
POLICY ON OFFICIAL LANGUAGES



ACKNOWLEDGEMENTS

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An initiative of:

CANADIAN PARTNERSHIP
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Photos courtesy of:

- Ontario Healthy Communities Coalition
- Réseau québécois de Villes et Villages en santé
- City of Cambridge
- Ontario Ministry of Infrastructure-Places to Grow
- Paul Young - public space workshop
- Mouvement Acadien des Communautés en Santé du Nouveau-Brunswick

This project is funded by Health Canada, through the Canadian Partnership Against Cancer. It is one of seven projects involved in Coalitions Linking Action and Science for Prevention (CLASP).

The views expressed herein represent the views of the project “Healthy Communities: An Approach to Action on Health Determinants in Canada” and do not necessarily represent the views of the project funder.

Cette publication est disponible en français.

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2012

Document prepared by **Irène Savoie**, consultant.

Presented to the Mouvement Acadien des Communautés en Santé du Nouveau-Brunswick for the “Healthy Communities – An Approach to Action on Health Determinants in Canada” project.

**MOUVEMENT ACADIEN
DES COMMUNAUTÉS EN SANTÉ
DU NOUVEAU-BRUNSWICK**



BC Healthy Communities
People. Place. Potential.



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Coalition des communautés en santé de l'Ontario



**RÉSEAU QUÉBÉCOIS DE
VILLES ET VILLAGES
EN SANTÉ**

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INTRODUCTION

The research and intervention project *Healthy Communities - An Approach to Action on Health Determinants in Canada* includes four *Healthy Communities* networks from the provinces of Quebec, New Brunswick, Ontario and British Columbia. In light of the operation of the emerging Canadian network, stakeholders made the decision to develop and implement a policy accounting for linguistic duality, namely parity in status of the French and English languages that involves the fair treatment of Francophones and Anglophones. A “Healthy Community” supports diversity and promotes equitable inclusion for all, throughout its social, economic, political and cultural dimensions.”¹

The development and implementation of the current language policy on the official languages in this network is based on an inclusive approach aimed at reducing the language barriers which limit the full participation of all its partners. “Social inclusion means that the opportunity to participate must be offered to everyone in a spirit that respects the limits and capabilities of each person.”²

The onus of bilingualism and its associated costs, often attributed to Francophones, is a myth. The reality is that these two factors are directly attributable to unilingual individuals. Through the implementa-

tion of a language policy respectful of the official languages, those responsible for the network aim to use the full potential of all of the organization’s stakeholders and ensure that the official languages be perceived as a positive and integral part of a work environment, based on the fundamental values of respect and inclusion.

Based on the results of a large study from the Office of the Commissioner of Official Languages with regards to public service employees on the respectful co-existence of the two official languages at work³, many essential elements should be considered in an inclusive organization which respects language rights, in particular:



¹ Ontario Healthy Communities Coalition. 2004. *Inclusive Community Organizations: A Tool Kit*.

² Mouvement Acadien des Communautés en Santé. 2006. *A Policy on Social Inclusion... Why not? Practical Guide*.

³ Office of the Commissioner of Official Languages. 2005. *Making it real: promoting respectful co-existence of the two official languages at work*.

- **having the choice to speak either of the two official languages** - to achieve this equality, each participant should feel comfortable using either of Canada's two official languages. The results of this study show that meetings are often where the unequal status of the two official languages is most evident and represents the daunting challenge that is faced by most workplaces;
- **the freedom to make mistakes when learning a second language, without being judged** - learning a second language is not easy and takes effort and patience from both language groups. It's important to know that the other language group accepts that mistakes will be made, without judging, and without immediately reverting back to the first language at the first chance;



- **to work in an organization that values one's language** - an organization that values both official languages provides its staff with widely and regularly used work tools and internal services in both official languages at the same time. It ensures the quality of documentation in both official languages. It puts into place the necessary measures to allow members to feel comfortable communicating in the official language of their choice, during meetings and while doing their day-to-day work.

