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Official Languages in the Federal Public Service

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(In Brief)

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OFFICIAL LANGUAGES IN THE FEDERAL PUBLIC SERVICE

The *Official Languages Act* (OLA)¹ sets out three broad principles concerning respect for official languages in the federal public service. Over the years, the federal government has implemented various policies to apply these principles in federal institutions.

1 COMMUNICATIONS WITH AND SERVICES TO THE PUBLIC

The first principle is the right of the public to communicate with and be served by federal institutions in the official language of their choice. This right is enshrined in section 20 of the *Canadian Charter of Rights and Freedoms*² and in Part IV of the OLA. It is based on the notion that the government must adapt to meet the linguistic needs of the people, rather than the reverse.

Not all offices of federal institutions are required to provide services in both official languages. The *Official Languages (Communications with and Services to the Public) Regulations*³ set out the offices and service points that must provide bilingual services. They include:

- the head or central office of a federal institution;
- offices located in the National Capital Region;
- the offices of any institution that reports directly to Parliament (e.g., the Office of the Auditor General of Canada);
- offices located in areas where there is significant demand, according to demographic and other specific predetermined criteria;
- offices whose nature justifies bilingual services (e.g., public health and safety);
- offices providing services to the travelling public; and
- third parties providing services to the public on behalf of federal institutions.

Offices and points of service that are subject to the *Official Languages Regulations* must actively provide their services in both official languages and inform the public of this by means of appropriate signage, notices or other information. Communications with the public must occur through media that will reach members of the targeted linguistic clientele in an effective and efficient manner.

Every 10 years, the federal government reviews the application of the *Official Languages Regulations*. This review is used to determine which offices must provide services in both official languages to meet the criterion of significant demand. The review is based on official languages data from the census and on the volume of services provided to the public. The most recent languages data were released on 24 October 2012.

The current *Official Languages Regulations* reapplication exercise was supposed to end in 2016.⁴ The final results for the entire exercise were supposed to be announced early in 2017.⁵ In the meantime, on 17 November 2016, the government imposed “a moratorium on bilingual offices that were slated to become unilingual.

They will continue to provide services to the public in both official languages until new and modernized regulations are in place.”⁶ It also announced a review of the *Official Languages Regulations* and a consultation process with parliamentarians, stakeholders and the public. The adoption of new regulations is planned for the spring of 2019.⁷

2 LANGUAGE OF WORK

The second principle is the right of employees in federal institutions to work in the official language of their choice. This right is set out in Part V of the OLA. It applies to regions designated as bilingual, including the National Capital Region; some parts of northern and eastern Ontario; the region of Montréal; parts of the Eastern Townships, the Gaspé region and western Quebec; and New Brunswick.⁸

Federal institutions must foster an environment that is conducive to the use of both English and French as languages of work in regions that are designated as bilingual. This means that senior management must communicate effectively with employees in both official languages and must provide leadership in creating a bilingual work environment. In addition, the use of both English and French must be encouraged in meetings. Public servants working in these regions have the right to use the official language of their choice:

- to be supervised;
- to work with regularly and widely used work instruments and electronic systems;
- to obtain central (e.g., finance and administration) and personal (e.g., health and compensation) services; and
- to obtain training and professional development.

The federal public service designates a certain percentage of positions as bilingual by taking into account its obligations with respect to services to the public and to language of work. Where the provisions on language of work (Part V) are incompatible with

According to 2015 data, 43.3% of positions in the public service are designated as bilingual. The greatest concentrations of bilingual positions are in the National Capital Region (67.7%), Quebec (67.1%) and New Brunswick (53.4%). In total, 95.5% of incumbents of bilingual positions in the core public administration meet the language requirements of their positions.

those on services to the public (Part IV), the latter prevail.⁹ Not all public service employees must be bilingual. The linguistic profile of bilingual positions is determined according to the duties and responsibilities of the position.

