

GUIDE FOR THE IMPLEMENTATION AND PERFORMANCE MEASUREMENT TOOL

SECTION 41 OF THE OFFICIAL LANGUAGES ACT(OLA)

INTRODUCTION			
<p>This guide has been designed to facilitate the implementation of section 41 of the OLA and serve as a performance measurement tool to measure results achieved in this regard in designated federal institutions (FI) in order to:</p> <ol style="list-style-type: none"> 1. Help institutions identify areas in which they are doing well and in which they can improve; 2. Allow institutions to participate in performance measurement so that, by taking ownership of the process, they are in a better position to implement any recommendations for improvement; 3. Better equip institutions for preparing their action plans and annual achievement reports. 			
<p>Official Languages Act (OLA) - Part VII: Advancement of English And French</p> <p>41. (1) The Government of Canada is committed to</p> <ol style="list-style-type: none"> (a) Enhancing the vitality of the English and French linguistic minority communities in Canada and supporting and assisting their development; and (b) Fostering the full recognition and use of both English and French in Canadian society. <p>(2) Every federal institution has the duty to ensure that positive measures are taken for the Implementation of the commitments under subsection (1). For greater certainty, this implementation shall be carried out while respecting the jurisdiction and powers of the provinces.</p>			
Principal Means	Objectives / Description of Principal Means	FI Focus	Principal Results
A. Awareness	Internal activities directed at making employees and management of the FI aware of their responsibilities regarding OLA section 41 and OLMCs.	FI internal	Creates lasting changes on FI organizational culture; employees and management are aware of and understand their responsibilities regarding OLA section 41 and OLMCs.
B. Consultation	Sharing of ideas and information between FI and OLMCs to better understand each other's priorities and mandate, and to identify areas for OLMC development.	FI <u>and</u> OLMCs	Creation of lasting relationships between the FI and OLMCs; FI and OLMCs understand each other's needs and mandate.
C. Communications	Provision of information (externally) to promote the bilingual character of Canada; provision of information <u>to</u> OLMCs regarding FI activities, programs and policies that could be of interest to them.	FI <u>to</u> OLMCs (information)	OLMC culture reflects an up-to-date understanding of the FI mandate; OLMCs receive up-to-date and relevant information about the FI programs and services (P&S).
D. Coordination and liaison	Cooperation and liaison (joint research, meetings, etc.) within the FI and between FI, other government institutions (OGIs) (ie. federal departments other than the FI) and other levels of government.	FI internal; FI <u>and</u> OGIs	Co-operation with multiple partners to enhance OLMC development and vitality, and to share best practices.
E. Funding and program delivery	Implementation of P&S (resources, in-kind, funding, etc.) and funding for OLMCs by the FI alone or in collaboration with OGIs; integration of OLMC needs.	FI <u>to</u> OLMCs (P&S, funding)	OLMCs are part of FI regular clientele and have adequate access to P&S; OLMC needs (eg. geographic dispersion, development opportunities) are taken into account.
F. Accountability	Action planning, achievement reporting, internal evaluations, policy reviews, etc. done by region, branch, sector, FI, etc.	FI internal; FI <u>to</u> OGIs	Fully integrate the OLMC perspective and OLA section 41 into FI policies and P&S; the reporting structure, internal evaluations, policy reviews determine how to better integrate OLMCs.
Long-term results		Horizontal results for the Government of Canada	
<ol style="list-style-type: none"> 1. Better co-operation among multiple partners on OLMC development and promotion of linguistic duality 2. Increased OLMC access to programs and services offered by FI 3. Increased OLMC ability to live in their own language, to participate in Canadian society and to ensure their long-term development 		<ol style="list-style-type: none"> 1. Improved access to justice in both official languages 2. Increased participation in and improved access to education and learning in support of linguistic duality 3. Improved access to health and social services in the language of choice 4. Enhanced cultural activities in support of Canadian identity 5. Strengthened community economic development and language industries 6. Enhanced community vitality 7. Linguistic duality is reinforced in the institutions of Canadian society and reflected abroad 8. Federal institutions respect the <i>Official Languages Act (OLA)</i> and the Constitution 	

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A	AWARENESS (Federal Institutions internal activities to raise awareness)			
A1	Training and Information Sessions Training and/or information sessions to ALL employees, including managers and new staff members, regarding OLMCs and their responsibilities under OLA section 41.	The OLMC profile within the FI is low; OLA training and information sessions are not provided, or OLA training has been provided only to some managers.	The OLMC profile within the FI is average; OLA training and/or information sessions are only provided to some employees and managers; training is not regularly provided.	The OLMC profile within the FI is high; sufficient OLA training and/or information sessions are regularly provided to most or all employees including managers and new employees.
