed by commission under the Great Seal after approval of the appointment by resolution of the House of Commons and the Senate, 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 – he reports directly to Parliament.

The Commissioner only has a power of recommendation, although he can go to court in support of a complainant who asks him to do so. As an ombudsman, his most powerful tool is that of persuasion.

The role of the Commissioner essentially has four 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 recognized, 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 intent of the 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.
- To assist the official language minority communities in developing, enhancing their vitality and obtaining the rights guaranteed them by the Constitution and the Act.

Responsibilities

While all federal institutions are subject to the Act, some of them play a particular role in this regard:

PARTNERS	RESPONSIBILITY	INTERVENTION
Privy Council Office	Federal Language Policy	<ul style="list-style-type: none"> • Defines the major orientations
Treasury Board Secretariat	Government Principles and Programs	<ul style="list-style-type: none"> • Develops and coordinates • Monitors, audits and evaluates implementation and effectiveness
Public Service Commission	Language Competencies	<ul style="list-style-type: none"> • Provides language training to public servants • Determines the level of language knowledge of candidates for bilingual positions • Specifies principles for the imperative or non-imperative designation of positions
Canadian Heritage	Part VII of the Act (promotion)	<ul style="list-style-type: none"> • Coordinates 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; supports and assists their development and fosters 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 • Promotion and improvement of 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 the translation and interpretation activities
Federal Court	Court Remedies	<ul style="list-style-type: none"> • Hears court remedies brought by persons who have previously made a complaint to 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 implementation of the reports of the Commissioner, of the President of the Treasury Board and of Canadian Heritage

B. Objective

Ensure recognition of the status of each of the official languages and compliance with the spirit and the letter of the *OLA*.

C. Operating Environment

Public Expectations and Concerns

The primary mission of the Commissioner of Official Languages is to ensure that the language rights of Canadians are respected. Citizens expect that institutions subject to the Official Languages Act will meet their obligations. For the official language minority communities, the contribution of federal institutions to their vitality and development is a factor crucial to their full participation in Canadian society.

In his capacity as protector of language rights, the Commissioner must handle a wide range of problems and deal with various parliamentary committees, 150 federal institutions and other privatized agencies that remain subject to the OLA, various associations representing both the majority and minority linguistic communities and provincial bodies. His activities touch on the constitutional, legal, administrative and social aspects of language.

In this regard, the Commissioner has established five major principles that the federal government should follow in making organizational changes and managing public services: preserve existing rights in terms of service to the public; define a redress mechanism for members of the public; establish effective control mechanisms in the case of transfers to another level of government; obtain a commitment by the latter to support the development of the official language minority communities, and take into account the language rights of federal employees in cases of transfers.

The Office of the Commissioner of Official Languages is responsive to political and public attitudes, opinions and trends, so changes in any of these areas directly influence its operations. In the past year, the results of a survey of Canadians confirmed their support for official languages programs. Sixty-six per cent of Canadians consider the existence of the two official languages in Canada a fundamental element of Canadian identity.¹

¹ The survey, of 1,026 respondents, was conducted by Canadian Facts/Réalités Canadiennes, for the Treasury Board Secretariat, between September 11 and 14, 1998.

The Leadership Exercised by the Federal Government and Central Agencies

Many of the promotional objectives of the OLA require the active involvement of the federal government, which must give direction to the administration of institutions and ensure implementation of the OLA. In addition, the federal government consults and negotiates agreements with provincial governments for the provision of federal, provincial, municipal and educational services in both official languages. Leadership from central agencies is required for the direction and coordination of effective official languages policies and programs.

In this regard, the findings and recommendations of two major studies should receive the attention of the government in the next fiscal year. First, the study² on the implementation of Part VII of the Official Languages Act conducted on behalf of three central agencies, the Privy Council Office, the Treasury Board Secretariat and the Department of Canadian Heritage. Second, the Task Force on the impact of government transformations on the official languages program submitted its report³ to the President of the Treasury Board in January 1999. These two reports acknowledge the justification for the concerns of the communities and of the Commissioner of Official Languages with regard to the frequent lack of leadership by the federal administration in promoting linguistic duality. The government's response to these two reports will be an indication of its real commitment in this regard.

International Events

In the context of the globalization of interactions, Canada has the enormous advantage of having as official languages two languages that are spoken by a large number of diverse societies. Canada is accordingly a member of the Commonwealth and of the Francophonie and participates actively in the institutions of these two major organizations. Events such as the Francophone Summit, which will be held in Canada in 1999, will have a significant impact on official languages. In this regard, 1999 will be the "Year of Canada's Francophonie."

2 Savoie, Donald J., *Official Language Minority Community: Promoting a Government Objective*, November 1998, 61 pages.

3 The Fontaine Report, entitled *No Turning Back: Official Languages in the face of Government Transformations*, is available on the Internet at the following address: <http://www.tbs-sct.gc.ca>

D. Financial Spending Plan

(\$ millions)	Forecast Spending 1998-1999	Planned Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002
Gross Expenditures	11,277	10,802	10,779	10,779
Less: Revenue credited to the Vote	–	–	–	–
Less: Revenue credited to the Consolidated Revenue Fund	–	–	–	–
Total Net Expenditures	11,277	10,802	10,779	10,779

SECTION III: Plans, Priorities, Strategies and Expected Results

A. Summary of Key Plans, Priorities and Strategies

The activities of OCOL are governed by the priorities and strategies set out in the table below. In addition, the Commissioner will continue pursuing the activities related to his role of linguistic ombudsman and supporter of official language communities when the *OLA* and *Regulations* are not adhered to by the federal institutions.

