



Plan on Official Languages

Official Bilingualism: A Fundamental Value

2015

Plan on Official Languages – *Official Bilingualism: A Fundamental Value*

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Message from the Premier



Our government is pleased to release our new Plan on Official Languages.

The new plan proposes a series of positive actions designed to ensure the development of both official language communities.

New Brunswick is unique in Canada, and official bilingualism is an important asset for everyone. The vitality of our two official language communities provides visibility and major economic advantages. We must continue to benefit from this potential and this vitality to stimulate our economic growth and develop job creation.

The new Plan on Official Languages is designed to promote official bilingualism and help move New Brunswick forward.

A handwritten signature in black ink, consisting of a large, stylized 'B' followed by a series of loops and a long horizontal stroke at the end.

**Brian Gallant,
Premier of New Brunswick**

Introduction

There has been a significant amount of activity around official languages in the province, both behind the scenes and in the public forum, since the 2011 launch of the initial Government Plan on Official Languages for 2011-2013, *Official Bilingualism – A Strength*.

Each Part I department and agency provided a unique vision in support of the overall corporate action plan between 2011 and 2014. While it is premature to say whether this original plan will yield any long-term advancement, it is recognized that more progress can be achieved in all four key activity sectors, both at the corporate and departmental levels of the provincial government.

The initial plan, scheduled to conclude in 2013, was extended to January 2015 to allow for completion of the *Official Languages Act* review process, for a formal evaluation of the 2011-2013 plan and the development of this new plan.

In 2013, the *Official Languages Act* was amended. The new Section 5 of the Act states that the provincial government must develop and implement a global plan relative to its linguistic obligations. The new plan on official languages as presented here was developed pursuant to the new provisions in the Act.

Background on official languages in New Brunswick

The first *Official Languages of New Brunswick Act* was proclaimed on April 18, 1969. The Act states that English and French are the two official languages of New Brunswick and recognizes the fundamental right of New Brunswickers to receive provincial government services in the official language of their choice.

On July 17, 1981, the Legislative Assembly of New Brunswick adopted *An Act Recognizing the Equality of the Two Official Linguistic Communities in New Brunswick* (Bill 88). This Act affirms, among other things, the equality of status and equal rights and privileges of the two official linguistic communities. It gives both the right to distinct institutions within which cultural, educational and social activities can take place. Lastly, it promotes the cultural, economic, educational and social development of both communities.

Recognition of the equality of the two official languages of New Brunswick and their equal status and privilege was reinforced in 1982 through their enshrinement in the *Canadian Charter of Rights and Freedoms* in the Canadian Constitution; Section 16 of the Charter entrenches official bilingualism for New Brunswick in the Constitution, making it the only officially bilingual province in the country.

In 1993, the Government of Canada amended the Charter with the inclusion of the fundamental principles of Bill 88. Section 16.1 affirms the equality of the English and French linguistic communities of New Brunswick and recognizes their right to distinct cultural and educational institutions necessary for their advancement. This section of the Charter also confirms the obligation of the Government of New Brunswick to preserve and promote its two official linguistic communities.

In 2002, the Government of New Brunswick proceeded with an initial review of its *Official Languages Act*. Its main objective was to align provincial official languages obligations with the rights recognized by the Charter. It also established a roadmap for implementing the obligations contained therein. The new Act led to the establishment of the position of Commissioner of Official Languages.

A review of the *Official Languages Act* was undertaken in 2011, with the establishment at the Legislative Assembly of New Brunswick of the select committee on the revision of the *Official Languages Act*. This bipartisan committee was mandated to oversee the examination of and consultation on the Act. The committee tabled its report with recommendations on April 24, 2013, and all recommendations were approved by the provincial government.

An Act Respecting Official Languages received Royal Assent on June 21, 2013. Most of the amendments to the Act were proclaimed in December 2013, with the remaining ones scheduled to come into force in 2014 and 2015. A major amendment, the new Section 5, provides that the provincial government must now prepare and apply a comprehensive plan for the implementation of its linguistic obligations. An Official Languages Coordination Unit was established in 2014, and it was tasked with developing the corporate action plan while delivering support for departmental action plans.

A table of the province's history and the legal foundations of official languages is appended (Appendix 1).

Government Plan on Official Languages 2011-2013: Evaluation and overall outcomes

In April 2014, a consultant was hired to evaluate the Government Plan on Official Languages for 2011-2013, *Official Bilingualism – A Strength*. The evaluation took place over several months. It was designed to evaluate the plan's relevance, results and cost-effectiveness and to provide recommendations for future plans.

Throughout the evaluation, interviews were conducted with employees from various levels of government and private sector representatives to gauge the plan's effectiveness and how well it met the pre-determined objectives outlined upon its release in 2011.

Surveys were also distributed to all departments in May 2014, requesting feedback on their individual action plans. Respondents were subsequently invited to participate in an intensive working group session in June 2014 to obtain additional feedback and recommendations on the 2011-2013 plan and to discuss suggestions for the upcoming plan.

A review was conducted of corporate documentation available on second-language training, i-Learn modules, linguistic team profile statistics, annual reports from the Office of the Commissioner of Official Languages and other source documents.

The final evaluation report was submitted in September 2014. The main findings are reported as follows:

- A major obstacle during the evaluation process was the inherent lack of availability of relevant data and statistical information. The consultant noted that this was due in large part to several changes in departmental structures and, in one instance, the program ownership of second-language training. Going forward, development of data collection will be coordinated between the Department of Human Resources and the Intergovernmental Affairs Division of the Executive Council Office.
- The consultant also found that quantitative measurements should be added to provide a rigorous structure to the plan while aiding in the determination of accomplishments. Wording around certain concepts within the four areas of focus should also be clarified to enable better results over the long term. The consultant also suggested that reporting tools and processes need to be solidified to allow for stronger accountability of deputy ministers. All of this would also permit more in-depth evaluations in the future.
- A variety of activities took place to promote and celebrate official languages at various levels of the provincial government. Yet these undertakings were sporadic at best. Future plans should embrace innovation and sustain their momentum by promoting a distinctive culture.
- The implementation of the plan started off promisingly, but a common theme soon emerged in the form of inconsistent support within the area of leadership. This served to undermine the accountability process, which, in turn, impeded any chance of genuine success for the plan.
- While significant work was completed with respect to the language of work and language of service policies, there is still room for improvement in both areas. The increased awareness was tempered by the fact that many civil servants still did not have a firm grasp of something as basic as the active offer of service.

- Departments across government have insufficient resources to devote to official languages. The plan is too frequently assigned to one individual as a minor part of his or her regular functions. To have only one person's perspective produces a limited chance for achievement, while limiting creativity, something that is necessary in times of reduced funding and resources.
- The design of the plan was found to have some intrinsic weaknesses that need to be resolved in future plans. Specifically, a more structured template for each of the plan's four focuses will aid departments in achieving their objectives. Each focus area requires quantifiable objectives to ensure better success as well as ease of determining whether these objectives are attainable on a long-term basis.
- Finally, it was recommended that departments should designate an official languages champion at the senior management level to support their individual accountability. This person would be tasked with keeping the momentum of official languages flowing steadily throughout the full course of the plan. This consistent approach in each department allows for a plan that fits each one's unique needs and culture.