A2	Senior Management Information Sessions FI holds information sessions for senior managers to encourage regular reviews of FI policies and P&S taking into account OLMCs and OLA section 41.	Information sessions regarding OLA section 41 for FI senior management are not held.	OLA information sessions for FI senior management are sometimes held as part of executive committee meetings; OLMCs and OLA section 41 are occasionally discussed as part of OLA related issues.	Information sessions are regularly held either on their own or as part of FI executive committee meetings to encourage all senior managers to conduct reviews of FI P&S and policies taking into account OLA section 41.
A3	Senior Management Performance Integration of specific performance objectives related to OLA section 41 in senior management performance contracts and/or performance reviews.	No specific official languages objectives are integrated in FI management contracts or performance reviews.	Some FI management contracts or performance reviews include (sometimes vague) objectives related to OLA section 41.	Contracts or performance reviews of most senior managers include specific objectives related to OLA section 41; superiors take these clauses seriously when measuring manager performance.
A4	OL Champion OL champion ensures that OLA section 41 is fully implemented in the FI; actively promotes OL and OLMC development to all employees, particularly senior management.	FI does not have an OL champion; or the designated OL champion is not active regarding the promotion of OL and OLMCs.	OL champion performs only limited promotion of linguistic duality and OLMC development; does not exercise strong leadership to ensure OL obligations are accounted for in FI decision-making.	OL champion is an active advocate of linguistic duality and OLMC development throughout the FI; exercises leadership, particularly for senior managers, to ensure OL obligations are accounted for and at the heart of decision-making.
A5	Incentives Reward Program Establishment of incentives to reward managers and employees for their efforts regarding OLA section 41 implementation.	No incentives to reward employees and managers exist.	Incentives exist but are rarely rewarded; no mechanism in place to make regular awards; prizes awarded on an ad-hoc basis.	Incentives exist and are regularly rewarded; well-organized mechanism in place to make regular awards to employees and managers; all employees and managers are well aware of these incentives.
A6	Internal Information Tools Internal tools (e.g. FI Intranet, newsletters, E-mails to all employees or specific groups of employees) include information and activities regarding OLA section 41 and OLMCs.	Internal information tools do not include information on OLMCs and OLA section 41.	Internal information tools sometimes include information on OLMCs and OLA section 41 and are sometimes used to raise awareness.	Internal information tools include relevant and up-to-date information on OLMCs and OLA section 41, such as new or revised policies and P&S for OLMCs, and are regularly used to raise awareness.
A7	Bulletin 41-42 <i>Bulletin 41-42</i> is distributed to regional and branch/sector coordinators, as well as FI branches and regional offices.	<i>Bulletin 41-42</i> is not distributed within FI.	<i>Bulletin 41-42</i> is not systematically distributed to regional/sectoral coordinators as well as to all branches and regions of the FI.	FI ensures systematic distribution of <i>Bulletin 41-42</i> throughout the FI (to branch/sector and regional coordinators and to FI branches/sectors and regional offices); <i>Bulletin 41-42</i> contributes to raise awareness.
A8	Research and Studies (internal) OLMC perspective is taken into account in research, studies and investigations undertaken by FI.	No specific research is conducted on OLMCs and regular FI research activities rarely or do not consider the OLMC perspective.	No specific research is conducted on OLMCs but regular FI research activities sometimes consider the OLMC perspective; results regarding OLMCs are not coordinated within the FI.	Specific research is conducted on OLMCs and regular FI research activities consider the OLMC perspective; results regarding OLMCs are coordinated within the FI.

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B CONSULTATION (Sharing of ideas and information between Federal Institutions and Official-Language Minorities Communities)				
B1	Consultative Mechanisms FI has implemented consultative mechanisms with OLMCs (consultative committees, round table meetings, working groups, appointment of OLMC representatives to permanent committees, juries, etc.) to identify OLMC concerns and needs and make sure they are taken into account.	No consultative mechanism with OLMCs has been developed.	Informal consultations with OLMCs take place from time to time; some formal mechanisms have been developed but not implemented; meetings are inconsistently scheduled and ignore some OLMCs.	FI has established and implemented permanent formal consultation mechanisms to ensure an active integrated approach with OLMCs and regularly consults with OLMCs.
