



Public Service Human Resources  
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de la fonction publique du Canada



# ANNUAL REVIEW ON OFFICIAL LANGUAGES 2006-07

## Full Review—Part B

Prepared by:

National Capital Commission (NCC)





## *Part B – Report on Your Institution's Official Languages Performance*

### **National Capital Commission (NCC)**

## **1 INSTITUTIONAL GOVERNANCE OF THE OFFICIAL LANGUAGES PROGRAM**

### ***1.1 Leadership***

#### **1.1.1 Activities Carried Out in 2006-07**

- ***By the Deputy Head***

Mr. Marcel Beaudry, former Chairman of the NCC took a keen interest in official languages, having been the recipient of the Leon Leadership award in May 2005. In a speech given on October 25, 2006, on the occasion of the renewal of the *Business Assistance Project*, the Chairman reminded the audience which was composed of representatives from the public and private sectors, that: “We are all ambassadors for our capital; each one of our institutions contributes to its edification and its unique character. Our daily actions are extremely important to the image of our capital and the bilingual nation in which we live.” Funded by Canadian Heritage, the project in question involved at least eleven partners, including the NCC, and made available practical tools to City of Ottawa businesses, so that they can improve their services in French.

- *By the Champion and Co-Champion*

The former Champion, who attended an official languages champions' meeting in Vancouver, BC, in March 2006 conveyed all relevant information to senior management. The Communications and Marketing team keeps the Official Language Minority Communities (OLMC) media informed of projects and events organized in the National Capital Region in order to showcase performers from these communities, thereby fostering their development, while at the same time, promoting Canada's linguistic duality.

The current Champion has assumed an active role in the promotion of official languages at the NCC, and meets periodically with the Chairman and the Executive Vice-President and Chief Operating Officer, as well as other members of senior management, to discuss official languages issues, such as language training for supervisors, new commitments under the *Act to Amend the Official Languages Act*, and the action plan for the implementation of section 41.

The Champion attended a meeting of the Official Languages Champions in February 2007 to discuss current issues with the other members of the network. Also, the Champion attended a preliminary meeting with representatives of the Official Languages Secretariat, Canadian Heritage, the University of Ottawa and the *Regroupement des gens d'affaires de la Capitale nationale (RGA)* to discuss possible future initiatives to promote Canada's official languages.

In March 2007, the Champion lent her support to an awareness event organized to highlight the ninth edition of *Rendez-vous de la Francophonie*. This event included a number of interactive activities for employees which focused on the French language, and which were well received.

- *By Executives*

As one of its guiding principles in being a values-driven employer, the NCC promotes the use of Canada's two official languages in the workplace, the results of which are that employees feel free to express themselves in the official language of their choice and are encouraged to understand Canada's two official languages.

There is a conscious effort made at all times to balance the use of both official languages at meetings of Executive Management Committee (EMC) and of the Branch Management Committees (BMC).

Employees are encouraged to make presentations in the official language of their choice to meetings of EMC and the Board of Directors.

- *By the institution's Management Committee*

The Champion of Official Languages is a vice-president and sits on EMC, which discusses official languages issues. A checklist exists for submissions made to EMC in order to identify issues pertaining to the delivery of services in both official languages. Official languages issues are integrated into the daily management activities of each responsibility centre.

#### 1.1.2 Activities Planned for 2007-08

The organization will continue working on achieving the objectives of official languages and on meeting its obligations under the *Official Languages Act*, in particular, with regard to its obligation to take positive measures towards the OLMC. For example, an information session will be delivered in an effort to increase employees' awareness, and an article will be published in Bulletin 41-42. Furthermore, an activity the NCC will seek to repeat next year is its event highlighting *Les Rendez-vous de la Francophonie*.

#### 1.1.3 Good Practices

The NCC's *Integrated Management Framework of our Human Resources* does make official languages one of its fundamental values. It describes measures to promote the use of both official languages within the organization and in Canadian society. It deals, among other things, with the NCC's responsibilities with respect to official languages, language training, equitable participation and internal communications.

## 1.2 **Management of Official Languages Information**

### 1.2.1 Progress Since Last Year and Activities Carried Out in 2006-07 in Reaction to the Follow-Up and Comments Included in the OLB's Response to Your 2005-06 Review

- *PCIS or OLIS II*

The language of preference data is information captured in our Human Resources Information System (PeopleSoft) when new employees are taken on strength, and forms a basis for analysis when discussing and addressing issues of language of work. The Official Languages Information System (OLIS II) tables, duly completed, are attached to this Annual Review.