3 EQUITABLE PARTICIPATION OF ENGLISH- AND FRENCH-SPEAKING CANADIANS

The third principle is the government's commitment to provide equal opportunities for employment and advancement to English-speaking and French-speaking Canadians working in federal institutions. This commitment is set out in Part VI of the OLA. The public service must reflect the

Employment rates for both language groups in all institutions subject to the OLA have remained stable over time. In 2015, 73.6% of employees were anglophone, while 26.3% were francophone. According to 2011 census data, English was the first official language spoken by 75% of Canadians, while French was the first official language spoken by 23.2% of Canadians. The remainder of the population could not conduct a conversation in either English or French.

presence of both the anglophone and francophone communities in the population as a whole. The public service employment rates for these communities vary with the mandate of the institution, the public served, the location of the offices and the categories of employment. According to the principle set out in section 39 of the OLA, federal institutions may not favour the employment of members of one language group over the other and must apply the merit principle when making staffing decisions.

4 RESPONSIBILITIES, POLICY IMPLEMENTATION, COMPLAINTS AND LEGAL RECOURSE

The Treasury Board Secretariat (TBS) oversees the implementation of Parts IV, V and VI of the OLA. The President of the Treasury Board reports annually to Parliament on the performance of federal institutions in official languages matters.

Over the years, the federal government has implemented a variety of policies and guidelines in order to apply the three principles set out in the OLA. The current official languages policy framework came into effect on 19 November 2012 after a review exercise.¹⁰ The framework includes an updated Policy on Official Languages and three directives that are intended to help institutions carry out this policy:

- the *Directive on Official Languages for People Management*,
- the *Directive on Official Languages for Communications and Services*; and
- the *Directive on the Implementation of the Official Languages (Communications with and Services to the Public) Regulations*.

All federal institutions are subject to these four policy instruments, with the exception of the Senate, the House of Commons, the Library of Parliament, the Office of the Senate Ethics Officer, the Office of the Conflict of Interest and Ethics Commissioner and the Parliamentary Protective Service.

Unlike the earlier policy instruments, the current Policy on Official Languages:

- includes references to Part VII (Advancement of English and French) of the OLA, since the official languages obligations for institutions that are found in that part are closely linked to parts IV, V and VI of the OLA, to which reference is retained in the policy;
- According to the Policy on Official Languages, “respecting the public’s and employees’ language rights, considering the needs of official language minority communities and seizing opportunities for promoting both languages in Canadian society become integral parts of institutional practice.”
- addresses the principle of substantive equality; and
 - states that deputy heads of federal institutions are responsible for monitoring compliance with this policy and its supporting instruments, for taking corrective action in the case of non-compliance and for exercising key leadership in their institutions in the area of official languages.

Positions designated as bilingual must be staffed by candidates meeting the language requirements of those positions. Since March 2007, this requirement also applies to positions at the EX-02 to EX-05 levels. Exceptions may be made under the *Public Service Official Languages Exclusion Approval Order*,¹¹ which states that the person agrees in writing:

- to attain the level of official language proficiency required for a bilingual position, through language training at public expense, within a period of two years; and
- that if, at the end of the two-year period, the person has not attained the level of language proficiency required for the bilingual position, the person will be appointed or deployed to a position that is of a similar level and salary as the bilingual position.

Moreover, language training is viewed as a legitimate professional development tool available to all public service employees.

Since March 2009, the Official Languages Centre of Excellence – within the Office of the Chief Human Resources Officer of TBS – has coordinated the Official Languages Program in federal institutions that are subject to Parts IV, V and VI of the OLA. In recent years, many official languages responsibilities (e.g., linguistic training and staffing) have been delegated to the deputy heads of federal institutions.

For federal institutions, compliance with official languages requirements in the public service is assessed in various ways, including through:

- TBS’s annual report on official languages;¹²
- reports submitted by federal institutions that follow a three-year official languages review cycle (see section 5.5.3 of this paper for more details);
- Treasury Board submissions;¹³
- departmental performance reports;¹⁴

- audits and evaluations; and
- the Management Accountability Framework.¹⁵

Parts IV, V and VI of the OLA may give rise to complaints to the Commissioner of Official Languages. This is also true for section 91 of the OLA, which pertains to linguistic requirements in staffing. Part VI, however, is not open to legal recourse before the Federal Court.