- **having the ability to understand and be understood** – at first glance, it seems obvious. However, this represents one of the main problem areas for managers. On the one hand, the participants want to feel comfortable speaking in their first official language. On the other, unilingual participants cannot understand everything that is being said at bilingual meetings, where participants switch from one language to another, or during group discussions;
- It goes without saying that the implementation of a language policy on the official languages in the workplace undeniably implies a change to the organizational culture. It represents a stimulating challenge that requires willingness, engagement, time, energy, human and financial resources, respect and perseverance from all the members of the organization. The challenges around cultural and linguistic inclusion are many, including translations, meetings, websites,

⁴ Canadian Centre for Management Development. 2003. *French to Follow? Revitalizing the Official Languages in the Workplace.*

and administrative services, to name just a few. Many obstacles interfere with the use of both official languages in the workplace. The most common barriers, cited in the action research led by the Office of the Commissioner of Official Languages on the usage of both official languages in the public service⁴, in particular are:

- the absence of work tools in the employee's chosen official language, e.g. instruction manuals, memorandums, working documents, training guides, voice messages, and so on;
- the lack of knowledge, among the individuals, of their rights and obligations with respect to the official languages;
- information sessions that take place in only one language;
- meetings that take place in only one language;
- members of upper management who are unilingual;
- difficulty in preparing documents (i.e. meeting minutes) in a language other than one's first official language;
- the difficulty for many individuals who are taking language training of putting their newly acquired skills into practice (lack of confidence, of opportunities, etc.).

In addition to the barriers identified above, there is also the non-simultaneous distribution of documents in the two official languages. Likewise, time constraints and tight deadlines, as well as insufficient resources allocated towards translation or simultaneous translation, are also underlying challenges to the creation of a work environment respectful of language rights. It is known that in Canada, with the exception of Québec, English dominates the organizational culture; usage of this language is more prevalent than French. There also seems to be an unwritten rule that the language used to communicate is the one that all participants are familiar with.

Creating an organizational environment where the official languages are valued requires commitment and a willingness to act by all the stakeholders in the organization. A vision needs to be established and communicated, as well as the priorities which encourage engagement of linguistic duality in the workplace on behalf of all the stakeholders involved. It goes without saying that senior management plays the primary role with respect to the importance of this linguistic duality and often sets the tone: "For a workplace to realistically be conducive to the effective usage of both official languages, senior management must make it a priority and outline easily measurable indicators, centered on concrete results."⁵

⁵ Office of the Commissioner of Official Languages. 2005. *Making it real: promoting respectful co-existence of the two official languages at work.*

As mentioned in the recommendations of the Office of the Commissioner of Official Languages' most recent study⁶, to achieve the goal of facilitating the creation of a bilingual work environment, one where openness between the two official languages is present and valued, linguistic duality must be conveyed through conduct. The development of linguistic duality in the workplace goes beyond just recognizing the language differences; it implies complete respect for the identity of the person on both a cultural and linguistic level. After all, a climate of openness to others must be established so that each and everyone feel a sense of belonging.

The developed model, a winning model based on the fundamental values of respect and inclusion, will indisputably allow one to enhance the capacity and expertise of the organization, and assure equality of treatment and the full participation of all its participants. Furthermore, we believe that this model will certainly have a significant positive impact and an interesting reach, as much for the *Healthy Communities* networks, as for the other sectors of the community, and throughout the country. Finally, in order for this language policy model on the official languages be used by other organizations, it is important to ensure its promotion and transferability.



⁶ Office of the Commissioner of Official Languages. 2011. *Beyond Bilingual Meetings: Leadership Behaviours for Managers*.

STATEMENT OF PRINCIPLES

With regards to the project *Healthy Communities - An Approach to Action on Health Determinants in Canada*, and the emerging Canadian *Healthy Communities* Network, the stakeholders of the four Healthy Communities networks from British Columbia, New Brunswick, Ontario and Québec, recommend an inclusive approach in achieving its objectives. Accordingly, by linking Anglophone and Francophone networks together, this coalition recognizes that there are two official languages in Canada – English and French.

Working languages. The four *Healthy Communities* networks taking part in *Healthy Communities - An Approach to Action on Health Determinants in Canada* form an officially bilingual network promoting full recognition and usage of French and English.

Equality. French and English, in terms of their use, have equal status within the network: official documents and communications with its members are to be done in both languages, the members can express themselves in their language of choice and the coordinating office has the capacity to service its members in French and in English.

