



Evaluation of French Language Communications and Services for 2018-2023 Strategic Plan

Client Name: Government of Northwest Territories (GNWT)

Date: 11/01/2023

TABLE OF CONTENTS

1. Restrictions and Limitations.....	3
2. Executive Summary.....	4
2.1. BACKGROUND AND CONTEXT.....	4
2.2. OBJECTIVE AND SCOPE.....	5
2.3. SUMMARY OF RESULTS.....	5
3. Detailed Report.....	12
3.1. OBJECTIVE AND SCOPE.....	12
3.2. BACKGROUND.....	13
3.3. APPROACH AND METHODOLOGY	13
3.4. Key Findings: Evaluation Question 1.....	17
3.5. Key Findings: Evaluation Question 2.....	25
3.6. Key Findings: Evaluation Question 3.....	35
3.7. Key Findings: Evaluation Question 4.....	46
3.8. Key Findings: French Language Monitoring and Evaluation – Strategic Plan	52
4. Analysis Of Data Collection Tools Effectiveness	55
4.1. Analysis Bilingual Employee Survey	55
4.2. Analysis Francophone Community Survey.....	56
4.3. Analysis GNWT Institutions Operating Plan Template	58
4.4. Analysis GNWT Institutions Operating Plan Monitoring Grid.....	59
5. Conclusions and Recommendations	60
Appendices.....	67

1. Restrictions and Limitations

The Government of Northwest Territories (GNWT) has engaged Raymond Chabot Grant Thornton Consulting Inc. (RCGT) to perform the Evaluation of French Language Communications and Services for 2018-2023 Strategic Plan (hereafter referred to as the “Evaluation of Strategic Plan”).

This report was prepared for the GNWT based on information and representations that were provided to us by management, GNWT employees and Francophone community representatives and members. This report is not to be used for any other purpose, and RCGT specifically disclaims any responsibility for losses or damages incurred through the use of this report for a purpose other than as described in this paragraph. It should not be reproduced in whole or in part without RCGT’s expressed written permission.

This report, and the supporting work performed by RCGT, does not serve as an affirmation that operational processes and controls and/or technologies of GNWT are without defect and does not guarantee that such operational processes, controls and/or technologies are immune from fraud, abuse, or misstatement. None of the work performed by RCGT or the contents of this report constitute any legal opinion or advice.

RCGT reserves the right, but will be under no obligation, to review and/or revise the contents of this report in light of information which becomes known to us after the date of this report.

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2. Executive Summary

2.1. BACKGROUND AND CONTEXT

In 1984, the Government of the Northwest Territories (GNWT) adopted the *Official Languages Act of the Northwest Territories (OLA)*. The Act recognizes official language rights in the Northwest Territories (NWT), and provides official language status to English, French, and the nine (9) Indigenous languages.

The GNWT was taken to court regarding perceived shortcomings with respect to service delivery in French, following complaints from the Fédération franco-ténoise (FFT) in October 2005. In April 2006, the court ruling required specific GNWT institutions to provide services to the public in French¹. The GNWT began implementing the orders that were issued by the original court ruling, as modified by the NWT Court of Appeal. The orders included the drafting of a comprehensive implementation plan for French language communications and services under the OLA in all government institutions.

In October 2012, the GNWT released the *Strategic Plan on French Language Communications and Services 2013-2018* (Strategic Plan) to make service in French more available to the public at GNWT institutions. The Strategic Plan outlined Government policies, plans and actions with respect to French language communications and services. This followed the establishment of a Comprehensive Plan Consultation and Co-operation Committee that facilitated community consultations on the Strategic Plan.

In 2013, as a result of the Strategic Plan, the Francophone Affairs Secretariat² created and released the Standards for French Language Communications and Services (the Standards). The Standards were developed in consultation with the FFT and outline minimum requirements to assist employees in the delivery of communication and services in French to the public.

In October 2015, the GNWT released a Monitoring, Evaluation and Accountability Plan for the Strategic Plan (MEA Plan 2015), which was used to direct the collection, analysis and interpretation of data on French language communications and services.