Key Commitment Results ***Office of the Commissioner of Official Languages***

To provide Canadians with:	To be demonstrated by:
Respect for their language rights as set out in the <i>Act</i> and the <i>Official Languages Regulations</i> .	<ul style="list-style-type: none"> • Number and type of complaints received and handled pursuant to the provisions of the <i>Act</i> • Clients' level of satisfaction with the handling of complaints and associated results as indicated by periodic surveys
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"> • Degree of implementation , by institutions subject to the <i>Act</i>, of recommendations made (as shown by investigations and follow-ups) • Number and type of interventions with decision-makers, the communities affected and the public • Attitudes of the public to language rights
Official language minority communities characterized by development and vitality.	<ul style="list-style-type: none"> • 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.) • Statistical data on the strength of the public service by federal institution, by region and by employment category
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 percentage of two-language service and active offer in designated offices, by region.

B. Details by Business Line

Complaints and Investigations

Planned Spending

(\$ millions)	Forecast Spending 1998-1999	Planned Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002
Gross Expenditures	5,342	5,324	5,324	5,324
Less: Revenue credited to the Vote	-	-	-	-
Less: Revenue credited to the Consolidated Revenue Fund	-	-	-	-
Total Net Expenditures	5,342	5,324	5,324	5,324

Objective

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

Key Plans, Strategies and Expected Results⁴

The principal objective of the Complaints and Investigations sector is to ensure the full implementation of the OLA by institutions subject to the Act. In the coming years, the sector will pursue its current activities related to the handling of complaints (i.e., reception, investigations, making of recommendations and follow-ups on commitments made) by ensuring the effective use of the resources available to it at Headquarters and in the regions. However, this sector will give priority to certain intervention strategies in order to adapt better to the current environment and make its interventions still more effective. For example, the sector has begun to define new approaches to resolving complaints in line with a government policy on dispute resolution.

SPECIAL STUDIES

The Commissioner continues to make frequent use of special studies to gain a more comprehensive overview of the implementation of the Act or one of its particular aspects. They sketch a portrait of the various components of the Act and enable the Commissioner to identify the sectors that require improvement. These studies are also indispensable if the

⁴ To facilitate reading and the comparison of key plans and strategies with results, the expected results are presented immediately after the key plans and strategies of each component of the business line.

Commissioner is to carry out his function of evaluating the linguistic situation for Parliament. In a number of cases, these special studies are conducted because of complaints (Internet, study on points of service, etc.). Since 1994, the Commissioner has conducted some 10 major studies, the largest of which was that on the points of service designated to provide service in both languages⁵. The Commissioner is completing a systematic, province-by-province follow-up. In addition, he will monitor implementation of the recommendations made by the Fontaine Task Force in response to his major study⁶ of the impact of the structural transformations in the federal government on implementation of the OLA.

It is difficult to predict what studies will be conducted over the next three years. However, the Commissioner already anticipates making a thorough study of language of work in the Government. This wide-ranging study will examine both the static and dynamic aspects of the creation of a work environment conducive to the use of both official languages. In addition, he will examine the impact of a major reorganization of the Royal Canadian Mounted Police on services to the public and on the official language minority communities.

EXPECTED RESULTS

These special studies will contribute to correcting systemic problems involving the implementation of the OLA. This approach supplements the work of handling complaints, which emphasizes the resolution of individual problems. The recommendations arising from the systemic studies have an influence on federal institutions in general and consequently affect the overall implementation strategies of the OLA.

FOLLOW-UPS

In order to provide as accurate as possible an overview of the changes made by institutions as a result of the recommendations he makes, the Commissioner must evaluate their degree of implementation. Moreover, if institutions are to be fully aware of the importance of rectifying the deficiencies noted, it is important that they realize that the Commissioner is closely monitoring the situation. It is anticipated that 250 follow-ups following recommendations and at least 300 administrative follow-ups arising from commitments made by these institutions will be conducted in 1998-99. The same figures apply for the following years.

Follow-ups on certain systemic studies undertaken in the past 18 months will also be conducted. Follow-ups are expected to be conducted on the use of both official languages on the Internet, the use of English and French in the courts, and the evolution of progress made in relation to the study on the structural transformations in the federal government. The Commissioner will also complete his follow-ups on the points of service study to finish covering the whole country. His regional representatives will participate in following its implementation.

5 *Service to the public. Study of federal offices designated to respond to the public both in English and in French.* February 1995. 44 p. Available by contacting OCOL.

6 This study entitled *Government Transformation: The Impact on Canada's Official Languages Program*, is available on OCOL's Web site (address provided in Table 13).

EXPECTED RESULTS

The expected results of conducting the follow-ups will be the ability of the Commissioner to measure the degree of implementation of the recommendations made by the Commissioner and of the commitments of institutions subject to the Act. This is what enables the Commissioner to measure the actual progress made in specific areas and in the federal administration in general with respect to the OLA.

COURT REMEDIES

The provisions of Part X of the OLA on court remedies provide that the Commissioner may apply to the courts under certain conditions.

The Commissioner cannot apply for court remedy under the OLA on his own initiative, but he may do so on behalf of and with the consent of a complainant, pursuant to subsection 78(1) of the Act. There are currently five (5) court remedy actions taken by the Commissioner pending⁷ against certain institutions (i.e. Justice Canada (one); Air Canada (three); Via Rail (one)). These actions are made necessary by the refusal of the institutions in question to comply with the requirements of the Act and in order to resolve problems of a systemic nature.