Fairness. Documents produced as part of this network are published or communicated in both languages, regardless of their intended audience or users. They are also released in both

languages at the same time. The translation of one language or another reflects the recognition of the network's principle of fairness between the two languages and of their importance with regards to communications.

Quality. The quality and presentation of the translations are proof of the commitment of the network to its stakeholders and the image it projects.



Efficiency. Any implementation of measures to promote a working environment, respectful of the two official languages, should be effective, easy to use and appropriate, while ensuring that no individual be aggrieved by these new measures. The success of the language policy is further linked to its associated cost efficiency while keeping a positive connotation.

Organizational change centred on inclusion consists of adopting a planned approach on the development and the implementation of policies and practices adapted to the needs of the organization.⁷ The action plan has the goal of establishing an effective and coherent organizational model allowing for the implementation of activities targeted at promoting a change in organizational structure, better management of the official languages, new methods of rendering services and language learning in the workplace.

Note. In order to put this language policy into place, we have used the action plan recommended by Canadian Heritage *Making your organization bilingual*⁸ as a model. This plan, adapted to the needs of this project, consists of three phases: planning, implementation and follow-up.

3.1 PLANNING PHASE

Goal :

To sensitize the stakeholders to the progressive implementation of bilingualism, engage them in the process, and determine that the necessary resources are in place in order to achieve these objectives.

Activities:

The planning phase consists on the one hand of sensitizing and engaging the stakeholders in the progressive implementation of bilingualism and on the other of determining the resources that are in place and necessary to attain these objectives. It consists of five actions:

- raising awareness and engagement towards the initiative;
- assessment of the current situation;
- adoption of a resolution establishing a language policy;
- development of measures and guidelines;
- assignment of responsibilities.

3.1.1 SENSITIZATION AND ENGAGEMENT TOWARDS THE INITIATIVE

The success of a process involving organizational change is dependant on the solid engagement from a number of members of the organization, especially the leaders and decision-makers.

In a meeting between the stakeholders of the network, linguistic duality was an item on the agenda. This discussion started an exchange between the stakeholders of the network, bringing to light the importance

⁷ Ontario Healthy Communities Coalition. 2004. *Inclusive Community Organizations: A Tool Kit*.

⁸ Canadian Heritage. 2006. *Making your Organization bilingual*.

of mutual respect and the values around language in the workplace, as well as to promote the rights and obligations of the stakeholders in this regard. Following this discussion, the stakeholders decided, by general agreement, to develop and implement a language policy on the official languages. The responsibility of developing this initiative was entrusted to the *Mouvement Acadien des Communautés en Santé du Nouveau-Brunswick (MACS-NB)*.

The approach initiated by the development of a language policy demonstrates a sensitization and a willingness of the stakeholders to introduce a new bilingual organizational culture.

3.1.2 EVALUATION OF THE CURRENT SITUATION

A consultation conducted with the stakeholders of the four networks enabled the current situation to be evaluated by identifying the challenges to be faced in promoting a respectful co-existence of the official languages within this project.

In the implementation of a language policy on the official languages, the stakeholders in this network express the desire:

- that people can at all times speak in their language of choice, allowing and ensuring their full participation within the organization;
- that both official languages be treated with equality; “translation is not the only solution”;

- that meetings can take place in both official languages;
- that note-taking during meetings be done in the official language of choice;
- that during meetings, the minutes and other documents be distributed in both official languages;
- that when oral translation is utilized, that the interpretation correlates exactly with the remarks;



- to have access to the services of the regular professional translators, familiar with the vocabulary used by the Healthy Communities network (one translator for French to English and one for English to French);
- that the material produced by the network partners be bilingual and distributed at the same time;
- that a budget be allocated for translation costs as part of the organization’s operations;

- that certain positions be designated as being bilingual (criteria of bilingualism);
- that there be a language policy regarding the sending of emails;
- that tools or rules of conduct be proposed in order to facilitate and promote the equal utilization of the two official languages;
- that we identify opportunities for training in the second language;
- that the network promotes the two official languages;
- that the organization's partners be patient, tolerant and perseverant during this change in organizational culture;
- that all the efforts made when using the second language be accepted and valued.

3.1.3 ADOPTION OF A RESOLUTION ON LANGUAGE POLICY

The network's stakeholders identify the implementation of a language policy promoting respect of the official languages as a priority and engages in establishing the necessary measures to attain this goal, while ensuring that no individuals are prejudiced by these new measures (*ref. Appendix A*).