In the 2017-2018 fiscal year, the GNWT undertook an evaluation of the 2013-2018 Strategic Plan and an audit of the GNWT French language communications and services. From those evaluation and audit, recommendations were drawn and incorporated into the 2018-2023 Strategic Plan to orient the GNWT's work on French language communications and services for 2018-2023.

The Strategic Plan 2018-2023 is now coming to an end. Updated in 2020, the Monitoring, Evaluation and Accountability Plan (MEA 2020) was designed to help track and assess progress and results of the evaluation of the Strategic Plan 2018-2023. As per the MEA Plan 2020, an evaluation of the Strategic Plan 2018-2023 is to be conducted by a third-party contractor at the end of its life cycle to

¹ In 2006, the GNWT appealed the Supreme Court ruling to the NWT Court of Appeal, which rendered its decision in 2008. That same year, the GNWT and FFT filed applications for leave to appeal to the Supreme Court of Canada (SCC). On March 5, 2009, the SCC decided that it would not hear the appeals of the GNWT and the FFT.

² The Francophone Affairs Secretariat resides within ECE.

determine its overall success and value, and to inform on the development of the subsequent five-year Strategic Plan of French Language Communications and Services 2023-2028 (Strategic Plan 2023-2028).

2.2. OBJECTIVE AND SCOPE

Objective

The purpose of this evaluation was to determine the overall success and value of the Strategic Plan 2018-2023 and to inform the redevelopment of the next five-year GNWT Strategic Plan 2023-2028.

Scope

The scope of the Evaluation focused on addressing four (4) Key Evaluation Questions. As part of this engagement, activities included identifying a range of sub-questions and assessing them through the responses of various government officials, community representatives, as well as community members during the interview phase of the evaluation process.

The four (4) Key Evaluation Questions:

1. How effective were leaders at all levels in promoting and supporting the vision of the Strategic Plan 2018-2023 throughout their GNWT institution?
2. How strong was the capacity of the GNWT to implement the Strategic Plan 2018-2023?
3. How valuable was the Strategic Plan 2018-2023 to the Francophone community?
4. To what extent have GNWT institutions increased their monitoring and reporting capacities?

The Evaluation entailed the following activities:

- Reviewing documentation, including but not limited to the Strategic Plan 2018-2023, the Standards, GNWT institutions' Operating Plans, GNWT institutions' Monitoring Reports, Annual Reports on Official Languages, Bilingual Employee Survey Reports, and MEA Plan 2020;
- Conducting interviews with GNWT staff, including Deputy Ministers, French Language Service Coordinators (FLSCs), members of the Francophone Affairs Secretariat (the Secretariat) as well as with leaders of the Francophone community;
- Conducting two (2) surveys, with departmental FLSCs and members of the Francophone community; and,
- Facilitating two (2) focus group sessions, one (1) with FLSCs and the other with members of the Francophone community.

2.3. SUMMARY OF RESULTS

Findings and opportunities for improvement were noted throughout the evaluation. A summary of the findings and recommendations for each question is provided in the table below. Detailed findings can be found in section 3 of this report.

In general, the evaluation revealed that improvements within the structure and operational processes were required for the Department of Health and Social Services (HSS). As such, the following recommendation is suggested:

- Revise roles and responsibilities of HSS in the Strategic Plan

What follows is a more specific breakdown of summary results within each of the four (4) evaluation questions;

Question #1: How effective were leaders at all levels in promoting and supporting the vision of the Strategic Plan 2018-2023 throughout their GNWT institution?

Overall, GNWT leaders at all levels promoted and supported a positive vision of the Strategic Plan. Specifically, the quality of support received by GNWT employees was sufficient from the Deputy Minister (DM) level, however, support was the most impactful from the director/supervisor level.

While positive support for the vision was demonstrated, there were discrepancies in the level of support for the vision between the Yellowknife and Hay River regions. The communities of Inuvik and Fort Smith were not represented in this evaluation, despite invitations to participate. Further opportunities for improvement were noted and included; clarity on the roles and responsibilities for government departments, improvement of key indicators to monitor the implementation of the Strategic Plan, and increased awareness of the services available to the Francophone communities.

