

APPENDIX A: 2013–2016 OFFICIAL LANGUAGES STRATEGIC PLAN

Updated: 2014-04-23

MISSION STATEMENT

CBC/Radio-Canada aims to be a leader in promoting official languages (OL) in the workplace and in the Canadian society, by enhancing its structure in order to balance operational and legislative requirements, and public needs and aspirations. Strategic and cost-effective initiatives will be implemented to support corporate changes by capitalizing on available synergies while allowing for operational flexibility.

OBJECTIVE	ACTION	RESPONSIBILITY	STATUS (including details)	DUE DATE
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1. MANAGEMENT OF THE OL PROGRAM

Objectives: CBC/Radio-Canada maintains an up-to-date action plan that includes appropriate, targeted measures to address challenges identified in investigations, the Commissioner of Official Languages' previous performance report cards and audits, and/or internal audits and further develops a proactive and preminent OL program. Continuous improvement measures are in place and progress is monitored by senior management. CBC/Radio-Canada responds in a timely manner to complaints related to the application of the *Official Languages Act* ("the Act").

1a) Implement and maintain an accountability framework, an action plan and accountability mechanisms.	Produce a three-year action plan starting on April 1, 2013 and present and obtain buy-in from PCSMT.	Champion Co-champion OL Specialist		February 28, 2013
	Produce an annual strategic communications plan in support of the three-year action plan and present to PCSMT.	Champion Co-champion OL Specialist Corporate Communications		February of every year
	Continue incorporating OL into CBC/Radio-Canada's strategic plan by including performance objectives for key stakeholders in the OL program.	Champion Co-champion OL Specialist		March of every year
	Attend the annual retreat for champions and co-champions and other meetings, as appropriate.	Champion Co-champion OL Specialist (delegate)		Annually
	Contribute financially to the Council of the Network of Official Languages Champions.	Champion Co-champion		Annually
	Maintain an accountability framework with key stakeholders and present to PCSMT as required.	Champion Co-champion OL Specialist		February 28, 2013
	Develop key metrics related to program administration, language of service and language of work.	OL Specialist		2015
1b) Maintain visibility of OL issues within the Corporation: pursue and improve existing good practices while adopting new ones.	Revamp the OL site on iO! and reference as the 'Official Languages Program'.	OL Specialist		2016
	Keep the President and CEO, and SET informed of the latest developments related to the Corporation's Official Languages Program.	Champion Co-champion OL Specialist		Quarterly
	Ensure regular meetings take place to reflect on how program management can be improved and senior management committees (SET and PCSMT) can exercise their responsibilities related to creating an environment favourable to both OL.	Co-champion OL Specialist		Monthly
	Make sure OL issues are discussed at meetings of the Corporate Human Resources Advisory Committee and/or the Ottawa Management Committee	OL Specialist		Annually
1c) Ensure timely and responsible management of OL complaints	Resolve internal and external complaints (including those filed through the Commissioner) in the most timely manner possible and ensure that the Champion, Co-champion, PCSMT and SET are kept up to date on progress.	Champion Co-champion OL Specialist		Ongoing ¹

1d) Promote employee awareness of special days and activities that relate to OL	Celebrate Linguistic Duality Day, which falls on the second Thursday in September.	Champion Co-champion OL Specialist Corporate Communications		Ongoing
1e) Put in place a corporate bilingual structure	Assess the need for new processes to establish position language requirements and deploy an action plan, as appropriate. If there is a need, deployment will be aligned with the national recruitment centre.	OL Specialist		2013
	Evaluate the need for the adoption of a language test used to assess employees and candidates in their second official language and deploy an action plan, as appropriate. If there is a need, deployment will be aligned with the national recruitment centre.	OL Specialist		2013
1f) Show how the Corporation meets its obligations related to language of service, language of work and equitable representation.	Provide a report to the Treasury Board of Canada Secretariat on bilingual capacity, communications/services to the public and employees, and English-speaking and French-speaking employee representation in our workforce. Upon request, complete a multiple choice questionnaire on program management.	OL Specialist Shared Services (Business Intelligence)		Annually

2. PART IV OF THE ACT – SERVICES TO THE PUBLIC

Objectives: CBC/Radio-Canada serves the public in both OL in its offices and bilingual points of service. Service to the public is assessed by monitoring the following elements:

1. Verbal active offer (i.e. "Hello/Bonjour")

2. Visual active offer (i.e. permanent and temporary corporate signage)

3. Availability and quality of service in person and on the phone

4. Availability and quality of service in recorded messages and automated systems

5. Availability and quality of service provided on corporate web sites, including corporate e-mail responses

2a) Demonstrate how CBC/Radio-Canada fulfills its OL obligations related to services to the public.	Present an annual report to the Commissioner of OL and develop a communications strategy, as appropriate.	Co-champion Champion OL Specialist PCSMT Real Estate Division Corporate Communications		Annually
2b) Fulfill OL requirements relating to: in person service	Obtain written commitments by all employees of third parties in offices designated bilingual that they are aware and will comply with OL rules applicable to the Corporation and third party providing services on its behalf.	OL Specialist Real Estate Division		Annually
2c) Fulfill OL requirements relating to: on the phone service	Maintain ongoing monitoring and request local action plans when deficiencies are found. Develop awareness campaigns and integrate into the annual strategic communications plan, as appropriate.	OL Specialist Regional Communications Teams		Bi-annually
2d) Fulfill OL requirements relating to: E-mail service	Maintain ongoing monitoring to ensure compliance of CBC/Radio-Canada audience relations email service. Develop action plans when deficiencies are found.	OL Specialist Corporate Communications		Bi-annually
2e) Fulfill OL requirements relating to: Job postings	Ensure that all jobs are posted in English and French and are of equivalent quality on the Corporation's website and intranet.	OL Specialist P&C		Weekly
2f) Maintain Burolis database	Update Burolis (Treasury Board of Canada Secretariat's database) when changes occur to CBC/Radio-Canada buildings (opening, move or closing).	OL Specialist Real Estate Division		Ongoing
2g) Ensure application of CALDECH decision	Review all external web sites to ensure that they are fully compliant with the CALDECH decision.	OL Specialist		Annually

3. PART V OF THE ACT – LANGUAGE OF WORK

Objectives: CBC/Radio-Canada implements measures to ensure respect of the right of employees working in regions designated bilingual to work in the official language of their choice, provided they have the right based on their position language requirements. Employees can receive personal services (salary, benefits, care, etc.), general services (computer, security, legal), communications, training and widely used work instruments (guides, policy documents and software) in their official language of choice, as per their position language requirements. CBC/Radio-Canada will continue to provide an environment conducive to the use of both official languages.

<p>3a) Encourage and promote the use of both official languages in work environments nationwide, particularly in bilingual regions.</p>	<p>Conduct a language of work survey. A similar methodology than the one used for previous surveys conducted by Statistics Canada on behalf of the Commissioner of Official Languages is applied. The survey consists of at least five questions on:</p> <ol style="list-style-type: none"> 1. Availability of tools in OL of choice 2. Perception that material, including communications, can be produced in OL of choice 3. Supervision is in OL of choice 4. Employees feel free to use OL of choice in meetings 5. Availability of training in OL of choice 	<p>Co-champion Champion OL Specialist Corporate Communications Research & Strategic Analysis</p>		<p>2014</p>
	<p>Develop action plan based on responses to survey.</p>	<p>OL Specialist P&C – Training Dept.</p>		<p>2014</p>
<p>3b) Help employees maintain new language skills</p>	<p>Engage other HR Departments and Language Schools to create awareness and promote employees' second-language skills by encouraging employees to take part in various contests and by prompting them to use the portal's on-line resources.</p>	<p>Champion Co-champion P&C – Training Dept. OL Specialist</p>		<p>Ongoing</p>

4. PART VI OF THE ACT – EQUITABLE PARTICIPATION**Objectives:** CBC/Radio-Canada ensures that anglophones and francophones are equitably represented within our workforce.

4a) Within our workforce, percentage of anglophone participation in Quebec and francophone participation outside of Quebec.	Educate managers and recruiters about Part VI of the <i>Act</i> (training sessions, Cultural Census, etc.).	P&C (Organizational Culture and Change) OL Specialist		Ongoing
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5. PART VII OF THE ACT – DEVELOPMENT OF OFFICIAL LANGUAGE MINORITY COMMUNITIES (OLMCs) AND PROMOTION OF LINGUISTIC DUALITY

Objectives: Demonstrate the findings and positive measures derived from our outreach activities and partnerships with official language minority communities.

Note: Although the Act does not apply to our programming, we have chosen to provide a report to Canadian Heritage that includes information on our broadcasting activities.

<p>5a) Highlight CBC/Radio-Canada's contribution to the development of OLMCs and promotion of linguistic duality.</p>	<p>Submit an annual report on results to Canadian Heritage</p>	<p>Champion Co-champion OL Specialist Corporate Communications</p>		<p>Ongoing</p>
	<p>Take part in national and regional meetings (OLMCs) and generate awareness of CBC/Radio-Canada's activities at every opportunity.</p>	<p>Champion Co-champion OL Specialist Corporate Communications English Services French Services</p>		<p>Ongoing</p>