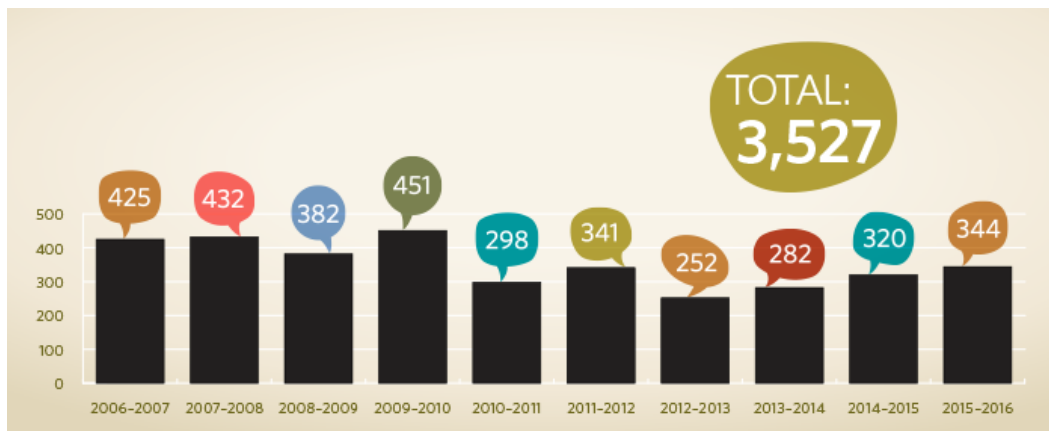
5 RECENT ISSUES

5.1 SERVICES TO THE PUBLIC

5.1.1 ADMISSIBLE COMPLAINTS¹⁶

With the exception of 2009–2010 and 2010–2011, each year, communications with and services to the public have generated the largest number of complaints that the Commissioner of Official Languages has received. Although progress has been made in this area, some problems persist, particularly with respect to access to English and French written communications, active offers of service, and services to the travelling public. There are many reasons for this: the requirements of the OLA are sometimes misunderstood, some federal institutions are not committed to implementing the provisions of the Act, and others lack planning in this regard or fail to monitor the impact of their actions. Since 2012–2013, the number of complaints related to language of service has been increasing, as shown in Figure 1. In 2015–2016, 47.4% of the complaints received by the Commissioner of Official Languages related to language of service.

Figure 1 – Services to the Public: Number of Admissible Complaints Filed with the Commissioner of Official Languages (2006–2007 to 2015–2016)



Source: Figure prepared by the Library of Parliament using data obtained from Office of the Commissioner of Official Languages, [Annual Report 2015–2016](#).

5.1.2 SUBSTANTIVE EQUALITY

The 2009 Supreme Court of Canada decision in *DesRochers v. Canada (Industry)* highlighted the importance of offering services of equal quality in both official languages.¹⁷ TBS considered how to implement this decision and published an analytical grid to help federal institutions apply the principle of substantive equality to their programs and services.¹⁸ It noted that the decision has not been implemented consistently in all institutions,¹⁹ owing to challenges in interpreting the distinction between the principle of substantive equality (Part IV of the OLA) and the principle of advancement of English and French (Part VII of the OLA).²⁰

5.1.3 REGULATIONS

During the 2nd Session of the 41st Parliament, a bill to amend the provisions dealing with communications with and services to the public was debated in the Senate.²¹ Most of the testimony heard in committee favoured modernizing the *Official Languages Regulations* and amending the criteria used to determine significant demand; however, some institutions subject to the OLA expressed concerns about its implementation in regions where bilingual staff are more difficult to find.²² Bill S-205, An Act to amend the Official Languages Act, died at committee stage. It was tabled again on 8 December 2015, this time as Bill S-209.²³ It was referred to the Standing Senate Committee on Official Languages on 17 November 2016. In August 2016, the Parliamentary Budget Officer released a cost estimate for Bill S-209.²⁴

The government elected in October 2015 committed to delivering federal services in compliance with the OLA.²⁵ Appearing before the Standing Senate Committee on Official Languages in spring 2016, the President of the Treasury Board recognized the need to modernize the regulations and emphasized the importance of going beyond the letter of the OLA and the numerical criteria in order to support the vitality of official language minority communities.²⁶ On 17 November 2016, it announced the review of the *Official Languages Regulations* in order to:

- develop an improved approach to the current calculation method that will better reflect the needs and interests of small, thriving minority language communities, reflect current demographics and respond to changing demographics in the future;
- explore opportunities presented by new technologies to improve service delivery in both official languages; and
- improve bilingual services in the area of transportation.²⁷

