



LEADERSHIP COMPETENCIES PROFILE FOR OFFICIAL LANGUAGES

THE FOLLOWING TABLE IS A SELF-ASSESSMENT TOOL BASED ON THE LEADERSHIP COMPETENCIES PROFILE FOR OFFICIAL LANGUAGES THAT WAS DEVELOPED USING DATA GATHERED FROM THE OFFICE OF THE COMMISSIONER OF OFFICIAL LANGUAGES' STUDY *BEYOND BILINGUAL MEETINGS: LEADERSHIP BEHAVIOURS FOR MANAGERS*.

PUBLIC SERVICE MANAGERS ARE INVITED TO USE THIS TOOL TO EVALUATE THEMSELVES AND, WHERE NEEDED, TAKE ACTION TO ENSURE THAT THEIR EMPLOYEES FEEL COMFORTABLE USING THEIR OFFICIAL LANGUAGE OF CHOICE IN THE WORKPLACE.

ASSESSMENT		Please use the following scale to assess the degree to which your behaviour complies with the statements in each category: 1 = Never; 2 = Sometimes; 3 = Often; 4 = Regularly; 5 = Always.				
VALUES AND ETHICS			Overall rating			
Communicates, through behaviour, the values of bilingualism and equality in official languages			<input type="text"/>			
• Understands the impact of his or her actions and behaviours on employees and acts as a role model;	<input type="radio"/> 1	<input type="radio"/> 2		<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
• Feels comfortable communicating in both official languages and looks for opportunities to use them;	<input type="radio"/> 1	<input type="radio"/> 2		<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
• Follows bilingualism directives during meetings, individual meetings, etc.;	<input type="radio"/> 1	<input type="radio"/> 2		<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
• Treats employees equitably and fairly regardless of their language group or their language preference at work.	<input type="radio"/> 1	<input type="radio"/> 2		<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Comments	<input type="text"/>					
Shows respect for the language preferences of his or her employees			<input type="text"/>			
• Finds out which official language each employee prefers to use at work;	<input type="radio"/> 1	<input type="radio"/> 2		<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
• Speaks to employees in the official language of their choice;	<input type="radio"/> 1	<input type="radio"/> 2		<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
• Consults employees to determine their language-of-work needs.	<input type="radio"/> 1	<input type="radio"/> 2		<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Comments	<input type="text"/>					
Maintains an environment of respect for both official languages			<input type="text"/>			
• Ensures that employees feel comfortable using the official language of their choice;	<input type="radio"/> 1	<input type="radio"/> 2		<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
• Ensures equal treatment of both official languages in all areas of work (communications, documents, work tools, etc.);	<input type="radio"/> 1	<input type="radio"/> 2		<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
• Checks regularly to see whether employees' language needs are met;	<input type="radio"/> 1	<input type="radio"/> 2		<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
• Never hesitates to take measures to correct situations where official languages are not respected;	<input type="radio"/> 1	<input type="radio"/> 2		<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
• Uses both official languages in all work situations.	<input type="radio"/> 1	<input type="radio"/> 2		<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Comments	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
----------	--

Demonstrates leadership in official languages		
<ul style="list-style-type: none"> Maintains and demonstrates ongoing commitment toward bilingualism; 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	<input type="text"/>
<ul style="list-style-type: none"> Finds tangible opportunities to promote bilingualism; 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
<ul style="list-style-type: none"> Informs employees of language-of-work responsibilities and meets these responsibilities; 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
<ul style="list-style-type: none"> Never hesitates to make difficult decisions to correct situations where employees' language-of-work rights are not respected; 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
<ul style="list-style-type: none"> Continuously seeks to improve the work environment so that it is conducive to the use of both official languages. 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	

Comments	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
----------	--

--	--

STRATEGIC THINKING	Overall rating
---------------------------	----------------

Develops a vision for official languages in the workplace		
<ul style="list-style-type: none"> Develops a vision for official languages in the workplace that goes beyond the strict application of the <i>Official Languages Act</i> and that is focused on respect for employees and on their well-being; 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	<input type="text"/>
<ul style="list-style-type: none"> Develops an official languages vision based on the Canadian values of linguistic duality and cultural diversity; 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
<ul style="list-style-type: none"> Develops a vision that reflects the institution's mandate while adhering to the principles and spirit of the <i>Official Languages Act</i>. 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	

Comments	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
----------	--

Takes the necessary measures to ensure that the vision is understood within the institution		
<ul style="list-style-type: none"> Takes the necessary measures to ensure that all employees in the institution have a common understanding of the vision (through training, concrete examples, discussion groups, workshops during annual meetings, etc.); 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	<input type="text"/>
<ul style="list-style-type: none"> Communicates this vision to employees (regular discussions, etc.); 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
<ul style="list-style-type: none"> Clearly understands his or her own responsibilities in the implementation of the vision and shares them with employees. 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	