The Commissioner may also seek permission to intervene as party to a case already brought under Part X of the OLA. There are eleven ongoing remedy actions brought by complainants⁸ in which the Commissioner has either been named as *mis-en-cause* or has obtained *intervenor* status.

Since the Commissioner is a linguistic ombudsman, he prefers conciliation and the resolution of differences between the parties. Court remedy is the ultimate intervention strategy available; it enables him to refer to the Federal Court to advance certain issues. The Commissioner will continue to use this procedure when the situation requires it.

EXPECTED RESULTS

Court remedies will help correct problems of an individual and systemic nature with a view to full implementation of the Act and its spirit. In particular, over the next three years, it is anticipated that the courts—in the absence of any out-of-court settlement—will provide clarification on the primacy of the provisions of Part IV of the OLA over collective agreements, on the concept of “persons or organizations acting on behalf of”

7 *Commissioner of Official Languages v. Air Canada*, T-1989-96; *Commissioner of Official Languages v. Air Canada*, T-2043-96; *Commissioner of Official Languages v. Air Canada*, T-2536-96; *Commissioner of Official Languages v. Via Rail Canada Inc.*, T-1389-91; *Commissioner of Official Languages v. The Queen et al. (Justice Canada)*.

8 *Stockus v. CBC et al.*, T-1677-94; *Tessier v. The Queen (National Defence)*, T-2855-94; *Leduc v. The Queen (Foreign Affairs and International Trade Canada)*, T-1953-94; *Lavigne v. The Queen (Human Resources Development)*, T-1977-94 (A913-96); *Rogers v. The Queen (National Defence)*, T-2712-95; *Dupuis v. The Queen (Human Resources Development)*, T-2153-95; *Leblanc v. The Queen (National Defence)*, T-2367-96; *Gagnon v. The Queen*, T-537-96; *Duguay v. The Queen (National Defence)*, T-1874-97; *Rogers v. Attorney General of Canada (Correctional Service Canada)*, T-195-97; *Gauthier v. The Minister of National Revenue*, T-1049-98.

an institution subject to the OLA and on the scope of the commitment of such institutions under Part VII of the OLA with regard to the advancement of English and French.

IMPLEMENTATION OF PART VII

Clearly, the issue which has continued to concern the members of the Standing Joint Committee on Official Languages as well as the Commissioner of Official Languages and the official language minority communities has been that of the implementation by the federal government of the commitment regarding the vitality and development of the official language minority communities and the advancement of English and French in Canada. This concern continues to be reflected in the many complaints received concerning the implementation of Part VII and the specific analyses of the action plans of 27 federal institutions regarding Part VII.

The implementation of this Part of the Act is vital to the survival of the official language minority communities. That is why the Commissioner will pursue all his efforts already under way in this area. Among other things, he will maintain ongoing relations with the official language communities and will intervene as necessary and continue his interventions with government authorities and the courts with regard to school governance.

EXPECTED RESULTS

The interventions of the Commissioner and the Government will make it possible to preserve and enhance the vitality of the official language minority communities. This will also make it possible to obtain a better knowledge of the needs of the communities and to rectify problems affecting their vitality.

IMPROVEMENT IN WORK METHODS

The work of an ombudsman requires the handling of hundreds of complaints and requests for information per year. In order to deal properly with these complaints and requests, effective work methods and tools that support investigators in their work of handling complaints are required.

To accomplish these objectives, the investigations sector constantly improves these methods and tools by regularly reviewing complaint files, conducting surveys of its clients and maintaining ongoing relations with ombudsmen's associations in Canada and abroad. The sector is also defining new and more flexible approaches to complaint resolution in keeping with a government policy on dispute resolution.

EXPECTED RESULTS

The expected results will be better client service. For a complainant, making a complaint to the Commissioner is often the last resort available. Consequently, the complainant must be well served.

In addition, relations with other ombudsman institutions will enable to keep abreast of all developments in this field and to share experiences.

Context Overview

GOVERNMENT TRANSFORMATIONS

The conclusions of the **Fontaine Report**, submitted in January 1999, reiterate the importance of the federal government's leadership in official languages. It will be recalled that the Task Force had been set up by the President of the Treasury Board in response to the criticisms made of the impact of structural transformations in the federal government in the Commissioner's *Annual Report 1997*, in which the Commissioner emphasized the need for a renewal of the commitment and of the management of official languages in federal institutions subject to the OLA. It goes without saying that the Commissioner will conduct a detailed follow-up on the recommendations made in this report.

Finally, in connection with his follow-ups on the implementation of the Fontaine Report's recommendations, he will continue to maintain very close ties with the official language communities to obtain their assessment of government activities in this area in relation to their vitality and development.

COMPLEXITY AND VARIETY OF COMPLAINTS

As mentioned last year, the complexity and variety of complaints are constantly increasing. Thus, new methods of service delivery, transfers of responsibility to other levels of government and other transformations have generated many complaints that are more difficult to evaluate in terms of the requirements of the OLA. In addition, complaints about the use of the media (sections 11 and 30 of the Act) increased significantly and are becoming more difficult to investigate because in some cases they involve a number of parties at various levels.