Summary of Findings	Recommendations
<ul style="list-style-type: none"> ▪ A call letter for Annual Report on Official Languages has been implemented for GNWT institutions to report on once a year. ▪ High-level key indicators across GNWT institutions have been established within the Operating Plan Monitoring Grids and are used to report to Canadian Heritage. ▪ GNWT employees viewed FAS as supportive; a trusted advisor available to provide direction on alignment to the Strategic Plan. ▪ The level of proactive support and promotion varied across different government departments and their respective senior management. ▪ Leniency was observed regarding the French language implementation within FLCS, especially regarding job postings and the active offer. ▪ FLSCs expressed lower levels of communication with the DM, however still felt adequately supported, with high levels of communication received from their supervisors. ▪ 80% of community representatives identified the dialogue between members of the Francophone community and GNWT to be extremely relevant, while 20% found it somewhat relevant. ▪ Many community members felt the GNWT was only supportive from a distance; that they did not implicate themselves directly 	<ul style="list-style-type: none"> ▪ Increase the monitoring process to standardize mechanisms used to oversee the promotion and support of the Strategic Plan and identify new areas of risk. Specifically: <ul style="list-style-type: none"> ○ GNWT institution's reporting increased to twice a year ○ Adjust key indicators to be more measurable across government departments ○ Review and revise current monitoring and reporting templates ▪ Increase the capacity of training and communications by government institutions regarding roles and responsibilities of the government departments. Specifically: <ul style="list-style-type: none"> ○ Orientation/Onboarding ○ Active offer ○ Bilingual Bonus ▪ Continue to provide training to government employees and community representatives on the Votre avis GTNO feedback process and services offered within French communities. ▪ Increase the awareness of tools of engagement between the NWT and the community (ex: Have Your Say).

<p>or provide sufficient opportunities to speak to the community (apart from FAS).</p> <ul style="list-style-type: none"> ■ No members of the Hay River community confirmed using the Votre Avis GTNO as most were not aware of its existence nor its process. 	
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Question #2: How strong was the capacity of the GNWT to implement the Strategic Plan 2018-2023?

The GNWT's capacity to implement the Strategic Plan 2018-2023 was found to be strong. Departments generally had sufficient resources to communicate and execute activities required to attain the objectives of FLCS. Specifically, employees of the GNWT expressed that there was a strong alignment between the goals and the resources (human, time, and tools) needed to achieve them.

However, the GNWT continued to experience difficulties in the recruitment and retention of bilingual staff. This was voiced as a concern given that the retention of staff, especially bilingual staff, played a significant role in supporting the execution of managerial and operational tasks. This issue was of particular importance in the area of Health Services, where the access to bilingual services was of paramount concern. Finally, there were opportunities to improve the FLSCs access to and completion of training from FAS.

Summary of Findings	Recommendations
<ul style="list-style-type: none"> ■ Departments had sufficient resources to communicate and execute activities to attain objectives of the French language Strategic Plan. ■ In general, recruitment of staff was difficult; however, it was even more difficult to recruit and retain bilingual staff. ■ Specific to Health Services, there were barriers to accessing and relocating bilingual Nurses from other parts of Canada due to accreditation rules. ■ Results for time allocation in their role as FLSCs varied, with a greater portion of respondents indicating it was either sufficient (40%) or very sufficient (27%). ■ Responses pertaining to the effectiveness of documents and tools received from FAS were positive overall (67% of responses indicated effective or very effective). ■ 57.1% of FLSCs identified not having received training from FAS; however, 86% of FLSCs who received training found it either effective (57%) or very effective (29%). 	<ul style="list-style-type: none"> ■ Assign bilingual required positions when possible. ■ Raise the issue recognizing the accreditation of nurses: <ul style="list-style-type: none"> ○ Compare the qualifications required to recognize accredited nurses between provinces ■ Continue to provide refresher trainings for employees, and key representatives, especially for: <ul style="list-style-type: none"> ○ Active offer ○ Referral system ■ Evaluate the competency of interpreters by (a) performing an initial screening of their bilingual capacity and (b) obtaining and reviewing feedback forms submitted by community members; ■ Create a full-time position within the Northwest Territories Health and Social Services Authority (NTHSSA) to focus solely on the FLCS portion of the authority. ■ Conduct a brief focus group meeting amongst FLSCs to reiterate and specify their roles and responsibilities as part of the delivery of French Services.