The report provided valuable information and recommendations. It also identified gaps in information as well as areas requiring further development in future plans. Many of the items identified are addressed in this plan. The cornerstones of the original plan will remain, with a renewed focus on the deliverables that must be sustained throughout the plan, not solely at its inception.

The report also highlighted the importance of interdepartmental coordination in implementing an official languages plan. The Official Languages Coordination Unit has been tasked with coordinating departmental action plans and with providing support needed by departments to identify and achieve the strategic objectives outlined in their action plans. The unit's mandate is therefore to ensure continued progress as the plan is rolled out and implemented in the coming years.

The establishment of the unit is one of the most important advances made following the implementation of the first plan and the 2013 review of the *Official Languages Act*. This new plan will continue to focus on government departments and agencies and will apply to Part I of the public service. Progress made in these areas will pave the way for the provincial government to strive toward the true equality of both official language communities.

The plan

Legal foundations

The issue of official languages and the equality of the English and French linguistic communities of New Brunswick are based on provincial official languages legislation and the *Canadian Charter of Rights and Freedoms*, particularly Sections 16 to 23:

- *Canadian Charter of Rights and Freedoms*, Part 1 of the *Constitution Act, 1982*, Government of Canada, assented to March 29, 1982. In 1993, the Charter was amended by the insertion of Section 16.1, guaranteeing the equality of the English and French linguistic communities of New Brunswick;

- *An Act Recognizing the Equality of the Two Official Linguistic Communities in New Brunswick* (Bill 88), Chapter O-1.1, Legislative Assembly of New Brunswick, assented to July 17, 1981;
- *Official Languages Act*, Chapter O-0.5, Legislative Assembly of New Brunswick, assented to June 7, 2002, and revised in 2013.

Policy statement

- By adopting the *Official Languages Act*, the Government of New Brunswick recognizes the importance of advancing the status of the official languages and confirms its commitment to implementing all the provisions that will enable it to achieve equal rights and privileges as to their use.
- At the end of this process, the Government of New Brunswick wants to guarantee its employees the possibility of working in the official language of their choice. This commitment is also intended to familiarize employees with and educate them about the *Official Languages Act* and the linguistic obligations arising from it, as well as to enhance the vitality of bilingualism within the public service.

Vision by sector of activity

The *Official Languages Act* and the regulations and policies governing it lead us to examine four sectors of activity and to formulate an anticipated outcome for each one.

1. Language of service

An active offer and services of equal quality in English and French, according to the person's choice, regardless of location in the province.

2. Language of work

The possibility for employees to work and have a career in English or French, according to their personal choice.

3. Development of the two official linguistic communities

The encouragement, through positive measures, of the development of the province's Anglophone and Francophone communities.

4. Knowledge of the *Official Languages Act* and other obligations

A thorough knowledge and understanding of the Act, policies, and regulations as well as the province's official language obligations, and the benefits associated with official bilingualism.

Government plan and department and agency action plan framework

The provincial government has established its expectations with respect to official languages in each activity sector.

New Brunswick has come a long way since the enactment of its first *Official Languages of New Brunswick Act* in 1969. The 2013 amendments are an indication that there is still room for progress – that more work still needs to be done to attain the full status and vision of an officially bilingual province.

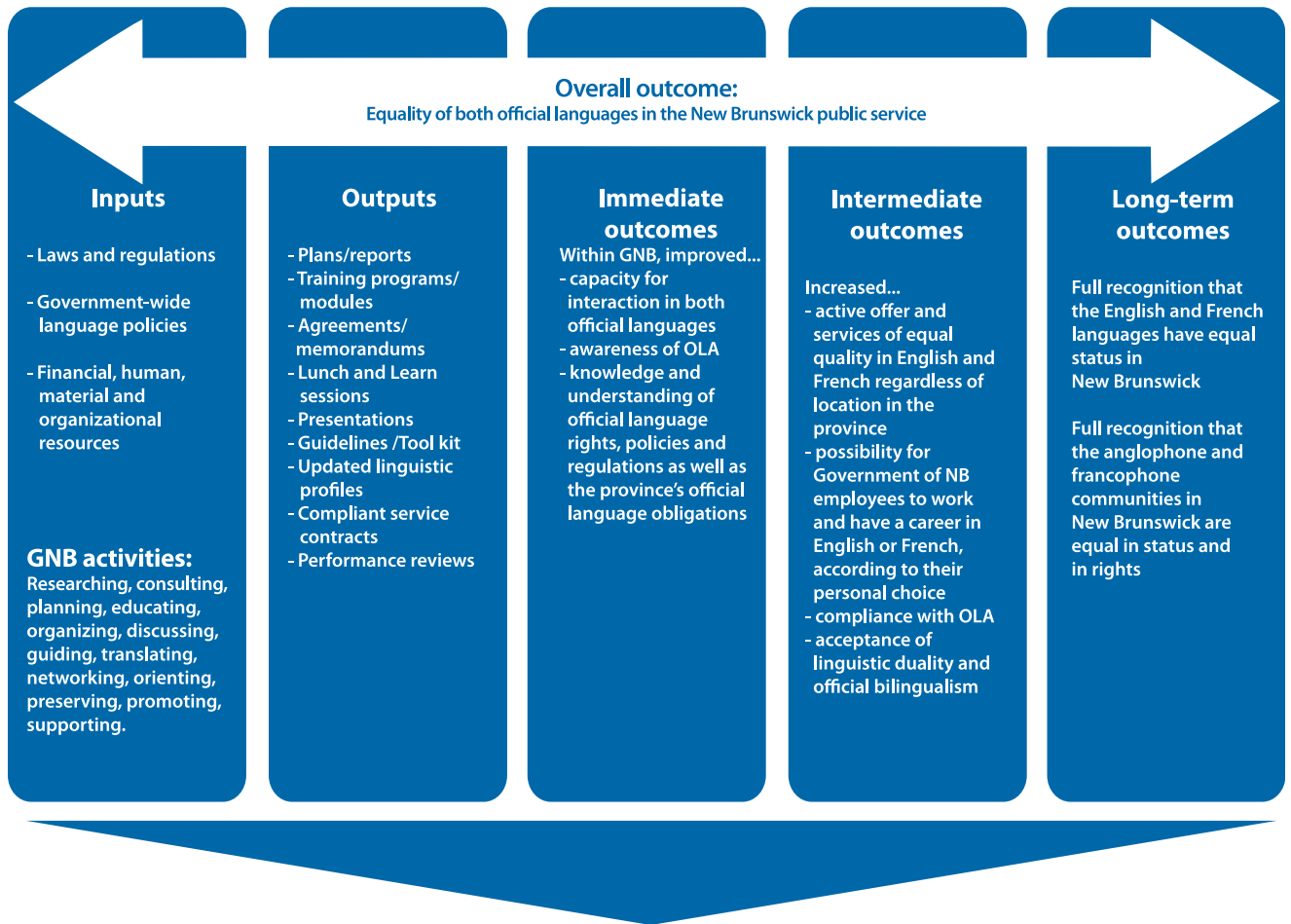
The plan is designed to eliminate the shortfalls that persist and is set out in the four identified activity sectors. It will link the findings to date with the overall anticipated outcomes, strategic and measurable objectives, and the means to be implemented.