- *Burolis*  
NCC points of service are regularly updated and advertised in Burolis.

100 % of incumbents of bilingual positions serving the public meet the language requirements of their position. (Source: OLISII, December 31, 2006)

The data in Burolis was updated to reflect the closing of one of the NCC's points of service, the Canada and the World Pavilion.

#### 1.2.2 Other Activities Carried Out in 2006-07

- *PCIS or OLIS II*  
n/a
- *Burolis*  
n/a

#### 1.2.3 Activities Planned for 2007-08

The Burolis will be updated to reflect additional points of service which exist at 40 Elgin Street (head office), whereby upon exiting the elevators on various floors of the building, members of the public have access to personnel working in service centres. In addition, the mail room will be considered a point of service.

#### 1.2.4 Good Practices

The official languages coordinator confirms with the managers of the various points of service that the data in Burolis is accurate and up-to-date.



## 2 IMPLEMENTATION OF THE OFFICIAL LANGUAGES PROGRAM

### 2.1 *Communications with and Services to the Public in Both Official Languages*

#### 2.1.1 Diagnosis

- *Availability, simultaneity, comparability and quality of the bilingual communications and services provided*

In creating a meeting place for all Canadians, the NCC presents the Capital Region to visitors as a place to experience Canadian heritage, culture and achievements through varied services, events and programs, in support of the Canadian identity. Our public programs and services are not simply offered in both official languages but are designed to reflect the cultural diversity and bilingual richness of our region and of our country.

The NCC is a leader in providing service to the public in both official languages. The Capital InfoCentre, the Capital Contact Centre and the Gatineau Park Visitor Centre continue to be models of exceptional visitor service in both official languages.

- *Active offer*  
According to observations of *in-person* service made by the Office of the Commissioner of Official Languages (OCOL) between mid-June and mid-July 2006, an active visual offer was present in 100 % of cases, an active offer by staff was made in 75 % of cases, while service in the language of the linguistic minority was made in 100 % of cases.

According to observations of service *on the telephone* made by OCOL between mid-June and mid-July 2006, an active offer by staff or by an automated system was made in 100 % of cases, while service in the language of the linguistic minority was made in 100 % of cases.

- *Signage, written notices and standardized public announcements regarding the health, safety or security of members of the public*

The following may be related to topics of public safety:

- Bilingual media releases (written message and announcement by way of a press conference, for example the opening and closing of the Rideau Canal Skateway (ice conditions), the temporary closing of pathways and roads; etc.)
  - News releases and messages posted on the NCC website
  - Bilingual information given by the Contact Centre
  - Bilingual information given by the points of service (CIC, Gatineau Park, etc.)
  - Bilingual information given by conservation officers and any person acting on behalf of the NCC
  - Bilingual signs and notices on properties and at work/programming sites
- *Bilingual communications and services in the context of events of national or international scope*  
The availability and quality of communications and services in both official languages related to events of national or international scope open to the public, for example Winterlude and Canada Day, are such that all services are offered in both official languages; all oral and written communications are in the official language chosen by the public; all material is produced and issued simultaneously in both official languages and the English and French versions of material are of equal quality.
  - *Respect of linguistic obligations by third parties*  
Contracts with third parties acting on behalf of the NCC contain a standard clause on bilingual services and on active offer. With regard to its commercial properties, Minto Properties Limited is responsible for enforcing the official languages clause in NCC leases. In addition, the NCC conducts annual inspections of its commercial tenants for monitoring purposes. In response to the study of leases conducted by Office of the Commissioner of Official Languages, the NCC is pleased that the Commissioner noted that bilingual service availability has improved among NCC tenants.
  - *Use of media*  
It is always the NCC's objective to inform the public via media in both official languages, on a local, regional and national basis.
  - *Availability, simultaneity, comparability and quality of bilingual Web sites*  
Both the NCC's external Web site as well as its Intranet site are available simultaneously in both official languages.

- *Availability, simultaneity, comparability and quality of bilingual electronic communications*

With regard to enquiries received from members of the public, the NCC provides a response in the official language of the correspondent, whether the correspondence is by telephone, by e-mail or by letter.

- *Complaints deemed to be founded*

In 2006-2007, one complaint received from the Commissioner of Official Languages was deemed to be founded.