Question #3: How valuable was the Strategic Plan 2018-2023 to the Francophone community?

Overall, the Strategic Plan was deemed valuable to the Francophone community. Its implementation yielded positive outcomes regarding significant improvements made for the availability of communications in terms of signage and advertising in French.

However, the community expressed concerns related to the quality of services received, specifically pertaining to the effective delivery and the active offer. Additionally, the level of engaged involvement of the Francophone community remained unimproved over the last three (3) years. Finally, the lack of awareness of the tools and resources (i.e., Votre Avis GTNO) available to the Francophone community inherently reduced the level of opportunities for community input.

Summary of Findings	Recommendations
<ul style="list-style-type: none">■ All FLSCs agreed that there is value to the Strategic Plan. However, the community may be unaware of its contents and the goals it aims to achieve.■ FLSCs identified that access to information in French is difficult, especially for newcomers.■ Many attempts from the FAS to connect with representatives have been done along with partnerships created, however, community representatives identified they had rarely been invited to meetings on the development of FLCS.■ Consideration and inclusion of input from community representatives was highly dependent on the project and its leader (not standardized).■ There was a large disparity between community members who want, or, at some point wanted to submit a complaint versus those who actually did.■ The availability of French communications and services upon request at the four (4) departments (Health and Social Services, Justice, Education, Culture & Employment, and Municipal and Community Affairs) were ranked higher on average in Yellowknife as compared to Hay River.■ 100% of community members wanted to be consulted by the GNWT regarding FLCS.■ Community members felt their concerns, feelings and opinions were not always heard through surveys due to the lack of opportunity to provide qualitative feedback.	<ul style="list-style-type: none">■ Develop and implement new data gathering processes and tools (emphasis on HSS, Infrastructure (DMV), MACA (911) and DOJ) to:<ol style="list-style-type: none">1) Understand the size of Francophone communities and their use at points of service2) Prioritize high-volume points of service locations3) Implement a mechanism to collect feedback across the high-volume points of service■ Open dialogue between FAS and community representatives to facilitate increased communications, clarify expectations, and address issues submitted, and actions taken to address them.■ Continue to implement guidelines related to monitoring and perform ongoing systematic audits of communications and services throughout the year including:<ul style="list-style-type: none">○ Unannounced in-person and call inspections■ Increase advertising and training on Votre Avis GTNO<ul style="list-style-type: none">○ Information sessions (in-person and/or video)■ Review Guideline 6 of Strategic Plan on Community Input, primarily focusing on:<ul style="list-style-type: none">○ Facilitating increased public engagements between GNWT and the community○ Engagement○ Public feedback■ Review format of the community survey to include more open-ended questions where community members are able to

	provide feedback comments and explanation.
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Question #4: To what extent have GNWT institutions increased their monitoring and reporting capacities?

Discrepancies were observed between the results obtained from discussions/interviews and from the responses received via the RCGT surveys. Specifically, interviews and discussions with government employees found that the GNWT institutions capacity to increase the level of monitoring and reporting had not increased since the implementation of the data gathering tools. FLSC survey results indicated the contrary; with the majority of respondents noting an increase in the GNWT-wide monitoring and reporting capacities.

The main concern following the evaluation of this question was the involvement of GNWT institutions management and their related accountability with regards to the Operating Plans. In addition, it was also found that the related objectives and activities did not facilitate accurate monitoring and reporting as they remained rather broad and unmeasurable.