The plan includes the following:

- a. The collection of baseline data and analysis to better measure and improve on a number of strategic actions, including the upgrading of language skills;
- b. The identification of measurable goals and objectives taking into account administrative and financial imperatives of the provincial government, based on the baseline information obtained.

The plan will be supported by the departments' and agencies' action plans, including departmental activities, evaluation methods and anticipated outcomes.

The following logic model demonstrates various techniques, exercises and corresponding results to support the overall framework of the plan. All of these activities work with one another to deliver this fundamental outcome: the full recognition of the equality in both official languages in the province.



Overall outcome:
Equality of both official languages in the New Brunswick public service

Inputs

- Laws and regulations
- Government-wide language policies
- Financial, human, material and organizational resources

GNB activities:

Researching, consulting, planning, educating, organizing, discussing, guiding, translating, networking, orienting, preserving, promoting, supporting.

Outputs

- Plans/reports
- Training programs/modules
- Agreements/memorandums
- Lunch and Learn sessions
- Presentations
- Guidelines /Tool kit
- Updated linguistic profiles
- Compliant service contracts
- Performance reviews

Immediate outcomes

Within GNB, improved...

- capacity for interaction in both official languages
- awareness of OLA
- knowledge and understanding of official language rights, policies and regulations as well as the province's official language obligations

Intermediate outcomes

- Increased...
- active offer and services of equal quality in English and French regardless of location in the province
 - possibility for Government of NB employees to work and have a career in English or French, according to their personal choice
 - compliance with OLA
 - acceptance of linguistic duality and official bilingualism

Long-term outcomes

Full recognition that the English and French languages have equal status in New Brunswick

Full recognition that the anglophone and francophone communities in New Brunswick are equal in status and in rights

Beneficiaries:
Government of New Brunswick employees and residents of New Brunswick

Action plans

The provincial government's plan is accompanied by departmental action plans. These plans determine the activities, evaluation methods and expected outcomes of the government plan's objectives. The departments' and agencies' action plans will take into consideration all of the objectives of the government plan.

For the sake of uniformity and consistency and to ensure a more effective evaluation of the government plan, the departments and agencies will use the same format in developing their action plans. An action plan template will be provided as a suggested model. For each year of the plan, departments and agencies will include specific activities for each of the four focus areas, which will make it easier to follow their evolution, take note of progress and make adjustments as required.

A number of measures, strategies and outcomes had already been identified when this plan was developed and are found in the action plan template. These resulted from in-depth consultations with the official languages representatives of the departments and agencies and the final evaluation report on the first Government Plan on Official Languages for 2011-2013, *Official Bilingualism – A Strength*. With this new information, a more exhaustive and complete database can be established, outcomes tracked, and the follow-up and accountability process will be improved.

The departments and agencies will continue to evaluate their progress with respect to official languages by means of the performance follow-up report, which will be submitted annually, in June, to the Official Languages Coordination Unit. These reports will be evaluated by the unit and submitted to the Premier. The report will also be presented at the Legislative Assembly of New Brunswick early in the fall session each year. Departments and agencies will continue to produce a report on their official languages activities in their respective annual reports. It will be developed using guidelines issued by the Executive Council Office, and these, too, will be updated during the next few years.

In five years, a full evaluation of the plan will be carried out, and the resulting findings, outcomes, and recommendations will guide any changes to it.

The success of the plan and its accompanying action plans requires strong leadership and the support from senior government officials. The plan also calls on the provincial government and each department and agency to set an example, give their full commitment and contribute to achieving true equality of the two official linguistic communities.

The Premier is ultimately responsible for the implementation of the plan. Coordination of the development of the plan and departmental action plans are entrusted to the new Official Languages Coordination Unit, Intergovernmental Affairs Division, Executive Council Office. The coordination of provincial government activity and action plans will include the following:

- Determine appropriate measures and ensure measurement is ongoing, so goals are able to be set;
- Conduct research to enable departments and agencies to prioritize their activities;
- Coordinate the preparation and evaluation of action plans in every department and agency;
- Offer advice and assistance as requested for the preparation of action plans;
- Review the plan as required;

- Suggest means or actions arising from the plan that require the attention of the central administration;
- Follow up with departments and agencies regularly;
- Ensure preparation of components arising from overall accountability for the provincial government as a whole.

The coordination unit will prepare a supporting document as part of a community of practice initiative to help departments and agencies in identifying effective means to achieve their official language obligations.

Projection of outcomes – Focus 1 – Language of service

Definition: What we mean by **language of service:**

Active offer and provision of all provincial government services in English and French throughout the province. New Brunswickers have a legal right to receive provincial government services in the official language of their choice.

Overall anticipated outcome: New Brunswickers will continue to have access to service of equal quality in English and French throughout the province.

Note: Because of the provisions of the Education Act related to duality, the two linguistic sectors in the Department of Education and Early Childhood Development and the school districts, schools, and district education councils are exempt from the Official Languages Act. They operate solely in the official language in which they are organized and are not required to work or offer services in the other official language.

Current situation: Even though several years have elapsed since language of service was implemented as provincial government policy, it is still largely misunderstood or inappropriately applied. Measures should be in place so that the first contact with the public is made in the language of the client's choice at reception desks, service wickets and telephone extensions through direct client services. However, there are still some gaps, and there are instances in which the language of service policy is not fully applied. Concerns have also been expressed that direct communication with senior managers of departments in the language of choice can be a challenge. Since there is no systematic monitoring process in all departments, it is impossible to determine the degree of compliance with government policy.

With respect to the mandatory completion of i-Learn modules on official languages (language of service and language of work) for all employees, the data provided, once analyzed, depicted a lower completion rate than expected. Particular measures will need to be implemented for this tool to be useful.

Strategic objectives	Means (strategies)
<p>1.1 The employer will continue to implement the measures needed for full application of the <i>Official Languages Act</i> with respect to language of service.</p> <p>For clarification see: Administration Manual, (Volume 2: The Official Languages – Language of Service Policy and Guidelines) Number: AD-2919</p>	<ul style="list-style-type: none"> • Departments and agencies will ensure that all written and oral communication will be in the language of choice of the intended recipient(s). • Active offer by telephone, in person, through signage, correspondence and electronic services. • Updates will be conducted on Language of Service Policy and i-Learn module for Language of Service. • Departments and agencies will ensure that they have a balance of linguistic capabilities to provide quality services in both official languages. • Departments and agencies will put measures in place to ensure that the linguistic capacity of employees in the other official language is maintained or improved. • Departments and agencies will ensure that contracts for third-party service providers comply with the language criteria as stipulated in the administration manual.
<p>1.2 The government will put in place measures to improve the bilingual capacity of senior management in the public service.</p>	<ul style="list-style-type: none"> • The government will develop mechanisms to strengthen the bilingual capacity of senior management in the provincial public service to better serve the public.
<p>1.3 The government will put in place measures to improve the bilingual capacity of middle management in the public service.</p>	<ul style="list-style-type: none"> • The government will develop mechanisms to strengthen the bilingual capacity of middle management in the provincial public service to better serve the public.
<p>1.4 The government will strengthen the quality of the current second-language training program with proactive involvement at student and provider levels.</p>	<ul style="list-style-type: none"> • Language progression of employees in language training will be assessed. • The determination of participants for second-language training will be made on the basis of a priority model. • Guidelines will be developed to address critical areas of program. • Official Languages Community of Practice will be established.
<p>1.5 The government will establish mechanisms to measure progress with regard to language of service.</p>	<ul style="list-style-type: none"> • Public feedback will be evaluated. • Annual reporting will be conducted.