Comments	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
----------	--

Uses strategic methods to ensure that the vision is respected		
• Is aware of the issues associated with implementing the vision and does not hide or ignore them;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	<div style="border: 1px solid black; width: 40px; height: 40px; margin: auto;"></div>
• Involves employees in implementing the vision;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
• Develops a series of best practices in cooperation with various working groups;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
• Outlines specific expectations with respect to language of work;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
• Clearly identifies objectives and expected results;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
• Measures the extent to which the objectives are met;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
• Establishes connections between official languages and the institution's strategic priorities.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	

Comments	<table border="1" style="width: 100%; height: 50px;"> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> </table>					

ENGAGEMENT	Overall rating
-------------------	-----------------------

Communicates his or her commitment and departmental commitment		
• Communicates departmental vision and commitment regarding language of work to all employees;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	<div style="border: 1px solid black; width: 40px; height: 40px; margin: auto;"></div>
• Regularly reminds employees that respect for official languages in the workplace is a priority.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	

Comments	<table border="1" style="width: 100%; height: 50px;"> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> </table>					

Demonstrates, through action, his or her commitment to ensuring that language-of-work rights are respected		
• Ensures that language-of-work objectives are included in supervisors' performance agreements;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	<div style="border: 1px solid black; width: 40px; height: 40px; margin: auto;"></div>
• Develops specific indicators to achieve organizational objectives;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
• Includes official languages in the team's mission statement;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
• Demonstrates diligence in taking corrective action, when necessary.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	

Comments	<table border="1" style="width: 100%; height: 50px;"> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> </table>					

Shows consistency in his or her commitment to official languages		
• Communicates on a daily basis in both official languages;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	<input type="text"/>
• Informs employees of their language rights on an ongoing basis;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
• Informs managers of employees' language rights on an ongoing basis;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
• Ensures that good practices are systematically implemented.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
Comments	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	
Demonstrates persistence in applying Part V of the <i>Official Languages Act</i>		
• Recognizes that change can be slow and perseveres without being discouraged;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	<input type="text"/>
• Develops a long-term vision and steadily implements it.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
Comments	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	
Demonstrates courage in taking corrective action to ensure that employees' rights are respected		
• Represents employees to ensure their rights are respected;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	<input type="text"/>
• Shows boldness, creativity and initiative in the action taken to ensure that Part V of the <i>Official Languages Act</i> is respected;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
• Is honest and transparent with managers and employees when they do not respect Part V of the <i>Official Languages Act</i> ;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
• Takes corrective action, when needed.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
Comments	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	
Shows sensitivity in dealing with language-of-work issues		
• Recognizes potential conflicts related to language-of-work issues and handles them with discretion and tact;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	<input type="text"/>
• Is sensitive to cultural differences and to the connection between language and identity;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
• Shows empathy and consideration when dealing with emotional issues regarding language of work;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
• Is sensitive to sociocultural and other factors that influence the language of work and the language dynamic;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
• Is able to distinguish between the personal opinions of some, while ensuring that the language rights of all are respected;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
• Understands and analyzes his or her own language-of-work issues;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
• Uses persuasion rather than coercion.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	

Comments	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
----------	--

MANAGEMENT EXCELLENCE	Overall rating
------------------------------	-----------------------

Ensures that communications with employees are bilingual and that the preferred official language of each individual is respected	
<ul style="list-style-type: none"> • Ensures that all general interest e-mails are in both official languages; <input type="radio"/>1 <input type="radio"/>2 <input type="radio"/>3 <input type="radio"/>4 <input type="radio"/>5 	<input style="width: 50px; height: 50px;" type="text"/>
<ul style="list-style-type: none"> • Ensures a good balance of official languages in staff presentations, general meetings, etc.;; <input type="radio"/>1 <input type="radio"/>2 <input type="radio"/>3 <input type="radio"/>4 <input type="radio"/>5 	
<ul style="list-style-type: none"> • Ensures that all employees can communicate in the official language of their choice with personal and central services (human resources, safety, etc.). <input type="radio"/>1 <input type="radio"/>2 <input type="radio"/>3 <input type="radio"/>4 <input type="radio"/>5 	