The devolution of responsibilities to the provinces, partnerships, and the privatization of services also gave rise to many complex complaints because of their numerous ramifications. This was particularly true of the Contraventions Act, which gave rise to complaints that had ramifications on the three levels of public administration (federal, provincial and municipal). Determination of the language requirements that apply to various privatized airports raised complex issues, the resolution of which required discussions with the Treasury Board Secretariat, local airport authorities and the Office of the Commissioner.

DISPUTE RESOLUTION FUND

In the framework of the new Dispute Resolution Fund, which is intended to encourage and assist departments in effectively dealing with disputes innovatively and without resort to the courts, the Commissioner will develop and implement, with special funding received from the Department of Justice, a dispute resolution program. This program will emphasize the use of new methods and practices in complaints handling that will make it possible to save time, energy and both human and financial resources. It will help to improve the quality of outcomes and service to complainants.

Information, Research and Analysis

Planned Spending

(\$ millions)	Forecast Spending 1998-1999	Planned Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002
Gross Expenditures	2,991	2,446	2,446	2,446
Less: Revenue credited to the Vote	-	-	-	-
Less: Revenue credited to the Consolidated Revenue Fund	-	-	-	-
Total Net Expenditures	2,991	2,446	2,446	2,446

Objective

Defining the strategic orientations for the Office of the Commissioner of Official Languages by conducting research and analysis projects into linguistic issues. Ensuring liaison with the various governmental organizations and associations working in the linguistic area and informing parliamentarians and the public at large on the Act and on the role of the Commissioner.

Key Plans, Strategies and Expected Results

The sector will continue to follow and analyse long-term demolinguistic trends in Canada, particularly in the minority language communities. It will also maintain and improve OCOL's knowledge of the services received and desired by the minority communities in order to better target measures designed to enhance their vitality and development. By doing so, OCOL will assist the various public authorities to serve these communities better.

The sector will complete two studies of national scope. The first will deal with the principles that should guide the delegation of delivery of a federal service to the official language minority communities and the conditions to be met to ensure respect of the

spirit and intent of the Official Languages Act. The other study will be concerned with the information highway and will deal with Canada's role and initiatives for promoting French on the Internet. The study completed during the last fiscal year⁹ will be circulated to the appropriate parties and information sessions will be organized with the institutions concerned.

As a member of various interdepartmental committees, including the research committee, the sector will contribute to the efforts of various federal departments to identify research needs related to the area of official languages and the official language minority communities and will participate in discussions in this regard.

The sector will continue to maintain close relations with the Parliamentary committee on official languages in order to respond to the needs and requests of its members, as well as with community associations, federal institutions, provincial departments, the media and any other group which may have an influence on linguistic duality in Canada. By doing so, the sector helps to promote mutual respect between the official language majority and minority communities in Canada.

The sector will conduct surveys and systematically analyse the political, constitutional and economic trends that have an impact on the vitality of the minority language communities. There will be discussions with persons and institutions internationally who are interested in language issues. We expect to represent the Office of the Commissioner at various forums for discussion that will be held in connection with the Francophone Summit next fall.

The sector will report on the official languages situation in Canadian society and produce the Commissioner's Annual Report, as well as other reports to the Government, studies, speeches, etc, and ensure their widest possible circulation. It will organize meetings with various publics, promote media initiatives and prepare various information products.

The sector will seek partners in the federal administration and in the private sector to explain the scope of the Act and Regulations, the role and activities of the Commissioner and the benefits individually and collectively of having a knowledge of English and of French.

EXPECTED RESULTS

The principal results expected are the development and vitality of the official language minority communities and improvement in the availability and quality of the services they receive from the various public authorities; this will lead to greater respect for their language rights.

An increased knowledge by Canadians of their linguistic rights and of the role of the Commissioner of Official Languages, greater respect for language rights and an increase in exchanges at the international level are also expected.

OCOL will also have a better knowledge of the main concerns and trends related to official languages in Canadian society.

⁹ Motivations for School Choices by Eligible Parents outside Quebec.

Context Overview

Two major types of external factors have an influence on the sector: government policies and decisions, and the acceptance of duality by Canadians.

The federal and provincial governments must, each in their sphere, develop and tirelessly promote the language policies that support Canadian duality. In this sense, any new developments on the national scene, and particularly constitutional developments, have an influence.

The more Canadians are informed of the benefits and of the historical, constitutional and human rightness of the protection of language rights, the more they support it. In this sense, demographic, cultural and economic changes in Canada have a direct influence on such acceptance.

Corporate Services

Planned Spending

(\$ millions)	Forecast Spending 1998-1999	Planned Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002
Gross Expenditures	1,958	3,032	3,009	3,009
Less: Revenue credited to the Vote	–	–	–	–
Less: Revenue credited to the Consolidated Revenue Fund	–	–	–	–
Total Net Expenditures	1,958	3,032	3,009	3,009

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.

Key Plans, Strategies and Expected Results

Corporate Services will continue to offer the range of services associated with its responsibilities, relying on the fundamental values of the Public Service to meet operational needs as effectively as possible. To this end, the Branch will give attention to certain priority areas.

HUMAN RESOURCES

UNIVERSAL CLASSIFICATION STANDARD (UCS)

OCOL will continue work begun last fiscal year by proceeding to analyze all positions in the organization in accordance with the new standard. The sector will then convert all the jobs that have been described.