The complainant indicated that construction signs regarding dynamiting located in both directions on the lower half of the Gatineau Parkway, McConnell-Laramée construction, were in French only. At the beginning of the dynamiting, a subcontractor hired by the Ministère des transports du Québec installed by error two unilingual French signs on NCC-owned land. When the complaint was lodged, the NCC asked the construction supervisor to modify the dynamiting signs so that they would be in both official languages. In spite of the complexity of the situation described, and the number of temporary traffic signs, we are conscious of the importance of bilingualism and we make every effort with regard to the application of our standards.

- *Meeting of deadlines for the compliance review of the Regulations*

n/a

### 2.1.2 Performance Measurement Mechanisms

The NCC conducts periodic surveys to measure the public's level of satisfaction with service delivery in the official language of their choice, such as, for example, at events it organizes. At the 2006 Canada Day celebrations, the NCC's survey included questions such as: How satisfied are you with service delivery in the official language of your choice? The results showed that 94% of respondents were very satisfied, or somewhat satisfied with service delivery in their official language of choice. The NCC uses comments it receives from the public to improve its services.

### 2.1.3 Progress Since Last Year and Results of Activities Carried Out in 2006-07 (including those in Reaction to the Follow-Up and Comments Included in the OLB's Response to Your 2005-06 Review)

On two different occasions, in the early summer and again in the fall, the NCC informed its commercial tenants of the *Business Assistance Project* which is funded by Canadian Heritage and offered by the City of Ottawa, with the collaboration of the *Regroupement des gens d'affaires de la Capitale nationale (RGA)*. This project is designed to help businesses improve their client services in English and French. The project provides additional services to help businesses increase and improve the delivery of services in French.

Commercial tenants received a kit which included:

- access to translation services at a reduced rate;
- access to spoken French workshops focusing on customer service;
- assistance in recruiting bilingual staff;
- a handy lexicon full of useful expressions.

The project also provides businesses with promotional material to inform customers that service is available in both English and French. The kit contained:

- a tent card for a counter or reception area;
- a decal to place in a window;
- an 'English/français' pin bilingual employees can wear.

### 2.1.4 Activities Planned for 2007-08

The NCC will continue fulfilling its role as a leader in providing exceptional service to the public in both official languages.

### 2.1.5 Good Practices

Employees are informed of their obligations with regard to service to the public through the new employee orientation program. More focused sessions are offered, depending on the employees' responsibilities. For example, front line employees at the Capital InfoCentre receive training on their official language obligations related to service to the public, and training manuals are available in both official languages. The NCC also ensures that volunteers, such as information officers, students, trail patrollers in Gatineau Park, and the volunteer coordinator, are able to provide services in both official languages.

All employees of the points of service are bilingual. Managers of these points of service are sent periodic reminders, who forward instructions to their employees. More general information is distributed to all employees via the Intranet.

## 2.2 *Language of Work*

### 2.2.1 Diagnosis

#### General

- *Filing of grievances in employees' preferred official language*  
Procedures for filing a grievance including the applicable forms and instructions are available to employees in both official languages on the Intranet. Grievance hearings are conducted in the official language of choice of the employee.
- *Accessibility of work instruments in both official languages*  
Employees have access to work instruments in both official languages. The NCC intends to repeat its Language of Work survey in 2007-2008, one element of which will be the measurement of employee satisfaction with regard to the availability of work instruments in both official languages.
- *Compliance with the three conditions for unilingual controlled-access sites intended for both employees and the public*  
n/a
- *Complaints deemed to be founded*  
In response to a request made by an employee who wanted to be able to view all her position data in HR Self-service (PeopleSoft) in French, the required modifications and customizations to the database are underway. This will allow employees to view their position data in either official language.

### Regions Designated as Bilingual for Language-of-Work Purposes

- *Creation of a work environment that is conducive to the use of both official languages*

The NCC creates and maintains a work environment conducive to the effective use of both official languages to enable its employees to use and work in either language. Employees use their preferred official language:

- when they are supervised;
- in obtaining personal and central services;
- in obtaining training and professional development;
- in working with regularly and widely used work instruments and electronic systems.

- *Availability, simultaneity, comparability and quality of Web sites intended for employees*

The information posted to the Intranet is available to employees in English and French simultaneously, with a comparable quality of text in both official languages.

- *Availability, simultaneity, comparability and quality of electronic communications issued to employees*

The Intranet is the regular means of communicating information to employees. However, when the need arises to issue electronic communications directly to employees via an e-mail message, it is done so in both official languages at the same time.