The Commissioner of Official Languages stressed the importance of completing study of Bill S-209 and of reviewing the criteria for determining “significant demand.” He also made a recommendation concerning the need to update Part IV of the OLA and to evaluate the effectiveness of the policies and directives relating to its implementation.²⁸

On 27 February 2015, in proceedings before the Federal Court, the Société franco-manitobaine challenged certain provisions of the *Official Languages Regulations*, asking that they be made compliant with section 20(1)(a) of the *Canadian Charter of Rights and*

Section 20(1)(a) of the *Canadian Charter of Rights and Freedoms* states that “[a]ny member of the public in Canada has the right to communicate with, and to receive available services from, any head or central office of an institution of the Parliament or government of Canada in English or French, and has the same right with respect to any other office of any such institution where ... there is a significant demand for communications with and services from that office in such language.”

Freedoms.²⁹ This court challenge followed a complaint made to the Commissioner of Official Languages claiming that the *Official Languages Regulations* are inconsistent with certain sections of the OLA. It will proceed in April 2017.

5.1.4 ACTIVE OFFER OF SERVICES

In-person active offer of services remains one of the weak links in the implementation of the OLA. This may be due to a lack of leadership, failure to communicate the importance of this obligation or the human element of front-line service. This is the area in which federal institutions show the poorest performance.³⁰ In July 2016, the Commissioner of Official Languages released a study on bilingual greetings in federal institutions, in which he described individual, organizational and social factors that influence whether an active offer of service in both official languages is made.³¹ His Ontario counterpart had released a special report on the same issue two months earlier.³² Lack of active offer is also a key feature of complaints received by the Commissioner of Official Languages for New Brunswick.³³

5.2 LANGUAGE OF WORK

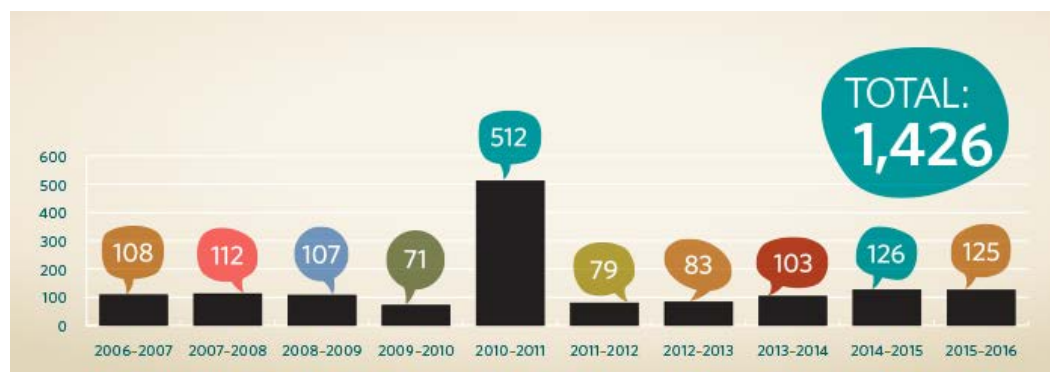
5.2.1 FRENCH UNDERUTILIZED

Commitments with regard to language of work have been slow to materialize. Several reports published by the Commissioner of Official Languages during the past decade have indicated that French remains underused and that the organizational culture of the federal public service is predominantly English. These reports also indicate that federal institutions have a poor track record for allowing employees to use their preferred official language with supervisors or in writing. The latest Public Service Employee Survey confirms this trend.³⁴ Conducting bilingual meetings also remains a challenge.³⁵ Improving employees’ language skills, strengthening official language capacity in federal institutions, and showing clear and sustained leadership are some of the approaches put forward to ensure equitable treatment of both official languages in the workplace. In 2011, the Commissioner of Official Languages established a leadership competencies profile aimed at fostering the creation of a workplace that is conducive to the use of both English and French.³⁶

5.2.2 ADMISSIBLE COMPLAINTS

Since 2011–2012, the number of complaints relating to language of work has been on the rise, as shown in Figure 2. In 2015–2016, complaints on this issue made up 17.2% of the complaints received by the Commissioner of Official Languages, whose report cards indicate that half of federal institutions do little to rectify problems relating to language of work.