3.1.4 DEVELOPMENT OF MEASURES AND GUIDELINES

When implementing a language policy, willingness is not enough. While obviously necessary, it must be supported by appropriate measures and guidelines. We must recognize that the implementation of an inclusive organization, based on respect of the two official languages, represents a certain amount of effort, patience and perseverance. Those responsible for the network are committed to continually perfecting this policy and revising it on an annual basis (*ref. Appendix B*).

3.1.5 ASSIGNMENT OF RESPONSIBILITIES

It has been determined that all partners of the organization are responsible for the implementation of the language policy. However, supervision of the application of the language policy on the official languages will be under the control of the project's Steering Committee, a committee formed by the four Executive Directors of the network's stakeholders.

3.2 IMPLEMENTATION PHASE

Goal :

To introduce the key structures, processes and activities focussed on increasing and improving bilingual services within this network.

Activities:

- Identification and mobilization of necessary human and financial resources.
- Implementation of linguistic measures and guidelines.
- Delivery of services in both official languages.
- Creation of a bilingual image (logo, reception, etc).
- Production of bilingual documents.
- The use of translation services.
- The initiation of language training.
- Meetings to be held in both official languages.
- Assignment of bilingual positions.
- The use of interpretation services.
- Integration of these costs within the operating budget.

Note: The implementation phase admittedly contains the most important aspects on the execution and success of the aforementioned language policy. Please take note that this important phase will not be developed in the current document and it will be the duty of the network's stakeholders to apply it and make it a success.

3.3 FOLLOW-UP PHASE

Goal :

To assess the progress and plan the next steps.

Activities:

- Evaluation of the results.
- Questionnaire on the satisfaction of the partners.
- Identification of corrective measures.
- Promotion of the successes and positive impacts of the project.
- Development of a follow-up plan.

The evaluation highlights the awareness of issues of concern as identified by the stakeholders, as well as identifying the aspects that work and those that don't, and if necessary, taking actions to improve the situation. This critical approach contributes to the continuous improvement of a working environment conducive to the utilization of both official languages while ensuring that the initiative is on the right track (*ref. Appendix C and Appendix D*).

The establishment of a cultural organization which respects language rights has its challenges and everyone has an important role to play in order to create an organizational climate where everyone feels respected and valued. “Time, money, energy, engagement and persistence are all needed in order to create a diversified and inclusive organization. In order to implement organizational changes, official and non-official approaches must be adopted and tested one at a time”⁹.



The implementation phase will reveal whether a solid commitment to organizational change exists. All stakeholders of the network will need to make concerted efforts, members of the Board of Directors will need to assume their leadership roles, and the stakeholders will need to provide solid support in order to obtain the desired results.

As highlighted in the study by the Office of the Commissioner of Official Languages¹⁰, the establishment of an organizational culture which genuinely respects language rights consists of three strategic areas of intervention: leadership, institutional capacity, and personal capacity (*ref. Appendix E*). Leadership consists of sharing the vision of the cause with all parties involved, so that they understand it and engage themselves. It equally puts into place a respectable and motivating work environment inciting people to overcome any obstacles which may arise. The institutional capacity is defined as the means set into motion by the organization in order to attain the desired results, such as the policies and guidelines, the assignment of positions, work tools, evaluation tools, etc. Personal capacity is defined as the use, attitude, perception and behaviour of the individual. “The absence of leadership can create institutional bilingualism which is oftentimes superficial. Therefore, even with visible leadership, a lack of organizational support will in turn lead to a reduction in personal capacity which then, causes a rapid fall in the usage of the official languages in the workplace. Given their interdependence, these three areas must simultaneously be given constant effort in order to achieve expected outcomes.”

⁹ Ontario Healthy Communities Coalition. 2004. *Inclusive Community Organizations: A Tool Kit*.