Projection of outcomes – Focus 2 – Language of work

Definition: What we mean by *language of work*:

The use of English and French in Part I (departments and agencies) of the public service and the opportunity for employees to work and have a career in the official language of their choice.

Overall anticipated outcome: All employees will work in an environment and climate that will encourage them to use the official language of their choice in their workplace.

Note: Because of the provisions of the Education Act related to duality, the two linguistic sectors in the Department of Education and Early Childhood Development and the school districts, schools, and district education councils are exempt from the Official Languages Act. They operate solely in the official language in which they are organized and are not required to work or offer services in the other official language.

Current situation: The language of work policy has been in effect since April 2009. Most departments offer their staff the right to work in their language of choice, but they are the first to admit that, in some situations, it is very difficult, if not impossible, to work in one's language of choice if that language is French. The reasons for this include time constraints and the presence of unilingual senior officials in a particular department. Also, depending on the nature, importance, and complexity of an issue, it will be requested that the work be done in English, to avoid translation. Costs and low public demand for a particular document are also cited as reasons for asking that work be done in one language rather than the other.

Strategic objectives	Means (strategies)
<p>2.1 Official Languages – Language of Work Policy and Guidelines will be made operational throughout the government.</p> <p>For clarification, see: Administration Manual (Volume 2 / Official Languages – Language of Work Policy and Guidelines) Number: AD-2920</p>	<ul style="list-style-type: none"> • Official Languages – Language of Work Policy and Guidelines will be updated. • The i-Learn module on Language of Work will be completed by all Part I employees. • The i-Learn module on Language of Work will be updated. • The preferred language of work of all employees will be identified, particularly with respect to <ul style="list-style-type: none"> • work tools • performance reviews • drafting of documents • Support will be provided to managers to ensure that employees can work in their language of choice. • Small meetings will be held in a manner that encourages the use of both official languages. For large meetings, both official languages will be used. • Training courses offered to employees will be available in both official languages.
<p>2.2 The employer will implement the necessary measures to develop a work climate and environment conducive to the introduction of the language of work policy.</p>	<ul style="list-style-type: none"> • All departments and agencies will review their linguistic profiles and determine how to enable all employees to work in the language of their choice.

Projection of outcomes – Focus 3 – Development of the two official linguistic communities

Definition: What we mean by **development of the two official linguistic communities:**

All provincial government efforts, including legislation, distribution of public resources, and development of policies and programs, to encourage, via positive measures, the cultural, economic, educational and social development of the two official linguistic communities.

Overall anticipated outcome for the end of the period: New and revised provincial government programs and policies will take into account the realities of the two official linguistic communities.

Current situation: Some departments organize activities to promote official languages in their workplace. Others are often asked to promote the two linguistic communities in carrying out their mandate and to implement measures that contribute to their development. All departments must now take into account the impact of programs or policies when preparing Memorandums to the Executive Council (MECs), but it is essential that these departments be given the tools they require to conduct a thorough analysis of the needs of the two linguistic communities, and this analysis will be reproduced in their MECs.

From now on, the departments’ annual reports must all contain a special section on official languages in accordance with the guidelines prepared by the Executive Council Office. These guidelines will be updated as needed.

Strategic objectives	Means (strategies)
3.1 Official bilingualism is a fundamental value conveyed by the government and its employees.	<ul style="list-style-type: none"> • There will continue to be a section in the departments’ annual reports dealing with official languages and providing a status report. • Guidelines for the preparation of the departments’ annual reports will be updated. • Official languages will be included as a fundamental value in the New Brunswick Public Service Values and Conduct Guide.
3.2 Implementation or amendment of a policy or program takes into account its impact on the province’s Anglophone and Francophone communities.	<ul style="list-style-type: none"> • Briefs submitted to the Executive Council will contain a section discussing the potential impact of the program or policy on Anglophone and Francophone communities. • A practical guide will be developed for writing MECs concerning official languages.
3.3 The government takes advantage of official bilingualism for the purposes of economic development and job creation.	<ul style="list-style-type: none"> • The government will identify ways to promote and develop the language sector in New Brunswick, including the creation of new jobs and the exploitation of new markets. • The government will identify ways to promote the economic benefits of official bilingualism for the development of the economy and the creation of new jobs.

Projection of outcomes – Focus 4 – Knowledge of the Act and other obligations

Definition: What we mean by **knowledge of the Act and other obligations:**

The knowledge and understanding required so that each employee can correctly apply the policies and procedures arising from the *Official Languages Act* and other obligations related to language rights to create a work environment conducive to carrying them out.

Overall anticipated outcome: Public service employees will continue to have a thorough knowledge and understanding of the Act, policies, and regulations and the provincial government’s obligations with respect to official languages. The knowledge gained will be maintained by employees when supported by specific strategies, both at the departmental and corporate level.

Current situation: In general, departments do an adequate job of providing information about changes or additions to language policies (such as the language of work policy), and these are communicated to public service employees. Certain departments have organized activities to raise awareness of the Act and legislative obligations, especially when new employees are hired. A number of departments have developed orientation packages for new employees that include documentation on official languages. Despite the availability of tools, training modules and resources for departments, a consensus indicates that once employees are familiar with the Act and obligations concerning official languages, this knowledge is not preserved and there is no mechanism in place to support this activity.

Strategic objectives	Means (strategies)
<p>4.1 Provincial employees will continue to be informed about the Act and the policies and regulations governing their interactions with respect to official languages.</p>	<ul style="list-style-type: none"> • Departments and agencies will provide all new employees with information to educate them about the Act, regulations, policies and objectives related to the recognition of the official languages. • The status and role of the Official Languages Coordinator in the departments and agencies will be reviewed to improve efficiency. • The online official languages Tool Kit will be promoted and regularly updated. • Future New Brunswick Public Service employee engagement initiatives will address knowledge of the <i>Official Languages Act</i> and legal obligations.
<p>4.2 Awareness and other supporting measures will be ongoing.</p>	<ul style="list-style-type: none"> • Regular communication will take place between Intergovernmental Affairs, Executive Council Office / Department of Human Resources and departments to provide official-language specific information to aid departments in the promotion of the Act.