Summary of Findings	Recommendations
<ul style="list-style-type: none"> 47% of FLSCs found that the increase of GNWT institutions monitoring and reporting capacity was effectively achieved as intended while 20% did not. The Operating Plans previously established were more general and similar across GNWT institutions to enable reporting to Canadian Heritage. Throughout focus group discussions, FLSCs addressed wanting more clarity on data collection processes, its guidelines/objectives and the indicators being monitored and reported. Monitoring processes were established within the MEA Plan, however, the standardization and consistency of processes across departments was not effectively fulfilled. There were discrepancies between the experiences of the community recorded through discussions and what was recorded through RCGT surveys. It is the perception of the FLSCs that front line staff did not have the tools or time to collect feedback data. Instead it was gathered once a year by FAS and/or FLSCs which was not an accurate or complete representation of services received. Compliance audits were conducted, however not according to the reporting schedule, mainly due to COVID. French Language Monitoring and Evaluation Advisor position was fulfilled since its implementation in 2019. MEA Plan tools were properly assessed and reported on, with the exception of the GNWT 	<ul style="list-style-type: none"> Review and update MEA Plan 2020, specifically with regards to the implementation of a new section to the Operating Plans by establishing specific actions/targets at the operating level unique to each government department. Establish and implement tangible indicators to measure progress (key performance indicators) including: <ul style="list-style-type: none"> Customer satisfaction score Referral service utilization Interpretation service utilization Number of open service requests (# of times a service has been requested in French) Number of open positions Time to fill positions Implement reminders within government institutions on monitoring processes for consistency across departments, outlining: <ul style="list-style-type: none"> Scope and responsibilities Monitoring schedule Effective reporting on the monitoring template Establish ongoing reporting: <ul style="list-style-type: none"> Individual quarterly meetings with FAS to discuss guidance, progress, issues, and feedback Bi-yearly progress reports on department Operating Plan FLSCs to conduct reviews of the points of public services more regularly. GNWT institutions to develop their own monitoring tools with the assistance of the French Language Monitoring and Evaluation

institutions' Monitoring Reports, mainly attributed by COVID.	<p>Advisor for guidance.</p> <ul style="list-style-type: none"> Conduct information sessions with FLSCs to clarify data collection processes, guidelines and indicators being monitored.
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Data Collection Tool: Annual Bilingual Employee Survey

Summary of Findings	Recommendations
<ul style="list-style-type: none"> The challenge to identify if and how many FLSC's forwarded the survey to their bilingual employees made it difficult to determine how many people received it and thus, determine the number of bilingual employees. The format of the survey limited responses and the questions were built to address very specific aspects which may not directly touch on the concerns of the employees. 	<ul style="list-style-type: none"> Continue to tabulate the number of individuals to whom the survey was distributed to. Distribute Bilingual Employee survey every 2-3 years. Implement a new interactive tool which would involve more open discussions <ul style="list-style-type: none"> Administered by a third party for the purpose of remaining objective and independent.

Data Collection Tool: Francophone Community Satisfaction Survey

Summary of Findings	Recommendations
<ul style="list-style-type: none"> There was an efficient use of advertisement methods for the promotion of the survey. The numbers of respondents were not an accurate representation of the sample population of the entire Francophone community. The number of respondents to the Francophone community satisfaction survey has remained stagnant over the last several years; the gap between the vision and the actionable measures to achieve the vision is significant. Many individuals were unaware of the feedback tool (Votre avis GTNO) altogether; those who did know about it only knew about the complaints portion of the tool. FLSCs stated that the active offer was not consistently applied within different organizations mainly due to the following factors: <ul style="list-style-type: none"> The cultural aspect of respecting all other official languages; The personal opinion of front-line staff; and, The leniency of the application within institutions. 	<ul style="list-style-type: none"> Hold information sessions to create awareness of the existing tool, its purpose, and how to get access to it amongst community members. Implement a direct feedback tool at each point of service (satisfaction of experience, issues/concerns, comments, recommendations).

Data Collection Tool: GNWT Institutions Operating Plan Template

Summary of Findings	Recommendations
<ul style="list-style-type: none"> The contents of the Operating Plan Template 	<ul style="list-style-type: none"> Design an additional section to the Operating

<p>were too broad and vague for departments to accurately identify key activities and report progress.</p>	<p>Plan template specific per department to consider for their respective activities and progress.</p> <ul style="list-style-type: none"> ■ Hold regular communications and meetings with FAS on the objectives, accountability, and involvement of management in completing the reports.
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Data Collection Tool: GNWT Institutions Operating Plan Monitoring Grid

Summary of Findings	Recommendations
<ul style="list-style-type: none"> ■ Certain departments did not consider the Operating Plan Monitoring Grid as a priority, rather a task to complete, therefore, answers were incomplete or unfulfilled. 	<ul style="list-style-type: none"> ■ Establish working sessions between GNWT departments and FAS for the completion of the monitoring grid to be compliant with the requirements (ex: evidence of actions taken).