B2	Regional Offices Regional offices consult with OLMCs to identify their concerns and needs; results are reported to the FI national coordinator and their regional senior management.	Regional offices never consult with OLMCs; poor relationship with FI national coordinator.	Regional offices sometimes consult or meet with OLMCs, but often do not report to the FI national coordinator or to their regional senior management.	Regional offices meet regularly with all potential and actual OLMC clients, and always report results to the FI national coordinator and their regional senior management; OLMCs are invited to participate in FI regional activities and P&S.
B3	FI Policies and P&S The FI consults with OLMCs at the start of and throughout the process of developing and/or revising FI policy and P&S; OLMCs are invited to suggest new policies/P&S or changes to existing policies/P&S.	FI rarely considers the OLMC perspective in relation to policy and P&S; FI representatives seldom consult with OLMCs.	FI sometimes considers the OLMC perspective in relation to policy and P&S; FI representatives occasionally consult with OLMCs.	FI consults with OLMCs during the process of policy and P&S development or change; FI considers OLMCs as potential target audience in the design and revision of all FI P&S and public policy.
B4	Alternate Service Delivery FI consult with OLMCs on P&S alternate service delivery or devolution processes to identify potential effects on OLMC development.	FI representatives do not consult with OLMCs to identify the potential effect of alternate service delivery or devolution processes on OLMC development.	FI representatives sometimes try to identify the potential effects of adopting alternate service delivery models or devolution on OLMC development, but rarely consult with OLMCs.	The OLMC perspective is integrated into alternate service delivery models or devolution processes; FI representatives identify and consult with specific OLMCs whose development might be affected.
B5	FI Action Plans FI consults with OLMCs on the development of action plans for section 41 implementation.	FI does not (or rarely) consult with OLMCs in the development of action plans.	FI sometimes consults with OLMCs in the development of action plans.	FI regularly consults with OLMCs to help develop and validate the action plans for the implementation of OLA section 41.
B6	Informal Consultations and Feedback from OLMCs FI participates in activities organized by OLMCs and gives OLMCs opportunities to provide feedback and make suggestions for improvement.	FI rarely participates in OLMC activities and rarely gives OLMCs opportunities to provide feedback on how and in what areas the FI can improve.	FI sometimes participates in OLMC activities and sometimes allows OLMCs to provide suggestions for improvement.	Feedback is frequently requested from OLMCs by the FI and improvements are regularly made; surveys and/or focus groups are sometimes organized.

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C COMMUNICATIONS (Information from FI to OLMCs)				
C1	General Information to OLMCs FI informs OLMCs of important events, announcements, activities, exhibitions, release of reports, new or modified P&S and policies.	The FI rarely provides OLMCs with information.	The FI sometimes provides OLMCs with information, but it is either incomplete, out of date or irrelevant to OLMC needs and concerns.	The FI regularly provides OLMCs with timely and pertinent information, such as important events, announcements, activities, press releases, reports, P&S and policy.
C2	Media Buys FI ensures that media buys include the purchase of advertising space and time targeted to specific OLMCs.	Media buys never include the purchase of advertising space and time for specific OLMCs.	Media buys sometimes include the purchase of advertising space and time for specific OLMCs; some OLMCs are missed.	Media buys always include the purchase of advertising space and time for specific OLMCs; all relevant OLMCs are included.
C3	Communications Tools FI maintains adequate communications tools to provide OLMCs with the information they need in an efficient and timely manner.	The FI does not have adequate tools for communicating with and providing information to OLMCs.	The FI has communications tools to provide information to OLMCs, but it does not use these tools efficiently; OLMCs are not able to access information easily.	The FI has adequate tools allowing it to regularly communicate with OLMCs and provide them with up-to-date information; FI employees are properly trained and tools are well-maintained.
C4	Client Distribution Lists OLMCs are included on client distribution lists (regular mail or e-mail) of the different FI Program & Services (headquarters and regional offices).	FI P&S distribution lists do not generally include OLMCs.	FI P&S distribution lists include some OLMCs; contact information is not kept up to date.	P&S information distribution lists usually or always include all relevant OLMC clients; FI distribution lists are well-maintained and accurate.
C5	Bulletin 41-42 FI publishes articles in <i>Bulletin 41-42</i> .	FI does not (or rarely) contribute to <i>Bulletin 41-42</i> .	FI contributes to <i>Bulletin 41-42</i> only when requested.	FI regularly and voluntarily contributes to <i>Bulletin 41-42</i> .