Figure 2 – Language of Work: Number of Admissible Complaints Filed with the Commissioner of Official Languages (2006–2007 to 2015–2016)



Source: Figure prepared by the Library of Parliament using data obtained from Office of the Commissioner of Official Languages, [Annual Report 2015–2016](#).

5.3 LANGUAGE TRAINING

Language training still presents challenges in the federal public service, as outlined in a study published in September 2013 by the Commissioner of Official Languages.³⁷ These challenges include a lack of coordination of training activities across federal institutions, risks associated with quality assurance, a lack of consistency with respect to accountability, and the effort required for language retention. To meet these challenges, the Commissioner launched a new online tool to strengthen the language training system and to offer federal institutions practical support.³⁸ When the Commissioner appeared before the Standing Senate Committee on Official Languages in spring 2016, he discussed the challenges associated with providing language training to public servants working outside the National Capital Region.³⁹ Financial data on language training provided by federal institutions has not been compiled systematically since 1999, which makes it difficult to develop a complete and detailed picture of spending on federal language training.

5.4 HORIZONTAL STRATEGIES

The *Action Plan for Official Languages (2003–2008)*⁴⁰ proposed measures intended to create a public service that was exemplary in the area of official languages. The government's objectives were to strengthen the bilingual capacity of federal public servants and to improve the quality of services offered in both languages. Reports produced by the Commissioner of Official Languages⁴¹ and the House of Commons

Standing Committee on Official Languages⁴² have revealed disappointing results in this area.

In the two horizontal strategies that followed – the *Roadmap for Canada’s Linguistic Duality 2008–2013*⁴³ and the *Roadmap for Canada’s Official Languages 2013–2018*⁴⁴ – the issue of respect for official languages in the public service went almost unnoticed.

5.5 OFFICIAL LANGUAGES MANAGEMENT AND OVERSIGHT

5.5.1 GOVERNANCE

The Commissioner of Official Languages has expressed concerns about the changes made to the official languages governance structure in the federal public service, especially with regard to TBS’s capacity to fully exercise its responsibilities and to the support given to federal institutions to manage official languages issues, in a context where greater responsibilities have been delegated to deputy heads.⁴⁵ According to TBS, the new governance structure has strengthened its capacity to act and has engaged federal institutions in taking measures to ensure strong leadership in official languages matters; however, the effectiveness of these measures varies from one organization to another.⁴⁶

5.5.2 ADMISSIBLE COMPLAINTS

Managing official languages in federal institutions is challenging. An ever-increasing number of complaints are received pertaining to respect for official languages in the public service. The number of complaints related to linguistic requirements in staffing processes is the highest it has been in at least 20 years, with a total of 156 complaints received in 2015–2016 (see Figure 3), representing 21.5% of all complaints received by the Commissioner of Official Languages that year.

Figure 3 – Linguistic Requirements: Number of Admissible Complaints Filed with the Commissioner of Official Languages (2006–2007 to 2015–2016)



Source: Figure prepared by the Library of Parliament using data obtained from Office of the Commissioner of Official Languages, [Annual Report 2015–2016](#).

5.5.3 REPORTING

In 2013–2014, TBS and Heritage Canada completed the first three-year data collection cycle for federal institutions concerning the implementation of parts IV, V, VI and VII of the OLA. This three-year exercise, which started in 2011–2012 and was completed in 2013–2014, aimed to improve coordination among federal institutions. Responses provided through the exercise varied: small institutions had completed a short questionnaire, while large and designated institutions had completed a long questionnaire. According to a recent evaluation of the activities of the Official Languages Centre of Excellence, the three-year reporting approach raises concerns, because it does not provide a complete picture of the official languages situation or make it possible to compare results from one year to the next.⁴⁷ That being said, the Auditor General of Canada reviewed the approach in spring 2015 and emphasized the importance of taking the size and mandate of reporting organizations into account.⁴⁸