Appendix 1:

Background on official languages in New Brunswick

Appendix 1: Background on official languages in New Brunswick

1969	<ul style="list-style-type: none"> The first <i>Official Languages of New Brunswick Act</i> was enacted on April 18, 1969, establishing official bilingualism in New Brunswick. Fundamentally, beginning in 1973, the Act set out which provincial acts must be in both official languages.
1981	<ul style="list-style-type: none"> On July 17, 1981, the Legislative Assembly of New Brunswick adopted <i>An Act Recognizing the Equality of the Two Official Linguistic Communities in New Brunswick</i>. Better known as Bill 88, the Act affirmed, among other things, the equality of status and equal rights and privileges of the two linguistic communities. It also entitled the two linguistic communities to separate institutions in which cultural, educational and social activities could be carried on, fostering their cultural, economic and social development.
1982	<ul style="list-style-type: none"> The <i>Canadian Charter of Rights and Freedoms</i> was enacted in 1982. Sections 16 to 20 entrenched official bilingualism for New Brunswick in the Constitution, making it the only officially bilingual province in Canada. The fundamental principles found in Bill 88 were enshrined in the Charter. The <i>Report of the Task Force on Official Languages</i> or Poirier-Bastarache Report, <i>Towards Equality of the Official Languages in New Brunswick</i>, was published. It contained the results of a study conducted for a review of the <i>Official Languages of New Brunswick Act</i> of 1969. The report included socio-linguistic and demographic linguistic data from New Brunswick and detailed information about the number of Anglophone and Francophone employees in the public service.
1986	<ul style="list-style-type: none"> In March 1986, the Guérette-Smith Report, <i>Report of the Advisory Committee on Official Languages of New Brunswick</i>, was published. It contained the views and opinions of the public on the use of the two official languages and the committee's conclusions, as well as comparative data for 1978, 1982 and 1985 the number of Anglophone and Francophone employees in the public service.
1988	<ul style="list-style-type: none"> The Government of New Brunswick presented its first official languages policy, which contained three components – language of service, language of work and implementation. The concept of linguistic profiles for the team approach was also presented.
1990	<ul style="list-style-type: none"> The first report on the implementation of the official languages policy was published. The report included general information on the establishment of linguistic profiles for all agencies in Part I of the public service. It also explained the rationale and advantages of the team approach as well as the factors used to determine the size and language proficiency required of each group.

<p>1992</p>	<ul style="list-style-type: none"> • The provincial government agreed to prepare an annual report on official languages, containing data on activities related to official languages and detailed information about the departments’ linguistic profiles. These reports were published until 1997. • Since 1997, each department has been responsible for including its official language activities in its annual report. The Department of Finance and the Department of Human Resources have continued to publish data on the linguistic profiles of the provincial government although they no longer publish the details for each department.
<p>1993</p>	<ul style="list-style-type: none"> • The <i>Canadian Charter of Rights and Freedoms</i> was amended by the insertion of Section 16.1, guaranteeing the equality of the Anglophone and Francophone communities of New Brunswick.
<p>1997</p>	<ul style="list-style-type: none"> • The <i>Delaney-LeBlanc Report: Government of New Brunswick, Bonjour! A Study on the Effectiveness of New Brunswick’s Language Policy</i> was published. For the first time since New Brunswick’s official languages policy came into effect in 1988, a study was conducted to assess how effectively it was working and its overall management, especially in terms of its two main components, language of service and language of work. The study ran for a seven-month period and reached three main conclusions: <ol style="list-style-type: none"> 1) There is room for improvement in service delivery in both official languages in the province, especially when it comes to active offer and availability of service in the public’s language of choice. 2) The spirit of the policy adopted in 1988 is still valid, but it must be complied with and supported by the senior administration. When used properly, the team approach to service delivery remains a useful and effective tool to reach the objectives set and to maintain the desired balance, considering the province’s linguistic reality. 3) A more balanced use of both official languages at work is needed to foster the development and retention of the language skills required to deliver services in both official languages.
<p>2002</p>	<ul style="list-style-type: none"> • The new <i>Official Languages Act</i> came into effect in August 2002. Its main objective was to update the Act with constitutional guarantees. It also established the roadmap for implementing the offer of services to the public in both official languages. • A Deputy Ministers’ Committee on Official Languages was set up to support and oversee the implementation of the new Act.
<p>2003</p>	<ul style="list-style-type: none"> • The first Commissioner of Official Languages was appointed. Since April 1, 2003, the Office of the Commissioner of Official Languages has dealt with official languages complaints.

<p>2005</p>	<ul style="list-style-type: none"> The language of service component was updated. The languages of work and implementation components did not change; however, the then-Office of Human Resources received a provincial government directive to review the language of work policy as a compromise for not having included it in the <i>Official Languages Act</i>.
<p>2007</p>	<ul style="list-style-type: none"> The Deputy Ministers’ Committee on Official Languages was abolished in September 2007. Topics normally discussed at those meetings are now dealt with at the regular meetings of the deputy ministers.
<p>2009</p>	<ul style="list-style-type: none"> A revised language of work policy was adopted on April 1, 2009. A Coordinating Committee on Official Languages was established and tasked with developing government’s first plan on official languages.
<p>2011</p>	<ul style="list-style-type: none"> The Government Plan on Official Languages for 2011-2013, <i>Official Bilingualism – A Strength</i> was adopted. The departments’ action plans were revised and completed. A select committee of the Legislative Assembly of New Brunswick was formed in June 2011. This bipartisan committee, consisting of 11 MLAs, was responsible for reviewing the <i>Official Languages Act</i>, including consultations with stakeholders and the public. In July, a regulation was adopted under the Act, establishing an interdepartmental working group whose mandate was to provide support for the select committee.
<p>2013</p>	<ul style="list-style-type: none"> The Government Plan on Official Languages was renewed for 2013-14. The select committee of the Legislative Assembly of New Brunswick completed its review of the <i>Official Languages Act</i> with the tabling of its final report on April 24, 2013. The committee’s recommendations concerned amendments to the <i>Official Languages Act</i> and to the provisions of the <i>Municipalities Act</i> regarding commercial signage. The provincial government tabled Bill 72, which reflected the committee’s recommendations. The bill was passed unanimously and given Royal Assent on June 21, 2013. Most of the amendments adopted were proclaimed on Dec. 5, 2013.
<p>2014</p>	<ul style="list-style-type: none"> Another series of amendments to the Act came into force on Feb. 6, 2014. In May, the new Official Languages Coordination Unit was established within the Executive Council Office. A comprehensive review of the Government Plan on Official Languages for 2011-2013, <i>Official Bilingualism – A Strength</i> was completed in September 2014.
<p>2015</p>	<ul style="list-style-type: none"> The provincial government tabled Bill 49, which modified An Act Respecting Official Languages by outlining the language obligations of professional associations. The bill was passed unanimously and given Royal Assent on June 5, 2015.

Appendix 2 :

Action Plan Template

Focus 1 – Language of service

Overall anticipated outcome: New Brunswickers will continue to have access to service of equal quality in English and French throughout the province.

Strategic objectives	Means (strategies)	Lead / partners	Departmental activities	Evaluation method	Anticipated outcomes Year 1	Anticipated outcomes Year 2	Anticipated outcomes Year 3	Anticipated outcomes Year 4	Anticipated outcomes Year 5
1.1 The employer will continue to implement the measures needed for full application of the <i>Official Languages Act</i> with respect to language of service.	Departments and agencies will ensure that all written and oral communication will be in the language of choice of the intended recipient(s).	Department of Human Resources / Intergovernmental Affairs, Executive Council Office / Service New Brunswick / All departments and agencies	A practical guide on official languages will be developed for employees establishing timelines for HR staff to ensure that the guide is received and reviewed by the employee.	All commencement packages will include this guide. Departmental HR staff will verify that employees have read and understood the guide.	Guide will be completed. Departmental HR staff will begin the process of checking in with employees.	Pilot departments to distribute practical guide to new and existing employees.	Guide updated and used by all departments.	Same as previous item.	Same as previous item.
	Active offer by telephone, in person, through signage, correspondence, and electronic services.	All departments and agencies Department of Human Resources Transportation and Infrastructure / Tourism Heritage and Culture / Public Safety	All employees will complete the i-Learn module on language of service. The government will develop a signage policy.	Departmental results will be part of annual evaluation of the Plan. Department of Human Resources will provide Intergovernmental Affairs, Executive Council Office with a report annually. All GNB signage will be completed.	Department of Human Resources will review system requirements with provider to see what is needed to obtain the most accurate results.	60% completion rate.	80% completion rate.	100% completion rate.	Same as previous item.