¹⁰ Office of the Commissioner of Official Languages. 2003. *Walking the Talk: Language of Work in the Federal Public Service*

CONCLUSION

The present document proposes a language policy model on the official languages comprising targeted intervention in order to fully integrate the linguistic duality to the organizational culture and therefore contribute to a genuine co-existence, respectful of French and English in the workplace. The *Healthy Communities* networks have the potential to act as leaders in the design and implementation of a model which could be used across the country. In order to maintain and promote the values of inclusion conveyed by the *Healthy Communities* networks to the rest of the country, it is up to the project Steering Committee and the stakeholders of the emerging Canadian Healthy Communities Network to adopt this model and make it a success.



MODEL OF A PROTOCOL AGREEMENT FOR THE IMPLEMENTATION OF A LANGUAGE POLICY ON THE OFFICIAL LANGUAGES

Between: The *Ontario Healthy Communities Coalition*, a coordinating network and partner on the research project *Healthy Communities - An Approach to Action on Health Determinants in Canada* and duly represented by its Executive Director, _____ **(name)** _____;

And: The *BC Healthy Communities of British Columbia*, network partner on the research project *Healthy Communities - An Approach to Action on Health Determinants in Canada* and duly represented by its Executive Director, _____ **(name)** _____;

And: The *Mouvement Acadien des Communautés en Santé du Nouveau-Brunswick*, network partner on the research project *Healthy Communities - An Approach to Action on Health Determinants in Canada*, responsible for the development of the language policy on the official languages within the project and duly represented by its Executive Director, _____ **(name)** _____;

And: The *Réseau québécois de Villes et Villages en santé*, network partner of the research project *Healthy Communities - An Approach to Action on Health Determinants in Canada* and duly represented by its General Coordinator, _____ **(name)** _____.

Whereas, within the framework of the *Healthy Communities - An Approach to Action on Health Determinants in Canada*, the four networks:

- recognize that there are two official languages in Canada – English and French;
- have the goal of establishing and managing a Canadian network of Healthy Communities;
- support diversity and advocate for an inclusive approach that is fair for everyone, in all its social, economic, political and cultural dimensions.

It is agreed that the four networks are committed to combining their efforts and are to collaborate in:

- implementing a policy regarding linguistic duality, that is, equal status for French and English, applying equal treatment of Francophones and Anglophones;
- ensuring that the official languages be perceived as a positive and integral part of a working environment based on the fundamental values of respect, and linguistic and cultural inclusion;
- Implementing an inclusive approach to reducing language barriers, where acceptance of the two official languages is present and valued, and therefore promoting the use of all stakeholders in the organization to their full potential.

Wherefore:

Based on the fundamental values of respect, and linguistic and cultural inclusion, the four founding members of the Canadian Healthy Communities Network, being the Ontario Healthy Communities Coalition, the BC Healthy Communities, the Mouvement Acadien des Communautés en Santé du Nouveau-Brunswick and the Réseau québécois de Villes et Villages en santé, have identified the adoption and implementation of a language policy on the official languages as a priority, and are committed to collaborating on instilling all the necessary measures in order to attain this goal while ensuring that no individuals be adversely affected by these measures.

Signed at _____ this _____ day of _____ 20____.

(name of city and province)

Executive Director
Ontario Healthy Communities Coalition

Executive Director
BC Healthy Communities

Executive Director
Mouvement Acadien des Communautés en Santé du N.-B.

General Coordinator
Réseau québécois de Villes et Villages en santé

MEASURES AND GUIDELINES

Note. It is to be noted that we have used as a model the measures and guidelines as described in the document from Canadian Heritage *Making Your Organization Bilingual*¹¹. These measures and guidelines have been adapted according to the needs of the current network.

Whereas the 4 project partners of *Healthy Communities – An Approach to Action on Health Determinants in Canada* commit to implement a language policy on the official languages, it is agreed upon to adopt the following measures and guidelines:

Meetings

- When holding meetings, conferences or other events, efforts will be made to ensure that participants feel free to use the official language of their choice, either English or French (ref. Appendix B-1).
- Convocations, agendas, and meeting minutes will be simultaneously distributed in both official languages.
- Opening remarks at all meetings shall acknowledge both present language groups.
- All documents produced to be distributed to the partners will be available in English and in French, or if decided otherwise by those involved, documents could be half in French, and half in English.

Promotional material for the network

- Brochures, pamphlets and all promotional material for general distribution will simultaneously be made available in both official languages.
- Publications will include the appropriate version of the following notice: “This document is also available in English” or *Ce document est également disponible en français*.
- When a publication is produced in one language only, serious consideration will be given to providing a summary in the other language.
- Documents produced by other organizations will be distributed in the language they were received, unless decided otherwise by the network’s stakeholders.