Comments	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
----------	--

Ensures that written documents are available in both official languages	
<ul style="list-style-type: none"> • Anticipates translation needs and plans projects accordingly; <input type="radio"/>1 <input type="radio"/>2 <input type="radio"/>3 <input type="radio"/>4 <input type="radio"/>5 	<input style="width: 50px; height: 50px;" type="text"/>
<ul style="list-style-type: none"> • Ensures that documents are translated professionally rather than relying on employees who speak that language; <input type="radio"/>1 <input type="radio"/>2 <input type="radio"/>3 <input type="radio"/>4 <input type="radio"/>5 	
<ul style="list-style-type: none"> • Makes documents available simultaneously in both official languages and ensures that they are of equal quality; <input type="radio"/>1 <input type="radio"/>2 <input type="radio"/>3 <input type="radio"/>4 <input type="radio"/>5 	
<ul style="list-style-type: none"> • Encourages employees to prepare documents in the official language of their choice; <input type="radio"/>1 <input type="radio"/>2 <input type="radio"/>3 <input type="radio"/>4 <input type="radio"/>5 	
<ul style="list-style-type: none"> • Anticipates translation costs while preparing the budget and regularly reviews them. <input type="radio"/>1 <input type="radio"/>2 <input type="radio"/>3 <input type="radio"/>4 <input type="radio"/>5 	

Comments	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
----------	--

Ensures that employees have the required language skills	
<ul style="list-style-type: none"> • Regularly re-evaluates the skill levels needed for supervisory positions; <input type="radio"/>1 <input type="radio"/>2 <input type="radio"/>3 <input type="radio"/>4 <input type="radio"/>5 	<input style="width: 50px; height: 50px;" type="text"/>
<ul style="list-style-type: none"> • Determines with employees, during their performance assessment, whether they still have the language skills required for the position and discusses all the training and learning retention needs; <input type="radio"/>1 <input type="radio"/>2 <input type="radio"/>3 <input type="radio"/>4 <input type="radio"/>5 	
<ul style="list-style-type: none"> • Includes language training and learning retention in the training plan; <input type="radio"/>1 <input type="radio"/>2 <input type="radio"/>3 <input type="radio"/>4 <input type="radio"/>5 	
<ul style="list-style-type: none"> • Reminds employees, during performance assessments, of their responsibilities with respect to learning retention; <input type="radio"/>1 <input type="radio"/>2 <input type="radio"/>3 <input type="radio"/>4 <input type="radio"/>5 	
<ul style="list-style-type: none"> • Informs employees that proficiency in both official languages is an essential skill for access to supervisory positions; <input type="radio"/>1 <input type="radio"/>2 <input type="radio"/>3 <input type="radio"/>4 <input type="radio"/>5 	
<ul style="list-style-type: none"> • Encourages employees to anticipate their future language needs and helps them meet their objectives. <input type="radio"/>1 <input type="radio"/>2 <input type="radio"/>3 <input type="radio"/>4 <input type="radio"/>5 	

Comments	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
----------	--

Provides training and learning retention opportunities		
<ul style="list-style-type: none"> Seeks innovative ways to ensure opportunities for training or learning retention (coaching, on-line courses, etc.) so that employees can integrate their training into their career path; 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
<ul style="list-style-type: none"> Creates opportunities for discussion in the workplace (lunches in the second language, information sessions, etc.); 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
<ul style="list-style-type: none"> Provides employees returning from language training with work tools (editing and translation software, etc.) that will help them use and maintain their second language. 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	

Comments	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
----------	--

Fosters harmony within the teams		
<ul style="list-style-type: none"> Creates opportunities for discussions on official languages and related cultures (lunch-and-learn sessions, etc.); 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
<ul style="list-style-type: none"> Seeks to resolve conflicts as soon as they occur. 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	

Comments	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
----------	--

Holds bilingual meetings and encourages employees to participate		
<ul style="list-style-type: none"> Holds meetings in a bilingual format from start to finish; 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
<ul style="list-style-type: none"> Encourages employees to speak in the official language of their choice; 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
<ul style="list-style-type: none"> Ensures that all meeting documents are available in both official languages; 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
<ul style="list-style-type: none"> Ensures that assistants can draft minutes and follow-ups in both official languages; 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
<ul style="list-style-type: none"> Posts the protocol for bilingual meetings in the meeting rooms or elsewhere; 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
<ul style="list-style-type: none"> Speaks in the other official language when the meeting is being held mostly in one language; 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
<ul style="list-style-type: none"> Ensures that employees understand what is required to hold a bilingual meeting: as needed, distributes the protocol on holding bilingual meetings to employees and encourages them to use it; 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
<ul style="list-style-type: none"> Periodically assesses respect for official languages during meetings and reminds individuals of the procedures to follow; 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	
<ul style="list-style-type: none"> Provides training on holding bilingual meetings, as needed. 	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5	

Comments	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
----------	--

Ensures that training and work tools are available in both official languages

- Checks the preferences of employees as soon as they arrive and informs them of their right to have tools (software, manuals, etc.) and training in the official language of their choice;

1 2 3 4 5

- Regularly checks that employees' needs have been met.

1 2 3 4 5

--

Comments