Strategic objectives	Means (strategies)	Lead / partners	Departmental activities	Evaluation method	Anticipated outcomes Year 1	Anticipated outcomes Year 2	Anticipated outcomes Year 3	Anticipated outcomes Year 4	Anticipated outcomes Year 5
1.1 continued	Updates will be conducted on Language of Service Policy and i-Learn module for Language of Service.	Department of Human Resources	Department of Human Resources reviews the policy and accompanying guidelines.	The policy and guidelines are updated.	Department of Human Resources modifies or updates the policy after carrying out the usual consultations. Distribution to departments and agencies	Implementation of updated policy and guidelines	Same as previous item.	Same as previous item.	Same as previous item.
			Department of Human Resources reviews and updates i-Learn module on language of service.	i-Learn module is revised and posted online. Departments and agencies are informed of the changes.	Module revised and posted online	Module updated if necessary.	Same as previous item.	Same as previous item.	Same as previous item.
	Departments and agencies will ensure that they have a balance of linguistic capabilities to provide quality services in both official languages.	All departments and agencies	Evaluation of existing capacity. Departments and agencies to demonstrate that all services can be provided in both official languages given their available resources.	Department of Human Resources will generate a report each fiscal year showing all departments' linguistic profiles and whether or not the corporate target has been achieved.	The corporate target of 90% of linguistic profile requirements will be met as of April 1 of each year with final reconciliation submitted to Department of Human Resources. Department of Human Resources will provide Intergovernmental Affairs, Executive Council Office with a report on June 30 of each year.	Same as previous item.	Same as previous item.	Same as previous item.	Same as previous item.

Strategic objectives	Means (strategies)	Lead / partners	Departmental activities	Evaluation method	Anticipated outcomes Year 1	Anticipated outcomes Year 2	Anticipated outcomes Year 3	Anticipated outcomes Year 4	Anticipated outcomes Year 5
1.1 continued	Departments and agencies will put measures in place to ensure that the linguistic capacity of employees in the other official language is maintained or improved.	Post-Secondary Education, Training and Labour / Department of Human Resources / All departments and agencies	Departments will evaluate the linguistic capacity of all employees that are part of the Bilingual Essential complement every two years.	All employees that are part of a Bilingual Essential complement of a linguistic profile team will possess a valid language evaluation certificate issued by Post-Secondary Education, Training and Labour.	Departments will review their current linguistic profile complements and ensure that each employee who is part of a Bilingual Essential complement has a current/valid evaluation certificate at the appropriate level. Departments will track identified employees, determine the acceptable language level for each linguistic team and the status / level of the individual's evaluation certificate for future reporting.	Departments will identify the employees who need to be evaluated and proceed with evaluations. Departments will provide data to Intergovernmental Affairs, Executive Council Office for the annual evaluation of the plan that demonstrates the number of bilingual essential positions and the corresponding number of valid evaluation certificates.	Departments will provide data to Intergovernmental Affairs, Executive Council Office for the annual evaluation of the plan.	Same as previous item.	Same as previous item.
	Departments and agencies will ensure that contracts for third-party service providers comply with the language criteria as stipulated in the administration manual.	Intergovernmental Affairs, Executive Council Office / All departments and agencies	Development of a standard clause to be used in contracts to engage a third party to provide services to the public on a department's behalf totalling \$10,000 or more per year.	Departments will report on all relevant contracts for each annual review of the plan.	Intergovernmental Affairs, Executive Council Office will develop a clause to include in all future contracts.	100% compliance for eligible contracts. Item to be included in the annual evaluation of the plan.	Same as previous item.	Same as previous item.	Same as previous item.

Strategic objectives	Means (strategies)	Lead / partners	Departmental activities	Evaluation method	Anticipated outcomes Year 1	Anticipated outcomes Year 2	Anticipated outcomes Year 3	Anticipated outcomes Year 4	Anticipated outcomes Year 5
1.2 The government will put measures in place to improve the bilingual capacity of senior management in the public service.	The government will develop mechanisms to strengthen the bilingual capacity of senior management in the provincial public service to better serve the public.	Department of Human Resources	Department of Human Resources will establish a baseline of current senior management positions and their linguistic capacity in the other official language.	The number of bilingual employees in senior management positions is balanced with the overall number of civil servants who report to them.	Department of Human Resources will establish a baseline of the number of existing positions in Pay Bands 8 through 12 (and the equivalent in bargaining classifications) for each department.	A target measurement of senior management positions having bilingual capacity at a level of Intermediate Plus (2+) or higher will be identified following the analysis of the baseline data for the previous year.	Same as previous item.	Same as previous item.	Same as previous item.
							Departments will report their numbers to Department of Human Resources / Intergovernmental Affairs, Executive Council Office along with goals to meet the objectives for the annual evaluation of the Plan.	Same as previous item.	Same as previous item.

Strategic objectives	Means (strategies)	Lead / partners	Departmental activities	Evaluation method	Anticipated outcomes Year 1	Anticipated outcomes Year 2	Anticipated outcomes Year 3	Anticipated outcomes Year 4	Anticipated outcomes Year 5
1.3 The government will put in place measures to improve the bilingual capacity of middle management in the public service.	The government will develop mechanisms to strengthen the bilingual capacity of middle management in the provincial public service to better serve the public.	Department of Human Resources	Department of Human Resources will establish a baseline of current middle management positions and their linguistic capacity in the other official language. Developmental plans for future leaders will include second-language training and awareness sessions on official bilingualism.	The number of bilingual employees in middle management positions is balanced with the overall number of civil servants who report to them.	Department of Human Resources will establish a baseline of the number of existing Pay Bands 5 to 7 positions (and the equivalent in bargaining classifications) for each department.	A target measurement of middle management positions having bilingual capacity at a level of Intermediate Plus (2+) or higher will be identified following the analysis of the baseline data for the previous year.	Same as previous item.	Same as previous item.	Same as previous item.
1.4 The government will strengthen the quality of the current second-language training program with proactive involvement at student and provider levels.	Language progression of employees in language training will be assessed.	Department of Human Resources	Department of Human Resources will work with the service provider to develop and implement strategies around individual / class progress following each completed year of training.	Regular review of second language proficiency for employees upon completion of a full year of training.	Tangible improvement from training is shown with improved levels during language evaluations.	Same as previous item.	Same as previous item.	Same as previous item.	Same as previous item.
	The determination of participants for second-language training will be made on the basis of a priority model.	Department of Human Resources / All departments and agencies	Department of Human Resources will develop a model or plan to help identify future participants for second-language training based on priority groups (front-line staff, succession planning initiatives, aptitudes, etc.).	Model will be developed, implemented and monitored.	Model will be implemented in all departments.	Departments will use the model for all second-language training requests.	Same as previous item.	Same as previous item.	Same as previous item.