HUMAN RESOURCES FRAMEWORK

The human resources management and planning function, in the broad sense, will have to be more closely linked to the operational and strategic planning process of the Office of the Commissioner. To this end, the sector plans first to work in cooperation with line managers towards better integrating this function into all decisions related to program execution and, then, to organize information sessions on the changes made to the Public Service Employment Act and its regulations. The La Relève initiative goes beyond the scope of corporate services management and is a corporate responsibility. The sector will therefore seek to promote and carry out broad initiatives to improve the professional environment, operation and health of the organization.

COMPETENCY PROFILE

Since investigators represent a large proportion of staff, the sector considers it important to begin work on developing a competency profile adapted to this professional group.

EXPECTED RESULTS

The transposition exercise should increase the professional mobility of its workforce by means of a simplified system, introduced throughout the Public Service, while reducing the cost and effort required by multiple classification measures.

The implementation and use of the *Framework for the Good Management of Human Resources in the Public Service*¹⁰ will promote the achievement of OCOL's objectives by providing a "road map" for identifying and organizing activities so as to support human resources management efforts, plans and priorities in this regard and the main priorities of the government.

In this context, the sector will update a number of policies on human resources, particularly with regard to official languages and recognition. The following policies are also expected to be developed: telework, training and development and grievance resolution adapted to the specific needs of the organization.

Finally, the sector will seek to familiarize managers with the pertinent legislation that should lead to a gradual and supervised delegation of powers in this regard.

¹⁰ This document is available on the Internet at the following address: <http://www.tbs-sct.gc.ca>

The introduction of a competency profile will promote the mobility of OCOL's employees and make the staffing process more transparent.

FINANCE

COMPTROLLER FUNCTION

OCOL will continue to interpret and organize the comptroller function so that it constitutes an important factor in integrating the Sector's various responsibilities for the presentation of information on financial and non-financial performance: budgeting, resource allocation, risk monitoring and management, while ensuring that the basic objectives of flexibility, incentive and information are maintained in its strategies, policies and operations.

FINANCIAL INFORMATION STRATEGY

The Financial Information Strategy, like any other phase in the modernization of comptrollership, will result in changes to the accounting method and plan used, the financial systems and the processing of information. All these changes will exert additional pressure on the staff and the organization in general since they will require training, transition and adaptation.

EXPECTED RESULTS

To ensure an environment that promotes the integration and the exercise of this comptroller function, both for decision makers at all levels and for the specialists and professionals who form the core of our workforce.

As of April 1999, the Office of the Commissioner will have to integrate and implement the Financial Information Strategy by making the necessary changes to its internal financial operations, systems and policies to make them comply with the requirements of accrual accounting so as to strengthen the decision-making process (results-oriented management) and accountability and improved organisational performance.

INFORMATICS

INFORMATION MANAGEMENT

OCOL will continue to improve the strategic approach to information technologies (IT) and information management (IM). The sector will seek to consolidate the service delivery and ensure more flexible execution of programs and services.

INFORMATION TECHNOLOGIES

The Office of the Commissioner will continue the implementation of its five-year informatics equipment replacement plan. It will for the second year replace a fifth of its computer stock.

The Office of the Commissioner will continue to assign priority to implementing and monitoring the procedures required for the transition to the year 2000 while preventing the harmful impact that inaction would have on the information produced by our systems. Three systems developed internally do not meet Y2K requirements, the Automated Document Management System, the Materiel Management System and the Information Products Distribution System. Given the high cost of integration into OCOL's infrastructure and of achieving Y2K compliance, replacement options will be examined.

EXPECTED RESULTS

We will make our Complaints Investigation and Management System (CIMS), which is a major application and a **mission critical system** of OCOL, Y2K compliant. The preliminary study carried out last year showed the need for an upgrade of this system to four digit recognition. We will work to make this system more efficient by integrating various data bases into it, adding a storage module to it and developing related report production systems.

We are striving to rationalize the use of IT by consolidating requests and requirements in order to achieve significant savings in the acquisition of hardware and software. The updating of office automation products, including remote access to the network and electronic forms, should provide employees with modern, appropriate and required work tools and conditions in a context of increased use of the latest information technologies adapted to the specific needs of the organization.

ADMINISTRATIVE SERVICES

NEW COMMISSIONER OF OFFICIAL LANGUAGES

Change at the top of an organization invariably has numerous repercussions on Administrative Services and the Commissioner's Office and will constitute the priority during the next fiscal year.

THREAT AND RISK ASSESSMENT

The implementation of measures designed to increase the level of protection of OCOL's property and information will continue, for example, with the addition of protection systems and measures for the archives and improvement of the access control system for the premises.

SHARED SERVICES

Another service sharing initiative for sharing a first aid room with the other occupants of the building is currently under study. Initiatives involving photocopying and messenger services will continue to be analyzed.

ELECTRONIC FORMS

A database has been created for electronic forms. Initially, a few forms were fed into it and are being used as part of a pilot project. It is anticipated that, in 1999-2000, all OCOL staff will be invited to use most of the commonly used forms in electronic format.

EXPECTED RESULTS

The arrival of the new Commissioner, expected next August, will undoubtedly have a major impact on the organization, but particularly on Corporate Services and the Commissioner's Office. Activities will be aimed mainly at facilitating harmonious and efficient integration in terms of physical facilities, work tools, handling of correspondence and files, security, etc, and the communication of new administrative and operational procedures and practices to OCOL in general at the appropriate time while minimizing the impact on routine operations.

The implementation of measures taken with regard to threat and risk assessment is designed to increase the protection of property and information while ensuring their availability, confidentiality, integrity and value.

The shared services and facilities exercise should lead to savings and also result in a wider range and increased specialization of our services.