C6	FI Web Site FI uses its Web site to communicate information of interest to OLMCs (in both official languages).	FI web site is not up-to-date in both official languages and does not include content of interest to OLMCs (e.g. FI action plan for OLA section 41 implementation).	FI Web site is up-to-date in both official languages, but does not include content specifically directed to OLMCs.	FI uses its Web site to communicate with OLMCs; all P&S are listed; specific Web pages dedicated to OLMCs are easy to find; Web site content is fully bilingual and updated simultaneously in both official languages.

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D	COORDINATION AND LIAISON (No funding - FI internal coordination and liaison with other government institutions - Networking)			
D1	Official Language Champion OL champion actively participates in the champions' network and is a strong advocate of a full integration of all parts of the OLA within the FI.	FI does not have an OL champion; the designated OL champion does not participate in the champions' network and is not active within the FI.	OL champion sometimes participates in the champions' network and performs only limited OL and OLMC promotion.	OL champion is an active member of the champions' network and ensures that the decision-making process within the FI takes into account official languages obligations.
D2	National Coordinator A national coordinator responsible for OLA section 41 implementation within the FI is appointed and has adequate skills and resources to do so; maintains strong relationships with OGI national coordinators.	There is no national coordinator or the national coordinator is not actively implementing OLA section 41 within the FI.	The national coordinator is active but does not have the skills and resources to implement OLA section 41 within the FI.	The national coordinator is active, full-time, bilingual and has adequate resources; maintains regular communications with OGI national coordinators; where possible, the national coordinator is supported by a dedicated team.
D3	Regional/Sectoral Coordinators FI regional/sectoral coordinators have adequate skills, training and resources to implement OLA section 41.	No regional/sectoral coordinators; regional/sectoral coordinators are not bilingual or they are not actively implementing OLA section 41 within the FI; they lack the support they need.	Regional/sectoral coordinators do not have the skills, training and resources to implement OLA section 41 within the FI (e.g. they are not bilingual or work part-time in some branches or regions).	A national network of bilingual regional/sectoral coordinators have adequate skills, training and resources to implement OLA section 41 within the FI.
D4	FI Coordinators' Network FI coordinators (national and regional/sectoral) maintain strong working relationships and support each other.	No network of coordinators exists within the FI.	Poor relationships are maintained between the national coordinator and the regional/sectoral coordinators.	Close working relationships are maintained between regional/sectoral coordinators and the national coordinator; network of FI coordinators meets regularly to discuss problems and share information and best practices.
D5	Regional Councils of Senior Federal Officials Regional coordinators participate in regional executive council meetings and activities related to OLA section 41.	Regional coordinators do not participate in council meetings or activities.	Regional coordinators sometimes participate in council meetings or activities (such as official languages sub-committees).	Regional coordinators actively participate in council meetings and OLA section 41-related council activities, such as official languages sub-committees.
D6	Collaboration Between FI and OGIs FI works together with OGIs for the benefit of OLMCs; participates in cross-OGI meetings regarding OLA section 41 and actively shares ideas such as best practices.	FI does not attempt to work together with OGIs for the benefit of OLMCs; FI rarely participates in cross-OGI meetings regarding OLA section 41.	FI sometimes works with OGIs for the benefit of OLMCs but contact is inconsistent; FI regularly participates in cross-OGI meetings on OLA section 41 and sometimes shares ideas.	FI consistently works together with OGIs for the benefit of OLMCs; FI regularly participates and sometimes coordinates cross-OGI meetings and pro-actively shares best practices and ideas on OLA section 41.
D7	Collaboration Between FI and Other Levels of Government FI works together with other levels of government, such as provinces/territories and municipalities, for the benefit of OLMCs.	FI does not attempt to work together with other levels of government for the benefit of OLMCs.	FI sometimes works with other levels of government for the benefit of OLMCs but contact is infrequent and informal, and mainly at a regional level; provincial/territorial agreements do not contain adequate support for OLMCs.	FI has an integrated approach for excellent cooperation with other levels of government to enhance OLMC development and vitality; both FI regional offices and branches/sectors are involved; provincial/territorial agreements adequately take OLA section 41 into account.