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3. Detailed Report

3.1. OBJECTIVE AND SCOPE

Objective

The purpose of this evaluation was to determine the overall success and value of the Strategic Plan 2013-2018 and to inform the redevelopment of the next five-year GNWT Strategic Plan 2023-2028.

Scope

The scope of the Evaluation focused on addressing four (4) Key Evaluation Questions. As part of this engagement, activities included identifying a range of sub-questions and assessing them through the responses of various government officials, community representatives, as well as community members during the interview phase of the evaluation process.

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- Facilitating two (2) focus group sessions, one (1) with FLSCs and the other with members of the Francophone community.

3.2. BACKGROUND

In 1984, the Government of the Northwest Territories (GNWT) adopted the Official Languages Act Territories (OLA). The Act recognizes official language rights in the Northwest Territories (NWT), and provides official language status to English, French, and the nine (9) Indigenous languages.

The GNWT was taken to court regarding perceived shortcomings with respect to service delivery in French, following complaints from the Fédération Franco-Ténoise (FFT) in October 2005. In April 2006, the court ruling required specific GNWT institutions to provide services to the public in French. The GNWT began implementing the orders that were issued by the original court ruling, as modified by the NWT Court of Appeal. The orders included the drafting of a comprehensive implementation plan for French language communications and services under the OLA in all government institutions.

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In the 2017-2018 fiscal year, the GNWT undertook an evaluation of the 2013-2018 Strategic Plan and audit of the French language communications and services. From those evaluation and audit, recommendations were drawn and incorporated into the 2018-2023 Strategic Plan to orient the GNWT's work on French language communications and services for 2018-2023.

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3.3. APPROACH AND METHODOLOGY

Approach

The approach to the Evaluation of the Strategic Plan on FLCS was based on RCGT's three (3) step approach. The approach was tailored to the specific requirements of GNWT.

RCGT conducted the Evaluation of the Strategic Plan of FLCS through a phased approach which was comprised of activities depicted in detail below.



Phase 1: Planning

- Preliminary documentation review
- Interviews with key stakeholders
- Develop data collection strategy
- Develop surveys
- Develop interviews guides

Phase 2: Execution

- Request and review documentation
- Review evaluation matrix
- Conduct interviews & surveys
- Conduct Focus Groups sessions
- Validate information
- Perform data findings
- Perform data analysis
- Conclude and provide recommendations

Phase 3: Reporting

- Draft report including conclusions and recommendations
- Validate report
- Prepare and deliver final report

Methodology

To achieve the objectives of the Evaluation, Grant Thornton (RCGT) employed a four (4) step methodology, which was comprised of the following activities:



Documentation Review & Evaluation Matrix

An evaluation matrix (also known as an “evaluation design matrix”), a crucial tool for evaluation planning, maps out an evaluation in a visual manner. The matrix organized the evaluation questions, their indicators, and the plans for collecting information to answer the questions.

To properly answer the evaluation questions, RCGT reviewed documentation provided by GNWT, conducted analysis of the existing evaluation matrix and prepared a proposed updated draft of the evaluation matrix (Appendix 2). Updates to the matrix pertained to the following areas:

- Changes to sub-questions;
- Changes to indicators; and,
- Changes to sources of data collection.

Interview and Surveys

RCGT conducted interviews with various GNWT institutions and Francophone community organizations. Please consult *Appendix* for a complete list of individuals interviewed. RCGT developed and released two (2) surveys to obtain quantitative feedback with respect to the evaluation questions and insights for subsequent focus groups discussions. Surveys were sent to and collected from each of the following stakeholders:

- Fifteen (15) FLSC's;
- Twenty-two (22) members of the Francophone community;
- Five (5) Community Representatives; and,
- Nine (9) GNWT Employees.

Draft questions were sent to GNWT for comment in July 2022 and September 2022. The FLSC survey was emailed to FLSCs by the Secretariat and were responded to during the in-person interview. The survey questions were adapted from the interview questionnaires prepared for the FLSCs and Francophone community members. The Francophone community survey was provided and completed at the beginning of the interview session and discussed during the consultation

session. Only RCGT received the survey results, and consequently compiled them and analyzed them.