### Unilingual Regions

- *Language of work*

n/a

- *Web sites intended for employees*

n/a

- *Controlled-access sites*

n/a

## 2.2.2 Performance Measurement Mechanisms

The Statistics Canada survey conducted on behalf of the Office of the Commissioner of Official Languages showed that 83.6% of francophone respondents in the Capital Region (including NCC employees) were very satisfied or somewhat satisfied with the language of work system.

### 2.2.3 Progress Since Last Year and Results of Activities Carried Out in 2006-07 (including those in Reaction to the Follow-Up and Comments Included in the OLB's Response to Your 2005-06 Review)

For a fourth year in a row, on-site language training sessions (oral interaction) are available for all employees (regardless of their proficiency in their second language) at lunch-time, and appear to be very popular and well received by the participants. This initiative speaks well to the objective in the *Integrated Management Framework of our Human Resources* that employees are encouraged to understand Canada's two official languages.

### 2.2.4 Activities Planned for 2007-08

In 2007-2008, the NCC intends on repeating its innovative Web-based, user-friendly Language of Work survey (which was previously conducted in 2002-2003) for all employees.

### 2.2.5 Good Practices

Pursuant to the recommendations resulting from its Language of Work Survey in 2002-2003, the NCC instituted a protocol on chairing meetings, produced a guide on holding effective bilingual meetings which is available on its intranet and signed a three-year agreement with a language school that offers on-site language training in an effort to augment the bilingual capacity of the supervisors' group.

## **2.3 Human Resources Management**

### 2.3.1 Diagnosis

- *Linguistic capacity of the institution*

The linguistic capacity of the NCC is very robust; 83% of the positions within the organization are designated bilingual and, amongst the incumbents of these positions, 92 % meet the linguistic requirements of their positions.

- *Description of the methods in place to objectively establish the language requirements of bilingual positions*

In addition to the expertise provided to managers by Human Resources Advisors in objectively establishing the language requirements of bilingual positions, a *Language Evaluation Tool for Managers* is available on the Intranet. This tool assists managers in the identification of language requirements of positions in an objective manner applicable to their areas of operation and establish the linguistic identification of positions or functions accordingly.

- Description of the processes in place to ensure that bilingual positions are normally staffed by candidates who are already bilingual*

In order to fulfill the NCC's obligations regarding service to the public and language of work, bilingual staffing is done on an imperative basis, that is candidates must meet the linguistic requirements of bilingual positions at the time of appointment. As an exception, managers may use non-imperative staffing to fill positions. In order to do so, they must provide a justification in writing to their respective Vice-President and be able to show that the bilingual functions of a position that has been filled non-imperatively will be carried out while the incumbent is taking language training and until he or she meets the language requirements of the position. In cases where an incumbent is exempted from meeting the language requirements of a position, the manager must demonstrate that the bilingual functions of the position are still being performed. Non-imperative staffing was not used during the year.
- Description of the administrative measures taken to ensure the fulfilment of the bilingual functions of positions held by employees who do not meet the requirements of their positions*

In some cases where an employee is sent on language training, appropriate administrative measures are used to ensure that the bilingual services this employee would normally provide are offered. For example, an employee who is undertaking language training may be replaced temporarily by a bilingual incumbent.
- Accessibility of language training to help employees meet the language requirements of their positions*

The organization undertook measures to provide language training over two years ago to address the issue of the bilingual capacity of the supervisory group, in an effort to address the use of both official languages in the workplace. Significant breakthroughs have been achieved with regards to language training, resulting in a greater number of employees (especially supervisors) who now meet the linguistic requirements of their positions. 90% of supervisors who are required to be bilingual meet the linguistic requirements of their positions. Overall, 92% of employees in bilingual positions meet their linguistic requirements.
- Accessibility of language training for career advancement*

As per its Official Languages Policy, the NCC supports language training and learning retention for its employees to meet the language requirements of their positions and for agreed-upon career development objectives.