D8	Co-operation with Canadian Heritage FI consults regularly with Canadian Heritage (PCH) and cooperates in achieving common results regarding section 41.	FI does not consult with PCH or cooperate in achieving common results regarding section 41.	FI sometimes consults with PCH or cooperates in achieving common results regarding section 41.	FI has good communications channels and regularly consults with PCH (including at regional and program levels); is an active partner of PCH in achieving common results regarding section 41.
D9	Collaboration in Joint Research and Studies FI collaborates with OGIs in the undertaking of specific research, and shares the methodology and research results related to OLA section 41 and OLMCs.	FI does not look for opportunities to undertake joint research projects related to OLMCs; the FI does not share its research results with OGIs.	FI sometimes undertakes joint research projects with OGIs on OLMCs and OLA section 41; FI sometimes shares research results with OGIs.	FI is always looking for opportunities to undertake joint research projects on OLMCs and OLA section 41; the FI and other institutions share methodology, research results on OLMCs and best practices in the area of research. .

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E FUNDING AND PROGRAM DELIVERY (to OLMCs)				
E1	Funding and Participation in OLMC Projects FI provides support (either financial or in-kind) and participates in OLMC projects, thereby strengthening its relationships with OLMCs.	FI does not provide funding, support, or participation in OLMC projects; FI does not develop new funding relationships with OLMCs or is just beginning to do so.	FI sometimes provides funding for and participates in OLMC projects.	FI regularly provides funding for, actively supports and participates in OLMC projects (e.g. monetary assistance, in-kind participation, etc.); FI has a strong relationship with OLMCs and is creative in finding other sources of funding for OLMCs.
E2	Targeted Funding FI Program & Services are targeted to actual and/or potential OLMC clients; requests for proposals are sometimes targeted to specific OLMC groups.	FI Program & Services are not executed and do not target current or potential OLMC clients.	Sometimes FI Program & Services and requests for proposals are indirectly targeted to groups of and/or specific OLMCs.	Some FI Program & Services and requests for proposals are specifically targeted to current and potential OLMC clients which can allow for more innovation and creativity by OLMCs.
E3	Partnerships / Mutual Agreements with OGIs FI initiates partnerships and/or mutual agreements with OGIs for the benefit of OLMCs (delivery of services, joint projects or other initiatives related to the development of OLMCs); agreements are sometimes signed with other levels of government (memoranda of understanding, cooperation agreements, etc.).	FI does not hold discussions, show leadership, initiate partnerships or attempt to sign mutual agreements with OGIs and/or other levels of government to contribute to OLMC development.	Some participation in forums by FI; some leadership of joint projects involving OLMCs; some attempts to work in partnership with OGIs to contribute to OLMC development, but few agreements signed with OGIs; sometimes informal work with provinces/territories, municipalities, etc.; uses IPOLC to maximize impact of funding.	FI has well-established partnerships; provides strong leadership in joint projects for OLMCs; FI actively works in partnerships and signs mutual agreements with OGIs; sometimes concludes agreements with other levels of government (for example, cross-OGI service centres in remote areas); FI does not need IPOLC to maximize impact of funding.
E4	OLMC Assistance The FI offers assistance to OLMCs on how to apply for funding support from the FI and to access and identify appropriate P&S; terms and conditions of P&S take into account OLMCs.	Little or no assistance is provided to OLMCs on how to access and identify appropriate FI Program & Services and to apply for funding; the application process is cumbersome and confusing for OLMCs.	Some general assistance is sometimes provided to OLMCs on how to identify and access appropriate FI Program & Services and how OLMCs can apply for funding; application process is complex, time-consuming, difficult and sometimes not fair to all OLMCs.	Extensive assistance (e.g. through meetings and presentations) is provided to OLMCs on how to identify and access appropriate FI Program & Services; application processes are open, transparent and easily accessible; FI ensures that OLMCs fully understand how to apply for funding.
E5	Program Delivery FI ensures OLMCs have access to P&S and takes into account their diversity and geographic dispersion.	Difficult for OLMCs to access FI Program & Services; FI does not take OLMC diversity and geographic dispersion into account when designing and delivering P&S.	OLMCs do not always have easy access to FI P&S; FI sometimes takes OLMC diversity and geographic dispersion into account when designing and delivering P&S.	FI ensures that OLMCs always have complete and easy access to P&S; FI (particularly its regions) make extra efforts to take OLMC diversity and geographic dispersion into account in P&S delivery.