5.6 SOCIAL MEDIA

Use of social media is a topical issue for federal institutions, which are using these tools more and more to communicate with the public, to facilitate collaboration among public service employees and to reach out to young people. The importance given to both official languages at a time when new technologies and Web 2.0 are growing in popularity was examined by a parliamentary committee, which tabled a report on the topic in fall 2012.⁴⁹ Since then, TBS has included observations on this subject in its annual reports. Guidelines on the use of social media were adopted in 2008, 2011 and 2014 and were replaced in 2016 by the *Directive on the Management of Communications*, which sets out procedures for the use of social media and web communications.⁵⁰ The Commissioner of Official Languages established a social media presence in 2012 and undertook to make federal institutions more aware of their linguistic obligations when they use social media to communicate. The Twitter accounts of ministers were the subject of an investigation in 2014–2015 by the Commissioner of Official Languages, who concluded that government officials who interact on social media must communicate with the public in both official languages.⁵¹ This investigation is now complete.

5.7 STRATEGIC AND OPERATING REVIEW

The issue of respect for official languages in the context of the Strategic and Operating Review within federal institutions has given rise to numerous questions since the review was announced in Budget 2012. Appearing before parliamentary committees, the Commissioner of Official Languages expressed concern about the possible impact of budget cuts on official language minority communities and on the ability of federal institutions to respect their obligations under the OLA.⁵² Since 2011–2012, the Commissioner of Official Languages has received a number of complaints regarding respect for official languages in the context of recent budget cuts made by several federal institutions. The Commissioner looked into the situation in an audit of the implementation of Part VII of the OLA at TBS and released his audit report in January 2016. He found that TBS did not require federal institutions to consider the impact of their decisions on official language minority communities.⁵³

NOTES

1. [Official Languages Act](#), R.S.C. 1985, c. 31 (4th Supp.).
2. [Canadian Charter of Rights and Freedoms](#) (Part I of the *Constitution Act, 1982*).
3. [Official Languages \(Communications with and Services to the Public\) Regulations](#), SOR/92-48.
4. Government of Canada, [Official Languages Regulations Re-Application Exercise – Frequently Asked Questions](#).
5. Treasury Board of Canada Secretariat, [Annual Report on Official Languages 2014–15](#), 2015, p. 6.
6. Government of Canada, Treasury Board of Canada Secretariat, [Government of Canada to review Official Languages Regulations](#), News Release, Ottawa, 17 November 2016.
7. Government of Canada, [Official Languages \(Communications with and Services to the Public\) Regulations Review](#), Backgrounder, Ottawa, 17 November 2016.
8. Government of Canada, [List of Bilingual Regions of Canada for Language-of-Work Purposes](#).
9. The Federal Court of Canada confirmed this principle in its 30 October 2015 ruling in [Tailleur v. Canada \(Attorney General\)](#), 2015 FC 1230.
10. Government of Canada, [Policies and guidance](#), *What we are doing: Official languages*.
11. [Public Service Official Languages Exclusion Approval Order](#), SI/2005-118.
12. Government of Canada, [Official Languages](#).
13. Government of Canada, [Treasury Board Submissions](#).
14. Government of Canada, [Departmental Performance Reports](#).
15. Government of Canada, [Management Accountability Framework](#).
16. Admissible complaints to the Commissioner of Official Languages are defined as follows: “To be admissible, a complaint must involve a federal institution, relate to a failure to meet an obligation under the Act, and concern a specific incident or series of incidents.” (Office of the Commissioner of Official Languages, [Annual Report 2015–2016](#), p. 38.)
17. [DesRochers v. Canada \(Industry\)](#), 2009 SCC 8.
18. Government of Canada, [Analytical Grid \(Substantive Equality\)](#).
19. Treasury Board of Canada Secretariat, [Annual Report on Official Languages 2010–2011](#).
20. Treasury Board of Canada Secretariat, [Annual Report on Official Languages 2012–2013](#).
21. [Bill S-205: An Act to amend the Official Languages Act \(communications with and services to the public\)](#), 2nd Session, 41st Parliament.
22. Senate, Standing Committee on Official Languages, [Transcripts & Minutes](#), 2nd Session, 41st Parliament.
23. [Bill S-209: An Act to amend the Official Languages Act \(communications with and services to the public\)](#), 1st Session, 42nd Parliament.
24. Office of the Parliamentary Budget Officer, [Cost Estimate for Bill S-209: An Act to amend the Official Languages Act \(communications with and services to the public\)](#), 17 August 2016.
25. Prime Minister of Canada, [Minister of Canadian Heritage Mandate Letter](#).
26. Senate, Standing Committee on Official Languages, [Evidence](#), 1st Session, 42nd Parliament, 30 May 2016 (Scott Brison, President of the Treasury Board).