Strategic objectives	Means (strategies)	Lead / partners	Departmental activities	Evaluation method	Anticipated outcomes Year 1	Anticipated outcomes Year 2	Anticipated outcomes Year 3	Anticipated outcomes Year 4	Anticipated outcomes Year 5
1.4 continued	Guidelines to address critical areas of program will be developed.	Department of Human Resources / All departments and agencies	Guidelines / procedures will be developed and implemented to address potential impediments that delay progress of language training (attendance, quality of learning, discernible progression, etc.). Government will establish regular, ongoing meetings for second-language training coordinators and official languages coordinators to communicate procedures, best practices and what is working/not working.	Areas that need improvement in the program will be identified and addressed.	Department of Human Resources will consult with the service provider and determine procedures / guidelines for the identified areas.	Procedures / guidelines will be presented to all departments.	Departments will implement the procedures / guidelines.	Same as previous item.	Same as previous item.
1.5 Government will establish mechanisms to measure progress with regard to language of service.	Official Languages Community of Practice will be established. Citizen feedback will be evaluated.	Department of Human Resources / All departments and agencies Department of Human Resources / Intergovernmental Affairs, Executive Council Office	Government will establish regular, ongoing meetings for second-language training coordinators and official languages coordinators to communicate procedures, best practices and what is working/not working. The public will be consulted to get client feedback and satisfaction level for language of service.	Led by designate of Department of Human Resources with representatives from each department. Suitable mechanism will be developed.	Two meetings held. Intergovernmental Affairs, Executive Council Office will develop evaluation reporting method based on activities of the plan.	Three meetings held.	Same as previous item.	Same as previous item.	Same as previous item.
	Annual reporting will be conducted.	Intergovernmental Affairs, Executive Council Office	Department will report annually on global progress made in each focus area of the plan.	Reporting method and template will be developed and implemented.		Suitable mechanism will be established.	Results will be summarized and compiled into a report.	Same as previous item.	Same as previous item.

Overall anticipated outcome: All employees will work in an environment and climate that will encourage them to use the official language of their choice in their workplace.

Strategic objectives	Means (strategies)	Lead / partners	Departmental activities	Evaluation method	Anticipated outcomes Year 1	Anticipated outcomes Year 2	Anticipated outcomes Year 3	Anticipated outcomes Year 4	Anticipated outcomes Year 5
2.1 Official Languages – Language of Work Policy and Guidelines will be made operational throughout the government	Official Languages - Language of Work Policy and Guidelines will be updated.	Department of Human Resources	Department of Human Resources will review the 2009 policy and accompanying guidelines.	The policy and guidelines will be updated to reflect changes made since 2009.	Department of Human Resources will modify or update the policy after carrying out the usual consultations. Distribution to departments and agencies	Implementation of updated policy and guidelines	Same as previous item.	Same as previous item.	Same as previous item.
	The i-Learn module on Language of Work will be completed by all Part I employees.	All departments and agencies / Department of Human Resources	All current and new employees of departments and agencies will complete the i-Learn module on Language of Work.	Results are included in the annual evaluation of plan. Department of Human Resources produces a report for Intergovernmental Affairs, Executive Council Office annually.	Department of Human Resources will review system requirements with provider to see what is needed to obtain the most accurate results.	60% completion rate.	80% completion rate.	100% completion rate.	Same as previous item.
	The i-Learn module on Language of Work will be updated.	Department of Human Resources	Department of Human Resources will review and update the i-Learn module on Language of Work.	The i-Learn module is revised and posted online. Departments and agencies are informed of the changes.	Module revised and posted online.	Module updated if necessary.	Module updated if necessary.	Module updated if necessary.	Module updated if necessary.

Strategic objectives	Means (strategies)	Lead / partners	Departmental activities	Evaluation method	Anticipated outcomes Year 1	Anticipated outcomes Year 2	Anticipated outcomes Year 3	Anticipated outcomes Year 4	Anticipated outcomes Year 5
2.1 continued	Identify the preferred language of work of all employees, particularly with respect to -work tools; -performance review; -drafting of documents.	Department of Human Resources / All departments and agencies	Department of Human Resources will prepare a standard letter of offer and an orientation guide for identifying the preferred language of work of all new employees. Each department will send an information sheet to all current employees seeking information about their preferred language of work and the language of their performance review, which will then be added to their file. Department of Human Resources will identify the basic tools that all employees should have for working in their preferred language and will ensure they have access to those tools.	Data will be included in the annual evaluation of the Plan. All reviews will specify that the employee's preferred language of work was respected and reported during the annual evaluation of the Plan.	Preparation by Department of Human Resources of an information sheet for current employees and an orientation guide for new employees. Update of letter of offer for new employees by department HR.	All current employees and all new employees have indicated their preferred language of work to the employer.	All new employees have indicated their preferred language of work to the employer.	Same as previous item.	Same as previous item.
	Support will be provided to managers to ensure that employees can work in their language of choice.	All departments and agencies	The departments and agencies will identify what measures need to be taken to ensure that the performance review of each employee is conducted in the employee's language of choice.		Measures identified for each current or newly hired employee. These measures will be communicated to the employee and implemented.	Confirmation of measures for each employee at the start of the review period.	Same as previous item.	Same as previous item.	Same as previous item.
	Small meetings will be held in a manner that encourages the use of both official languages. For large meetings, both official languages will be used.	All departments and agencies							

Strategic objectives	Means (strategies)	Lead / partners	Departmental activities	Evaluation method	Anticipated outcomes Year 1	Anticipated outcomes Year 2	Anticipated outcomes Year 3	Anticipated outcomes Year 4	Anticipated outcomes Year 5
2.1 continued	Training courses offered to employees will be available in both official languages.	Department of Human Resources / All departments and agencies	An inventory of courses will be taken and the results will be analyzed.	Data will be provided on the uptake rates for English and French courses. List of providers with bilingual capabilities will be developed.	Department of Human Resources will review the Learning Opportunities currently available and develop a strategy to provide data. Department of Human Resources will compile the list of providers and indicate whether or not they provide bilingual training.	Department of Human Resources will provide a report to Intergovernmental Affairs, Executive Council Office annually with the uptake rates and provider information for the annual evaluation of the Plan.	Same as previous item.	Same as previous item.	Same as previous item.
2.2 The employer will implement the necessary measures to develop a work climate and environment conducive to the introduction of the language of work policy.	All departments and agencies will review their linguistic profiles and determine how to enable all employees to work in the language of their choice.	Department of Human Resources / All departments and agencies	Departments will ensure that all employees are given the opportunity to work in the language of their choice.	Data is included in the annual evaluation of the Plan.					

Focus 3 - Development of the two official linguistic communities

Overall anticipated outcome: New and revised government programs and policies will take the realities of the province's official language communities into account.