¹¹ Canadian Heritage. 2006. *Making Your Organization Bilingual*.

Promotional events of the network

- When holding a promotional activity or event, a bilingual image will be projected (for example, signage, publications and services available in both languages).
- Opening remarks at public and official events will be made in both French and English.
- The events will be chaired in both languages and presenters will be made aware of the language requirements of participants.
- Press conferences held in one of the official languages will need to make provisions to have a spokesperson in the other language.

Telephone service and reception

- The coordinating office's reception area will be staffed by individuals able to greet the public and respond to requests in French and in English.
- All coordinating office's voice mail messages will be recorded in both official languages.

Emails

- The language preference of the recipient will be determined and respected with regards to all correspondences. All verbal or written information requests will be answered in the language of the request.
- Answers to all written requests from partners will be in the official language in which the mail was received.

Assignment of bilingual positions

- Delivery of bilingual services requires the presence of individuals capable of communicating effectively in either one of the official languages, or both. Their presence must be made in a way that the coordinating office can generally service its partners in either official language without delay.
- Management is provided by the coordinating office, comprised of a director general and a project coordinator. At least one of the two employees must master perfectly both official languages, written and orally.

Language training

- Incentives will be provided to employees of the network who are willing to develop second language skills.
- The network stakeholders are committed to finding innovative ways to ensure training or learning retention in the second language (coaching, online courses, lunches in the second language, information sessions, etc.).
- The network stakeholders are committed to identifying and obtaining working tools (correction and translation software, etc.) in order to facilitate the usage and maintain the second language.

Translation

Translation and interpretation are two different activities: the translator translates a written text from one language to the other, whereas an interpreter translates a speaker's comments in real time.

Interpretation can be simultaneous (often implying the use of electronic equipment) or consecutive (for just one person or a small group, the interpreter talks after the speaker).

- A budget is allocated for translation costs as part of the network's operations;
- In the event that documents have to be jointly translated, it must be done, when possible, by a certified translator who is familiar with the concept of the Healthy Communities networks, where the mother tongue is determined by the language the translation was received in;
- When the translation of documents is necessary for one network in particular, they will use their own translation services;
- The meeting Chair must aim to bridge the two languages so that all participants grasp the essential points made in the course of the meeting. The Chair could personally assume this responsibility themselves, assign someone else or share the task with the bilingual participants;
- Other than simultaneous interpreter services, the interpretation options include:
 - o A translation buddy system (where participants are assigned a colleague who will help, when needed);
 - o Consecutive translation (where one presenter speaks in their language of choice and allows their presentation to be translated to the audience at appropriate intervals).

Signed at _____ this _____ day of _____ 20____.
(name of city and province)

Executive Director
Ontario Healthy Communities Coalition

Executive Director
BC Healthy Communities

Executive Director
Mouvement Acadien des Communautés en Santé du N.-B.

General Coordinator
Réseau québécois de Villes et Villages en santé

MODEL FOR CHAIRING BILINGUAL MEETINGS

Note. It is to be noted that this model is an adaptation of the *Guide for Chairing Bilingual Meetings Effectively*, a document published by the Office of Human Resources of the Government of New Brunswick.¹²

The person who presides over the meeting addresses the question with an innovative and open mind, creating an environment conducive to the utilization of both official languages and attaining the involvement and engagement of the participants. They are aware of the constraints which they must face. They know the objective, the dynamics of the situation and manage the meeting accordingly. They know how to combine flexibility and perseverance to achieve their goal. They are sensitive to the sometimes contradictory needs of the participants.

When participants from both official language groups are present at the same meeting, no question can be too urgent or too important that it can't be discussed in both official languages.

Secretary of the meeting

- Designate a secretary who can discuss, in both official languages, items on the agenda, as well as prepare the support documents and follow-up of the meeting.
- If it's not possible to find a bilingual secretary, appoint two secretaries, where one can handle the French questions, while the other one handles those in English.