27. Government of Canada, Official Languages Regulations Review (17 November 2016).
28. Office of the Commissioner of Official Languages, [Annual Report 2015–2016](#), 2016.
29. The provisions in question relate to the calculation of significant demand, the definition of francophone and anglophone minority populations, and the circumstances surrounding the implementation of the obligations in section 22 of the OLA. This section defines the duty of federal institutions to communicate with and serve the public in either official language where there is a significant demand for such communications and services. See Federal Court, File no. T-310-15.
30. Office of the Commissioner of Official Languages (2016).
31. Office of the Commissioner of Official Languages, [Bilingual greetings in Federal Institutions: Let's talk about it!](#), July 2016.
32. Ontario, Office of the French Language Services Commissioner, [Special Report – Active Offer of Services in French: The Cornerstone for Achieving the Objectives of Ontario's French Language Services Act](#), Toronto, May 2016.
33. Office of the Commissioner of Official Languages for New Brunswick, [2015–2016 Annual Report](#), Fredericton, June 2016.
34. Government of Canada, [Focus on Use of Official Languages](#).
35. Treasury Board of Canada Secretariat (2015), p. 15.
36. Office of the Commissioner of Official Languages, [Beyond Bilingual Meetings: Leadership Behaviours for Managers](#), March 2011.
37. Office of the Commissioner of Official Languages, [Challenges: The New Environment for Language Training in the Federal Public Service](#), September 2013.
38. Office of the Commissioner of Official Languages, [Effective Language Training Practices: On-line Tool for Federal Institutions](#).
39. Senate, Standing Committee on Official Languages, [Evidence](#), 1st Session, 42nd Parliament, 30 May 2016 (Graham Fraser, Commissioner of Official Languages, Office of the Commissioner of Official Languages).
40. Privy Council Office, [The Next Act: New Momentum for Canada's Linguistic Duality: The Action Plan for Official Languages](#), 2003.
41. Office of the Commissioner of Official Languages, [Annual Report 2007–2008](#).
42. House of Commons, Standing Committee on Official Languages, [Leading by Example: Bilingualism in the Public Service and Renewal of the Action Plan for Official Languages](#), March 2008.
43. Government of Canada, [Roadmap for Canada's Linguistic Duality 2008–2013: Acting for the Future](#).
44. Government of Canada, [Roadmap for Canada's Official Languages 2013–2018: Education, Immigration, Communities](#).
45. Office of the Commissioner of Official Languages, [Annual Report 2009–2010](#).
46. Treasury Board of Canada Secretariat, [Annual Report on Official Languages 2008–2009](#).
47. Government of Canada, [Evaluation of the Official Languages Centre of Excellence Initiative](#), Final Report, Internal Audit and Evaluation Bureau, 9 May 2013.
48. Office of the Auditor General of Canada, [Required Reporting by Federal Organizations](#), Report 2 in Reports of the Auditor General of Canada – Spring 2015, 2015.
49. Senate, Standing Committee on Official Languages, [Internet, New Media and Social Media: Respect for Language Rights!](#), October 2012.
50. Government of Canada, "Appendix D: Mandatory Procedures for Social Media and Web Communications," [Directive on the Management of Communications](#), 11 May 2016.

51. Office of the Commissioner of Official Languages, "[Statement from the Commissioner of Official Languages about ministers' Twitter use](#)," News release, Gatineau, 20 February 2015.
52. Senate, Standing Committee on Official Languages, [Evidence](#), 1st Session, 41st Parliament, 29 October 2012 (Graham Fraser, Commissioner of Official Languages, Office of the Commissioner of Official Languages); and House of Commons, Standing Committee on Official Languages, [Evidence](#), 1st Session, 41st Parliament, 25 October 2011, 0845 (Graham Fraser, Commissioner, Office of the Commissioner of Official Languages).
53. Office of the Commissioner of Official Languages, [Audit of the Treasury Board of Canada Secretariat within the context of the 2011–2012 Strategic and Operating Review \(Part VII of the Official Languages Act\)](#).