Strategic objectives	Means (strategies)	Lead / partners	Departmental activities	Evaluation Method	Anticipated outcomes Year 1	Anticipated outcomes Year 2	Anticipated outcomes Year 3	Anticipated outcomes Year 4	Anticipated outcomes Year 5
3.1 Official bilingualism is a fundamental value conveyed by the government and its employees.	There will continue to be a section in the departments' annual reports dealing with official languages and providing a status report.	All departments and agencies	The departments and agencies will include a section on official languages in their annual reports.	All sections on official languages in annual reports will be submitted to the Official Languages Coordination Unit, Intergovernmental Affairs, Executive Council Office.	All departments file an annual report that includes official languages based on the guidelines in effect.	Same as previous item.	Same as previous item.	Same as previous item.	Same as previous item.
	Guidelines for the preparation of the departments' annual reports will be updated.	Intergovernmental Affairs, Executive Council Office	Guidelines enabling the departments to prepare the annual report's section on official languages will be developed and implemented.	All annual reports will be verified by the Official Languages Coordination Unit, Intergovernmental Affairs, Executive Council Office.	New guidelines are developed.	New guidelines are used by all departments and agencies in preparing their annual reports.	Same as previous item.	Same as previous item.	Same as previous item.
	Official languages will be included as a fundamental value in the New Brunswick Public Service Values and Conduct Guide.	Department of Human Resources / Intergovernmental Affairs, Executive Council Office	The New Brunswick Public Service Values and Conduct Guide are modified.	Official languages are included as a fundamental value, and public servants are informed of this.	The guide is revised and distributed.				
3.2 Implementation or amendment of a policy or program takes into account its impact on the provinces' Anglophone and Francophone communities.	Briefs submitted to the Executive Council will contain a section discussing the potential impact of the program or policy on Anglophone and Francophone communities	All departments and agencies	Regular activity.	Executive Council Office tracks MECs and compliance with the established practice.	100% of memoranda contain an analysis of the impact of the proposal on the linguistic communities.	New guidelines used by all departments and agencies.	Same as previous item	Same as previous item.	Same as previous item.

Strategic objectives	Means (strategies)	Lead / partners	Departmental activities	Evaluation Method	Anticipated outcomes Year 1	Anticipated outcomes Year 2	Anticipated outcomes Year 3	Anticipated outcomes Year 4	Anticipated outcomes Year 5
3.2 continued	A practical guide will be developed for writing memoranda to the Executive Council Office concerning official languages.	Intergovernmental Affairs; Executive Council Office	A practical guide is developed by Intergovernmental Affairs; Executive Council Office.	The guide is developed, distributed, and used.	Intergovernmental Affairs; Executive Council Office develops guidelines for the preparation of MECs concerning the impact of a proposal on the linguistic communities.	New guidelines are used by all departments and agencies.	Same as previous item.	Same as previous item.	Same as previous item.
3.3 The government takes advantage of official bilingualism for the purposes of economic development and job creation.	The government will identify ways to promote and develop the language sector in New Brunswick, including the creation of new jobs and the exploitation of new markets.	Department of Post-Secondary Education, Training and Labour / Regional Development Corporation / Opportunities New Brunswick	Development of a response strategy.	A response strategy is developed and implemented.	Identification of partners and development of a response strategy together with a three-year action plan.	Implementation of Year 1 of the three-year action plan.	Implementation of Year 2 of the three-year action plan.	Implementation of Year 3 of the three-year action plan.	
	The government will identify ways to promote the economic benefits of official bilingualism for the development of the economy and the creation of new jobs.	Intergovernmental Affairs; Executive Council Office / Regional Development Corporation / Opportunities New Brunswick	Development of a response strategy.	A response strategy is developed and implemented.					

Focus 4 - Knowledge of the Act and other obligations

Overall anticipated outcome: Public service employees will continue to have a thorough knowledge and understanding of the Act, policies and regulations, and the province's obligations with respect to official languages. The knowledge gained will be maintained by employees when supported by specific strategies, both at the departmental and corporate level.

Strategic objectives	Means (strategies)	Lead / partners	Departmental activities	Evaluation method	Anticipated outcomes Year 1	Anticipated outcomes Year 2	Anticipated outcomes Year 3	Anticipated outcomes Year 4	Anticipated outcomes Year 5
4.1 Provincial employees will continue to be informed about the Act and the policies and regulations governing their interactions with respect to official languages.	Departments and agencies will provide all new employees with information to educate them about the Act, regulations, policies and objectives related to the recognition of the official languages.	Department of Human Resources / All departments and agencies	Department of Human Resources will develop guidelines for new employees related to official languages. All departments and agencies will provide these guidelines to all new employees and will track the total number provided along with the number of commencements for future reporting.	The number of new employees matches the number of documents distributed. This information will be monitored by departments on an ongoing basis and reported for each annual evaluation of the Plan.	Guidelines will be developed and approved. Data from departmental tracking shows an equal number of guidelines distributed and number of new hires.	Guidelines will be updated as needed. Same as previous item.	Same as previous item.	Same as previous item.	Same as previous item.
	The status and role of the Official Languages Coordinator in the departments and agencies will be reviewed to improve efficiency.	Department of Human Resources / Intergovernmental Affairs, Executive Council Office	Responsibilities will be revised and updated based on needs of both Department of Human Resources and Intergovernmental Affairs, Executive Council Office.	Review completed.	Current model reviewed for efficiency due to change in functions with increasing responsibilities.	Guidelines are distributed to each new employee. New/ improved model will be put in place.	Same as previous item.	Same as previous item.	Same as previous item.
	The online official languages Tool Kit will be promoted and regularly updated.	Department of Human Resources	Website will be maintained as appropriate.	Date indicated on web page reflects change and will be reported during the annual evaluation of the Plan.	Updates completed and reported during annual evaluation of the Plan.	Same as previous item.	Same as previous item.	Same as previous item.	Same as previous item.

Strategic objectives	Means (strategies)	Lead / partners	Departmental activities	Evaluation method	Anticipated outcomes Year 1	Anticipated outcomes Year 2	Anticipated outcomes Year 3	Anticipated outcomes Year 4	Anticipated outcomes Year 5
4.1 continued	Future New Brunswick Public Service employee engagement initiatives will address knowledge of the Official Languages Act and legal obligations.	Department of Human Resources / Intergovernmental Affairs, Executive Council Office	Consultation and addition of two or three relevant questions on official languages knowledge and obligations.	Responses to the questions to be part of annual evaluation of the Plan.	Questions provided to Department of Human Resources.	Questions included. Results reported in annual evaluation of the Plan.	N/A	N/A	N/A
4.2 Awareness and other supporting measures will be ongoing.	Regular communication will take place between Intergovernmental Affairs, Executive Council Office / Department of Human Resources and departments to provide official-language specific information to aid departments in the promotion of the Act.	Intergovernmental Affairs, Executive Council Office / Department of Human Resources / All departments and agencies	Intergovernmental Affairs, Executive Council Office will prepare and send out newsletters to official languages coordinators and action plan team members / committee groups (tips, trends, etc.). Department of Human Resources will facilitate regular meetings with HR and Official Languages coordinators.	Reported during annual evaluation of the Plan. Reported during annual evaluation of the Plan.	One newsletter distributed. Two meetings held.	Two newsletters distributed. Same as previous item.	Same as previous item.	Same as previous item.	Same as previous item.

Official Languages Coordination

ACTION PLAN

Name of department or agency: _____

Name of person responsible: _____

Email address: _____

Telephone number: _____

Team members for Action Plan:

Deputy Minister: _____

Date: _____