Language link

- Unless the chair wants to assume this function, someone will be chosen to play the role of language champion who will summarize the highlights of the discussions of a bilingual meeting to the benefit of those who are unilingual. It is very important to fulfil this function properly and it is far from easy. In addition to having strong language skills, it requires discretion, brevity, and the ability to synthesize, which may be hard to find in just one person.
- In a pinch, the president could designate two different people, one for French, and the other for English. And if the nature of the meeting requires it, the president can enlist the aid of professional interpreters.

¹² The Government of New Brunswick's Office of Human Resources. 2009. *Guide for Chairing Bilingual Meetings Effectively*.

Participant cooperation

Given the demands of work, resistance to change will sometimes come from the majority language group, and sometimes from the minority language group. In order to promote the creation of a suitable environment where both official languages can be used freely in the course of a meeting, the Chair could, if the context of the meeting allows it, make the following arrangements:

- Propose to a few individuals of the minority language group to discuss or do their presentation, fully or partly, in their first official language.
- Propose to a few individuals of the majority language group to occasionally take part in the language of the minority group in the course of the meeting.

Opening of the meeting

- It is up to the person presiding over the meeting to clearly state to the participants that the meeting will be bilingual and that each person is free to express themselves in either official language.
- Use both official languages to open the meeting and invite the participants to not hesitate in using their official language of choice.
- If this is not possible and you have a Co-Chair, enlist the aid of their services and openly support them.
- If you believe that this could be useful to yourself or the group, inform the group of your language competencies. If, for example, your knowledge of the second language is limited, inform the participants, yet try to still use it whenever you can.
- If your knowledge of the second language is limited and you cannot express yourself during the course of the discussions, state it and declare that you will count on the help of the Co-Chair, when needed. In this case, be very clear that the fact that you cannot express yourself in the second language must not discourage the participants from using this language when they address you or discuss amongst themselves.

Participant cooperation

- If you feel that the group is not following the procedures, seemingly indicating that only one language is allowed and valued, enlist the aid of the participants who had accepted to support your approach. Make arrangements to have them intervene in the language they had agreed to use by addressing them in that language.

Immediate positive reinforcement

- Use the official language the least used yourself during the meeting.
- Occasionally, address in their own language those who rarely or never use their first official language.
- Encourage contributions from the minority language group by proceeding in that language.

Responsive bilingualism

- Those that cannot express themselves in their second language, but who understand it, can still benefit. Make them at ease so that they can be positive role models with their openness to bilingualism and so that they can also find these meetings to be useful in practising their second language.

Ongoing Implementation

- After giving all the indications and necessary assurances, if you feel that in the first meetings, the group does not completely follow you in this approach, be patient and persevere.
- We cannot rush organizational change, but we can promote its emergence.
- Be conscious of the difficulties and be careful to not be too zealous, especially during the first meetings. And for these same reasons, do not give up!

Other

- One meeting in French... one meeting in English.
- Prepare part of the minutes in French and the other part in English.
- Prepare the minutes once in French, then once in English, alternating each time. This is a way of helping participants perfect their knowledge of the second language and facilitates the preparation of the minutes.

Don't think that you have lost the game because the first meetings did not go as planned.

APPENDIX C

DIAGNOSTIC GRID SATISFACTION OF THE NETWORK PARTNERS

EVALUATION CRITERIA	YES	NO
Respectful working environment. There is an atmosphere of respect for both official languages within the organization.		
Commitment. There is a commitment from all the partners in applying the language policy.		
Commitment. The partners promote language rights.		
Equality and fairness. I feel at ease using my language of choice when drafting written documents: emails, minutes, etc.		
Equality and fairness. The written documents are available in both official languages.		
Simultaneous distribution of documents. The written documents are distributed in both official languages.		
Bilingual meetings. Meetings are held in both official languages.		
Respectful working environment. I feel at ease using my language of choice during discussions.		
Bilingual meetings. Opening of meetings are done in both official languages.		
Bilingual meetings. At the beginning of the meeting, individuals are invited to express themselves in their language of choice.		
Documents quality. The quality of the translated documents distributed by the network is consistent and acceptable.		
Equality and fairness. The translated comments are summarized in English and in French.		
Equality and fairness. All ideas are equally important, whether they are expressed in French or in English.		
Satisfaction. Generally, I am satisfied with the way the language policy is applied.		