The widespread use of electronic forms will result in annual savings of several thousand dollars (time and paper) and increase the effectiveness of internal controls.

Context Overview

A number of factors will have an impact on the sector's activities and may affect the achievement of the specific outcomes sought.

With regard to human resources management, the Universal Classification Standard is undoubtedly the issue that is mobilizing not only the sector's resources, but those of OCOL in general. The deadlines are tight and the energies required enormous. Implementation of the new classification system will continue to conflict with the sector's capacity to deliver routine service. In addition, the obligation to maintain two classification systems until conversion of the positions imposes an additional burden on the sector.

Implementation of the provisions arising from the signing of various collective agreements, which affect over 75% of OCOL's employees, will have a major short-term impact on the sector's workload. It will also be necessary to become familiar with the content of the various agreements and inform employees and managers about them. Finally, settlement of the pay equity issue will significantly increase the workload in the area of pay administration.

C. Consolidated Reporting

Given the size of the organization and the fact that it has only one program, the updating of the principal initiatives and expected results which are of a general and pan-governmental nature or which concern a number of departments or agencies is integrated into this report. The reader is asked to consult the index to find the passages pertinent to Y2K initiatives, the Financial Information Strategy, the UCS and the Dispute Resolution Fund.

The Office of the Commissioner does not at present foresee any major or significant regulatory initiative.

SECTION IV: Supplementary Information

Table 1 **Spending Authorities – Office Summary**
Part II of the Estimates

Vote	(\$ millions)	1999-2000 Main Estimates	1998-1999 Main Estimates
Commissioner's Office			
25	Operating Expenditures	9,474	8,912
(S)	Contributions to employee benefit plans	1,328	1,379
	Total	10,802	10,291

Personnel Information

Table 2.1 *Organization Structure*

The Commissioner reports to Parliament, and the Prime Minister is the Minister responsible for all of OCOL's financial activities. The Program is administered by six units: Investigations Branch, Policy Branch, Legal Services, Regional Operations and Communications, Corporate Services Branch and the Commissioner's Office. Senior managers directing those services all report directly to the Commissioner.

The Commissioner's Office Headquarters are located in the National Capital Region. Regional offices are located in Moncton, Montreal, Toronto, Winnipeg and Edmonton.

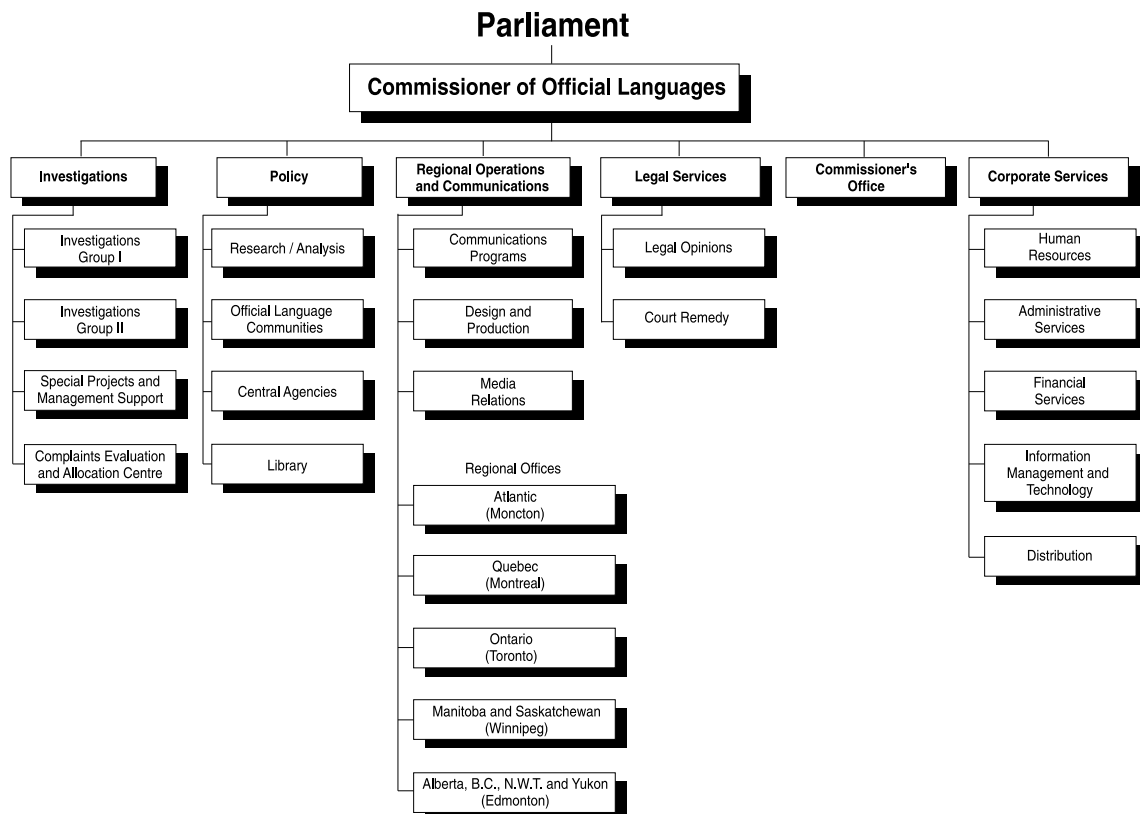


Table 2.2 *Planned Full Time Equivalents (FTEs) by Business Line*

	Forecast 1998-1999	Planned 1999-2000	Planned 2000-2001	Planned 2001-2002
Office of the Commissioner of Official Languages				
Complaints and Investigations	71	71	71	71
Information, Research and Analysis	27	29	24	24
Corporate Services	28	24	29	29
Commissioner's Office Total	126	124	124	124