Focus Groups

Two (2) focus groups were held in July and September 2022. RCGT prepared focus groups questions based on noteworthy observations from analysis of interview responses and FLSC and Francophone community survey results. Focus group discussion allowed for the following:

- Provision of further context and root cause information for the survey results;
- Improved understanding of divergent survey results; and,
- Establishment of a group consensus on the most salient issues, during the FLSC focus group discussion.

Each focus group was facilitated by two to three (2-3) RCGT employees, one of which possesses specialized knowledge and experience in focus group facilitation techniques.

Data findings and analysis

RCGT compiled survey responses, focus group notes and interview notes in a working paper. The findings were analyzed through an evidenced table and graphs. The data collected consisted of an appropriate balance of quantitative and qualitative data.

The quantitative and qualitative evidence aimed to identify the following:

- Trends, patterns and themes that emerged;
- Deviations from those patterns and factors that could clarify those deviations;
- Findings that were unanticipated and an explanation for those findings; and,
- Results that suggest recommendations for improvement.

RCGT reviewed and evaluated the effectiveness and utility of the following data collecting tools:

- Francophone Community Satisfaction Survey;
- Bilingual Employee Survey;
- GNWT Institutions Operating Plan Template; and,
- GNWT Institutions Operating Plan Monitoring Grid.

The identification of relationships between the program plans and the implementation of the Strategic Plan were conducted, alongside the identification of gaps between the intended purpose of the program and actual program implementation. Based on the document review; risks, external factors, and monitoring activities were evaluated to observe whether the Strategic Plan has been achieving its objectives as set out in its performance measurement framework. Additionally, outcome-level indicators and targets were validated to address any deficiencies.

Conclusions and recommendations

The conclusions and recommendations were developed based on data findings and data analysis. This was demonstrated through a clear line of evidence to support the conclusions. This portion

highlighted the overall outcomes related to the Evaluation questions and provide strategic recommendations for improvements to be made for the rollout of the next strategic plan.

3.4. Key Findings: Evaluation Question 1

Evaluation question 1: How effective were leaders at all levels in promoting and supporting the vision of the Strategic Plan 2018-2023 throughout their GNWT institution?

Summary FLSC Focus Group Discussion:

According to the discussions, generally FLSCs reported directly to their respective Director/Supervisor/CEO as they were most easily accessible. Their director would raise any comments with senior management, including the ADM and DM. Meeting occurrences varied per Supervisor/Director, however, still occurred on a regular basis. The majority of participants stated they did not need to meet the DM to address issues as they were addressed or resolved with their respective Supervisor/Director/CEO. All FLSCs have expressed that the support received was sufficient, and that they did not need to escalate issues up to the DM.

Summary GNWT Employee Interviews:

Based on the comments of the GNWT employees, there was a common understanding amongst senior management of the importance of the French language communications and services.

Support provided by senior management included trainings, reporting, and endorsements throughout the implementation of programs/plans within the GNWT. Furthermore, it was expressed that GNWT employees view FAS as supportive and to whom they can turn to for trust, and direction for alignment to the Strategic Plan.

One of the main points from the discussions related to departments who handled the direction of the Strategic Plan in their own way. It was stated that while senior management supported courses taken in French, the trainings, and the active offer, some departments were more lenient on the application of French. This was especially true in terms of job postings where many departments posted “bilingual preferred” rather than “bilingual required”.

Further, the level of the proactive support and promotion of the Strategic Plan varied across senior management. Turnover in key positions also made it more challenging to operationalize the Strategic Plan in a consistent manner and to convey adequate support and promotion. Despite departments having made efforts to comply to the minimum of the standards established in the Plan, in some circumstances French remained a low priority.

Interviews noted that no department interacted directly with the community, rather the information was mostly transferred from FLSCs and FAS. The interviews did not mention the partnerships between GNWT institutions and the Francophone organizations, nor the department’s daily bilingual communications, although present. Despite the responsibility and accountability of GNWT institutions to implement FLCS, departments still relied on FAS as a key unit for the implementation of French language within communications and services.