Comments / Suggestions _____

DIAGNOSTIC GRID MAKING YOUR ORGANIZATION BILINGUAL

MAKING YOUR ORGANIZATION BILINGUAL	YES	NO
Support obtained from:		
a. The Canadian network's Steering Committee comprised of representatives of the stakeholder networks		
b. The Canadian network's coordinating office		
c. Personnel of the 4 provincial stakeholder networks		
Services to the network's member partners:		
d. Telephone calls answered in both official languages at the network's coordinating office		
e. Bilingual automated voice message at the network's coordinating office		
f. Visitors greeted in both official languages at the network's coordinating office		
Organization:		
g. Official statement of the language status		
h. Adoption of measures and guidelines in both official languages		
i. Incorporation of costs associated with translation into the budget		
j. Promotion of bilingualism within the organization		
k. Designation of bilingual positions		
The possibility of using and being answered in one's language of choice:		
l. Face-to-face meetings		
m. Remote meetings		
n. Sending of emails		
Joint documents of the network available in French and in English:		
o. Publications and brochures		
p. Press releases		
q. Meeting minutes		
r. Internal memoranda		
s. Internal forms		

Comments / Suggestions _____

APPENDIX E

STRATEGIC PRIORITIES FOR MANAGERS

*A culture that respects
the linguistic rights
of employees*



Institutional Capacity

- Strengthen the official languages management program within the institution - advice, evaluation, training, awareness, etc.
- Prepare a management framework that is results-oriented, including indicators based on the actual use of both official languages.
- Communicate the results achieved to all staff members once a year.
- Facilitate staff access to language training.
- Make tools available for staff members to maintain learned language.

Leadership

- Establish an organizational culture centered on the respect of linguistic rights.
- Share the vision with all staff members so they understand and believe in it.
- Become a model of bilingualism.
- Respect the linguistic rights of staff at all times, with respect to internal services, work tools and supervision.
- Allocate the resources needed to achieve results.

Personal Capacity

- Acquire second language skills.
- Maintain skills by using both official languages regularly.
- Learn about one's linguistic rights and communicate in the official language of one's choice.
- Respect the linguistic rights of colleagues and subordinates.

Source : Office of the Commissioner of Official Languages. 2003. *Walking the Talk: Language of Work in the Federal Public Service*, p. 12.

SUPPORT FOR INTERPRETATION AND TRANSLATION

1. Canada. Canadian Heritage. *Support for Interpretation and Translation*

- **Funding:** Funding may not exceed 50% of eligible expenses, to a maximum of \$5,000 per request. Organizations are permitted to submit only one project per government fiscal year (April 1 to March 31). Allow approximately 12 weeks before the start of the translation project or the event.
- **Admissible recipients:** Officially registered and incorporated not-for-profit Canadian organizations.
- **Two categories of admissible projects :** (1) translation and simultaneous interpretation projects related to public events, such as conferences, conventions, seminars, taking place in Canada; (2) translation projects.

2. New Brunswick. Intergovernmental Affairs. *Support for Translation and Interpretation Program*

- **Funding:** Financial assistance provided under this program will not exceed 75% of the total eligible costs, to a maximum of \$5,000 per year. Organizations are permitted to submit only one project per government fiscal year (April 1 to March 31). Allow approximately 8 weeks before the start of the translation project or the event.
- **Admissible recipients:** Any non-profit social or community organization working province-wide and whose permanent office is in New Brunswick.
- **Two categories of admissible services :** 1) translation and simultaneous interpretation services related to public events, such as conferences, conventions, seminars, taking place in New Brunswick or an event with a minimum of 50 participants ; (2) translation services (the organization's primary documents, documents related to an important meeting, promotional material, other documents)

Note. No provincial programs were identified for the provinces of Québec, British Columbia and Ontario.

APPENDIX G

MODELS OF LANGUAGE POLICY CONSULTED

- Architects' Association of New Brunswick – Official Languages By-Law
- Association of Professional Librarians of New Brunswick
- Badminton Canada
- Canadian Association of Speech-Language Pathologists & Audiologists – CASLPA's Official Languages/ Bilingualism Policy
- Canadian Evaluation Society
- Canadian Nursing Students Association
- National Defence
- New Brunswick Environmental Network
- The Canadian Institute of Planners – Official Language Policy
- Treasury Board Secretariat

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