Additional Financial Information

Table 3.1 <i>Capital Spending by Business Line</i>	}	Non applicable
Table 3.2 <i>Capital Projects by Business Line</i>		
Table 3.3 <i>Status of Major Crown Projects</i>		

Table 4 *Summary of Standard Objects of Expenditure*

(\$ millions)	Forecast 1998-1999	Planned Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002
Personnel	8,163	7,972	7,968	7,968
Goods and Services				
Transportation and communications	794	790	790	790
Information	168	280	280	280
Professional and special services	1,710	1,235	1,216	1,216
Rentals	76	105	105	105
Building and work repairs	38	50	50	50
Utilities, materials and services	205	275	275	275
Other subsidies and payments	8	-	-	-
	11 161	10 707	10 684	10 684
Capital				
Acquisition of machinery and equipment	116	95	95	95
	116	95	95	95
Transfer payments	-	-	-	-
Total program	11 277	10 802	10 779	10 779
Less: Revenues credited to the Vote	-	-	-	-
Total Commissioner's Office	11 277	10 802	10 779	10 779

Table 5 *Program Resources by Business Line for the Estimates Year*

(\$ millions)	Budgetary					Non-Budgetary			
	FTE	Operating	Capital	Transfer Payments	Planned Spending	Loans, Investments and Advances	Gross Planned Spending	Less: Revenue Credited to the Vote	Net Planned Spending
Commissioner of Official Languages									
Complaints and Investigations	71	5,324	-	-	5,324	-	5,324	-	5,324
Information, Research and Analysis	29	2,446	-	-	2,446	-	2,446	-	2,446
Corporate Services	24	3,032	-	-	3,032	-	3,032	-	3,032
Total	124	10,802	-	-	10,802	-	10,802	-	10,802

Table 6 *Transfer Payments by Business Line* } Non applicable
Table 7 *Revenue by Programs* }

Table 8 *Net Cost of Program for the Estimates Year*

(\$ millions)	Commissioner of Official Languages Program
Gross Planned Spending	10 802
PLUS:	
Services received without charge:	
Accommodations provided by Public Works and Government Services Canada (PWGSC)	909
Contributions covering employee's share of employees' insurance and costs paid by TBS	-
Workman's compensation coverage provided by Human Resources Development Canada (HRDC)	-
Salary and associated costs of legal services provided by Justice Canada	-
	<u>909</u>
Total Cost of Program	11,711
LESS:	
Revenue Credited to the Vote	-
Revenue Credited to Consolidated Revenue Fund	-
	<u>-</u>
Net cost of Program	11,711
1998-1999 Estimated Net Program Cost	11,862

Table 9.1	<i>Revolving Fund – Statement of Operations</i>	}	Non applicable
Table 9.2	<i>Revolving Fund – Statement of Changes in Financial Position</i>		
Table 9.3	<i>Revolving Fund – Projected Use of Authority</i>		
Table 10	<i>Loans, Investments and Advances by Business Line</i>		
Table 11	<i>Tax Expenditures</i>		

Other Information

Table 12 ***Listing of Statutes and Regulations***

<i>Official Languages Act</i>	(R.S.C. (1985), c.31 (4th Supp.))
<i>Official Languages (Communications with and Services to the Public)</i>	<i>Regulations</i> , SOR/92-48

Table 13 **References**

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Table 14 Publications

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

☎ telephone orders

✉ postal orders

TITLE	DESCRIPTION	AUDIENCE
PUBLICATIONS		
<i>Annual Report 1998</i>		☞☎☉ General Public
<i>Impact of Government Transformations on the Official Languages Program in Canada</i>	Annual Report	☞☎☉ General Public
<i>Language Rights in 1998</i>	Annual Report	☞☎☉ General Public
<i>The Official Languages Act, 1988</i>	Complete text of the Act	☞☎☉ General Public
<i>The Equitable Use of English and French before the Courts in Canada</i>		☎☉ General Public
<i>Language Rights and the Court Challenges Program – A Review of its Accomplishments and Impact of its Abolition</i>		☎☉ General Public
<i>The Principles of Individual Choice and Territoriality in the Implementation of Language Rights</i>		☎☉ General Public
<i>Our Two Official Languages Over Time</i>	Historical overview - 1867 to 1994	☎☉ General Public
<i>A Chronicle of the Office of the Commissioner of Official Languages, 1970-91</i>	Role and development from the beginnings to 1991	☎☉ General Public
<i>Official Language Minority Education Rights in Canada: From Instruction to Management</i>		☎☉ General Public
<i>School Governance: The Implementation of Section 23 of the Charter</i>		☞☎☉ General Public
<i>The Equitable Use of English and French before Federal Courts and Administrative Tribunals Exercising Quasi-judicial Powers</i>	Study of Part III of the Act	☞☎☉ General Public
PAMPHLETS		
At Your Service! – Official Languages Regulations		☎☉ General Public
Let the Commissioner Know!	Mission of the Commissioner	☎☉ General Public
What About Your Language Rights?		☎☉ General Public
BROCHURES		
<i>Official Languages Act, 1988: Synopsis</i>		☞☎☉ General Public
Official Languages: Basic Facts	Questions and Answers	☞☎☉ General Public
The Commissioner at Your Service	Mandate and Roles of the Commissioner's Office	☎☉ General Public
PRINTED MATERIALS		
<i>Talking to Each Other</i>	Resource kit for high school teachers	☎☉ Teachers
<i>English and French in the Workplace – What Federal Employees Need to Know</i>	16-page bilingual booklet	☞☎☉ Public Servants
<i>Adventures in Time</i>	Story and activity book for children 10 and 11 years old	☎☉ Youth