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F	ACCOUNTABILITY			
F1	Action Plan Preparation FI develops annual or multi-year actions plans that clearly and accurately describe the proposed implementation of OLA section 41 into FI policies and P&S; action plans are submitted to PCH on a timely basis.	FI does not develop an action plan or the action plan lacks clear measures to aid OLMC development; anticipated results and planned impacts are not defined; no links to OLMC priorities; not made public and not submitted to PCH.	FI action plan missing some details; contains only vague measures and performance indicators; links to OLMC priorities are unclear; and are sometimes inconsistent with FI policy; made public but not widely distributed; not submitted to PCH within deadline date.	FI action plan contains clear objectives, well-defined anticipated results and planned impacts on OLMC development, clear links to OLMC priorities, and detailed measures and performance indicators; consistent with FI policy; made public, widely distributed and submitted to PCH within deadline dates.
F2	Achievement (Results) Report Preparation FI prepares annual achievement reports that clearly and accurately describes the results achieved by the implementation of OLA section 41; the annual report is submitted to PCH within deadline date.	FI does not develop an annual report or achievement report, or it is vague and incomplete; performance indicators and evaluation mechanisms are not defined; OLMC clients are not described; report is not made public and not submitted to PCH.	FI achievement report does not clearly address all aspects of the action plan and identify achieved results; performance indicators and evaluation mechanisms are vague; lacks detailed results; made public but not widely distributed; not submitted to PCH within deadline date.	FI achievement report clearly describes how measures taken assisted the development of OLMCs; and reports results using well-defined performance indicators and evaluation mechanisms; defines national and regional impacts; widely distributed; submitted to PCH within deadline date.
F3	Progress Monitoring National coordinator consults with regional/sectoral coordinators and P&S managers to monitor action plan progress and OLMC satisfaction; FI internal reporting structure takes OLMCs into account.	Action plan is not regularly reviewed to measure progress; senior management not actively concerned with action plan progress; FI reporting structure does not take OLMCs into account.	Action plan is inconsistently reviewed to measure progress; minimal measures are taken to implement improvements to FI Program & Services; lack of dialogue between senior management and P&S managers.	FI regularly reviews implementation of action plans and impacts on OLMC development; improvements to FI P&S are identified and implemented; national coordinator regularly consults with regional/sectoral coordinators and P&S managers regarding OLMC satisfaction and progress of OLA section 41 implementation.
F4	Evaluations and Internal Audits Evaluations and internal audits of FI programs and services are periodically conducted, taking into account how they impact on OLMCs and how OLMC development and vitality have been enhanced.	FI representatives, evaluators and/or internal auditors have not incorporated into program evaluation and/or audit criteria how FI policies and P&S have impacted on OLMC development and vitality.	Evaluations/reviews are conducted, but do not always clearly indicate as part of the evaluation/audit criteria how FI policies and P&S have impacted on OLMCs or how OLMC development and vitality have been enhanced.	Regular and systematic FI evaluations and internal audits always include components and criteria for determining how FI policies and P&S have impacted on OLMCs or how OLMC development and vitality have been enhanced; reports include detailed impacts on OLMCs and recommendations for improvement
F5	Integration with Planning and Reporting Processes Implementation of OLA section 41 is taken into account in FI planning and reporting processes.	Implementation of OLA section 41 is not taken into account in FI planning and reporting processes.	Implementation of OLA section 41 is taken into account in some FI planning and reporting processes.	Implementation of OLA section 41 is fully integrated into all FI planning and reporting processes.
F6	Committees of FI Senior Management Review of FI P&S and policies regarding OLA section 41 is a regular item on the agenda of FI senior management committee meetings.	FI senior management meetings do not review the implementation of OLA section 41, and no effort is made to address OLMC priorities within the mandate of the FI.	FI senior management meetings only occasionally include a review of the implementation of OLA section 41; OLMC considerations are not often included in discussions about FI mandate.	Senior management committees meet regularly to review FI P&S and policies and how they relate to the implementation of OLA section 41; serious efforts are made to better address OLMC priorities within the FI mandate.
F7	Complaints The FI actively investigates and resolves all complaints related to OLA section 41; improvements to policy and P&S are implemented.	FI does not satisfactorily resolve complaints related to OLA section 41; improvements to policy and P&S are not implemented.	FI investigates and resolves complaints related to OLA section 41; improvements to policy and P&S are sometimes implemented; complaints sometimes recur.	FI actively investigates and resolve all complaints related to OLA section 41; improvements to policy and P&S are implemented; complaints are a driving force for positive change and learning.