- *Description of learning retention activities*  
Employees returning from language training are encouraged to practice their newly-acquired ability in their second language in the workplace with the support of their colleagues and managers, for example, in meetings. In addition, on-site language training sessions (oral interaction) are available for all employees (regardless of their proficiency in their second language) during lunch-time.
- *Equitable Participation of the two official language communities within the institution*  
Employees are encouraged to express themselves in the official language of their choice and are encouraged to understand Canada's two official languages. At the NCC, the representation of Francophones is approximately 57% and that of Anglophones 43%. This compares to the representation of Francophones in the Public Service situated in the National Capital Region and that of Anglophones as 42% and 58% respectively. The higher representation of Francophones may be explained by the fact that a significant number of positions at the NCC (83%) are designated bilingual and for which a large number are staffed bilingual imperative and requiring a superior level of proficiency (level 'C'). It is also worth noting that 13 % of Francophones at the NCC have identified English as their preferred language, for example, for work-related documents.
- *Complaints deemed to be founded*  
n/a

### 2.3.2 Performance Measurement Mechanisms

n/a

### 2.3.3 Progress Since Last Year and Results of Activities Carried Out in 2006-07 (including those in Reaction to the Follow-Up and Comments Included in the OLB's Response to Your 2005-06 Review)

n/a

### 2.3.4 Activities Planned for 2007-08

n/a

### 2.3.5 Good Practices

On-site language training sessions (oral interaction) available for all employees (regardless of their proficiency in their second language) during lunch-time will continue to be offered in 2007-2008.

## **2.4 Costs of Language Training**

### **2.4.1 Activities Carried Out in 2006-07**

In 2006-2007, the NCC spent approximately \$ 90,000 on language training:

- Language training in order to meet linguistic requirements: \$ 65,000
- Language training for career and personal development: \$ 25,000

This does not include salary costs of the participants nor the costs of replacing employees while on language training.

### **2.4.2 Activities Planned for 2007-08**

The NCC intends to continue offering the lunch-time language training program for career and personal development purposes in 2007-2008.



### **3 MONITORING OF THE OFFICIAL LANGUAGES PROGRAM**

#### **3.1 Public Satisfaction**

##### **3.1.1 Nature of Activities**

Projects that the Research Unit undertakes are in response to requirements identified by the individual Branches. Most of these requirements are linked directly to existing programmes.

Depending on the nature of the study, a question regarding "service in the official language of your choice" is included. In 2006-2007, two projects, the NCC Integrated Site online survey and the Mackenzie King Estate onsite survey, included such a question.

##### **3.1.2 Results Obtained**

The Mackenzie King Estate onsite survey was conducted from June 2 to October 15, 2006, to assess visitors' motivations and satisfaction levels. Of those surveyed, 90% were satisfied with the offer of services and programs in the official language of your choice.

The Integrated Site survey, conducted between December 6, 2005, and September 14, 2006, gathered feedback from visitors to the NCC's newly designed Web site in order to assess their online experience. Just over 67% of the respondents spoke English and 20% spoke French. 77% of the visitors were satisfied with the quality of the Official Language used on the Web site.

##### **3.1.3 Corrective Action**

n/a

#### **3.2 Employee Satisfaction**

##### **3.2.1 Nature of Activities**

The NCC intended to conduct a language of work survey of its employees in 2006-2007. However, during this same period Statistics Canada conducted a language of work survey of the separate employers included in the Performance Report, including the NCC, for the Office of the Commissioner of Official Languages. For this reason the NCC has decided to conduct its own complete survey in 2007-2008.

### 3.2.2 Results Obtained

The Statistics Canada survey conducted on behalf of the Office of the Commissioner of Official Languages showed that 83.6% of francophone respondents in the Capital Region were very satisfied or somewhat satisfied with the language of work system.

### 3.2.3 Corrective Action

The NCC did not obtain detailed information that would enable it to determine any need for specific follow-up (for example, tools for language of work).

## **3.3 Internal Audits**

### 3.3.1 Nature of Activities

The purpose of the information management audit conducted in the fall of 2006, was to verify, among other things, whether all employees have access to the electronic records management system in the language of their choice.

### 3.3.2 Results Obtained

The Corporate Information Inventory System (CIIS) is offered in both official languages. Files in CIIS are created in the language in which the user submits them, and users are asked to provide the title in both languages. When CIIS was implemented, if only one language was provided, both the English and French fields were populated as such, which in most cases was English only. This was done so that even if a user was querying a file using the French display, a title would appear. Since 2004, to improve file retrieval in both official languages, an internal process has been put into place to make it mandatory for Service Centre Coordinators to enter file titles in both English and French.

**3.4 *Audit on Communications with and Services to the Public in both Official Languages in Offices in Alberta (preliminary report)***

3.4.1 Activities Carried Out Following this Audit including the Action Plan (if already developed)

n/a

**3.5 *Audit on Communications with and Services to the Public in both Official Languages in Offices with New Obligations in Alberta, Ontario and Quebec (preliminary report)***

3.5.1 Activities Carried Out Following this Audit including the Action Plan (if already developed)

n/a