TITLE	DESCRIPTION	AUDIENCE
POSTERS		
Feathered Friends	The English and French names of a variety of North American birds 	General Public
Owls Hoot	Shows birds and animals and describes in English and French the sound each makes 	General Public
Perspective	The earth as seen from the moon 	General Public
Tradition Ethel Seath Marc-Aurèle de Foy Suzor Côte	The White Barn, Eastern Townships Retour des champs 	General Public
Vision A.J. Casson Lauren S. Harris	Anglican Church at Magnetawan Maligne Lake, Jasper Park 	General Public
Perspective Alex Colville Clarence Gagnon	To Prince Edward Island De l'église à la maison 	General Public
MISCELLANEOUS		
Infoaction Volume 4, No 1 Volume 4, No 2 Volume 4, No 3	June 1997  December 1997  May 1998 	General Public General Public General Public
List of articles from <i>Language and Society</i>	From 1979 to 1994 	General Public
Our Information Product		General Public
Official Languages in Canada	Map of Canada 	General Public
Bookmarks		General Public

LIST OF ABBREVIATIONS AND ACRONYMS

CIMS	Complaint and Investigation Management System
COL	Commissioner of Official Languages
FIS	Financial Information Strategy
FTE	Full-Time Equivalent
IB	Investigations Branch
IM	Information Management
IT	Information Technology
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
TB	Treasury Board
TBS	Treasury Board Secretariat
UCS	Universal Classification Standard

INDEX

A

Accountability 3, 20
Administration of justice 6
Administrative Services 21, 25, 27
Air Canada 13

B

Business Lines 16, 33

C

Canadian Charter of Rights and Freedoms 30p
Canadian Heritage 6, 8
Commissioner's Office 21, 22, 25
Commonwealth 8
Competency Profile 19, 20
Complaint and Investigation Management System 21
Complaints 10, 12, 14, 16
Complaints and Investigations 11, 26, 27, 29
Complexity of Complaints 15
Comptroller Function 20
Contraventions 15
Corporate Services 18, 25, 26, 27, 29
Court Remedies 6, 13

D

Department of Justice 6, 13, 16, 27
Devolution 15
Dispute Resolution 11, 14
Dispute Resolution Fund 16, 23

E

Electronic Forms 21, 22

F

Federal Court 6
Federal Institutions 4, 5, 7, 10, 12, 13
Financial Information Strategy 20, 23
Follow-ups 12
Fontaine Report 8, 12, 15
Francophonie 2, 8
Francophonie Summit 2, 8
Full Time Equivalent 26

G

Government Transformations 8, 12, 15
Guiding Principles 7

H

Human Resources 19, 22, 25
Human Resources Development Canada 13, 27

I

Information Highway 17
Information Management 20, 25
Information, Research and Analysis 16, 26, 27, 29
Information Technologies 20, 21
International Events 12
Internet 12
Investigations 1, 11, 25, 29

J

Judicial Remedies 6, 13
Justice 6, 13, 16, 27

K

Key Results Commitments 15

L

Language of Work 12
Language Rights 1, 7, 10, 13, 17, 18
La Relève 19
Legal Services 25
Linguistic Communities 1, 5, 7, 8, 10, 14, 15, 16, 17, 25
Linguistic Duality 1, 4, 8, 17, 18
Linguistic Knowledge 6
Linguistic Ombudsman 1, 10, 13, 14, 15
Linguistic Policy 6

M

Mandate 4
Media 17, 25

N

National Program for the Integration of Both
Official Languages in the Administration
of Justice 6

O

Objective 7
Official Languages Act 1, 2, 4, 6, 7, 10, 11, 12, 13, 15, 16, 17, 27
Official Language Communities 2, 10, 14, 15
Official Language Minority Communities 5, 7, 8, 10, 14, 16, 17
Ombudsman 1, 10, 13, 14, 15
Organizational Structure 25

P

Part VII *Official Languages Act* 6, 8
Partners 8
Planning, Reporting and Accountability Framework 3
Points of service 12
POLAJ 6
Policy 25, 29
Power of recommendation 4
Privatization 15
Privy Council Office 6
Public Service Commission 6
Public Works and Government Services 6, 27
Publications 30

R

Recommandations 11, 12, 13
Records Management 21, 23
Regional Offices 4, 25, 29
Research 1, 16, 17
Role 1, 2, 5, 7, 15, 21, 22
Royal Canadian Mounted Police 12

S

Section 23 38
Service to the public 10, 18
Shared Services 21, 22
Special Studies 11
Standing Joint Committee on Official Languages 6, 14
Systemic Studies 17

T

Threat and Risk Assessment 22
Transfer of responsibilities 7, 15
Transformations 8, 12, 15
Translation Bureau 6, 8

Treasury Board Secretariat 6, 8, 15, 27
Tribunals 12

U

Universal Classification Standard 19, 22, 23

V

Via Rail 13
Vision 5
Vitality of communities 5, 14

W

Web Site 29, 30

Y

Year 2000 21, 23