Sub-Question 1a. – Did leaders foster a positive attitude towards FLCS among employees?

Evaluation Indicators	Data Collection Sources
1a.1. Number of times that FLS Coordinators assisted Senior Officials to	1a.1. GNWT institutions Operating Plan Monitoring Grids, Focus Groups with FLS Coordinators, Canada-Northwest

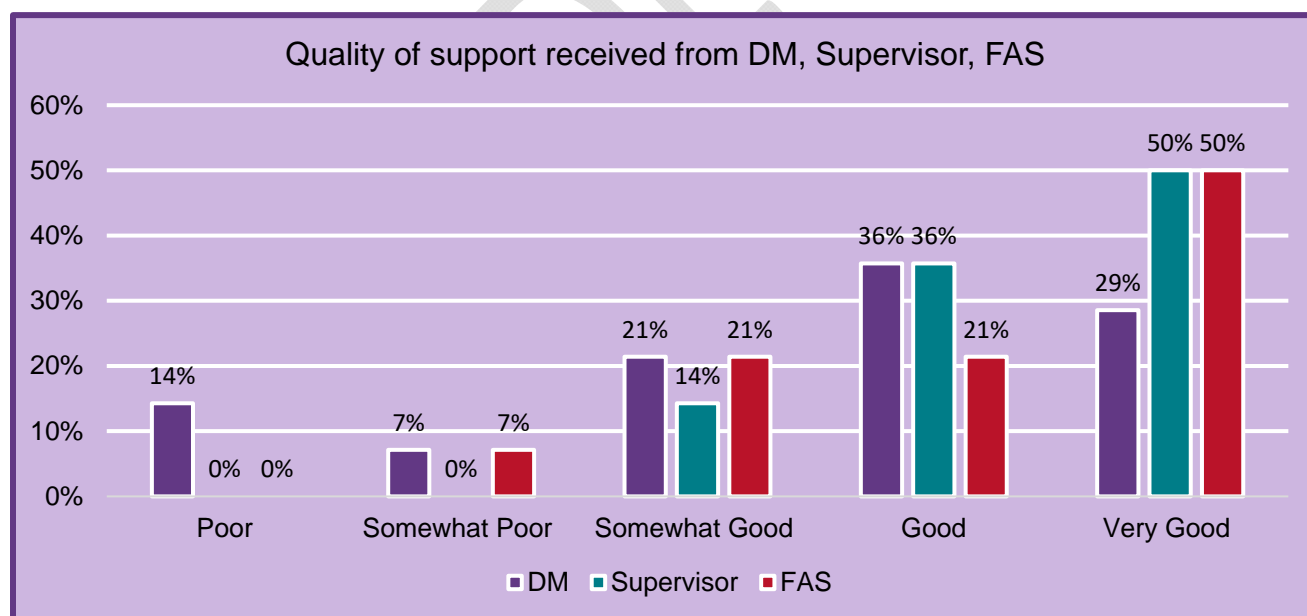
Evaluation Indicators	Data Collection Sources
ensure the needs of human resources to deliver FLCS are met 1a.2. Number of times that French was included as an item as part of the agenda for senior management meetings, per institution 1a.3. Employees' perception of Senior Management Support	Territories Agreement on French Language Services and Action Plan, Canadian Heritage Activity and Financial Reports 1a.2. GNWT institutions Operating Plan Monitoring Grids, Focus Groups with FLS Coordinators 1a.3. Bilingual Employee Survey Reports, Interviews with GNWT employees and senior officials, Interviews with Secretariat employees

Background/Context:

In order to assess whether there was sufficient and quality support at the senior management level (ie. Supervisor, French Affairs Secretariat (FAS), & Deputy Minister (DM)) to implement French language communications and services, the following issues were examined:

- *Quality of Support from the DM, Supervisor and FAS; and,*
- *Effectiveness of Support from FAS to Carry out Roles and Responsibilities.*

With respect to the issue of quality support from senior management, it was stipulated in the Strategic Plan that FLSCs should be able to communicate directly with senior management for the purpose of assisting and providing the necessary support pertaining to the effective administration of French language communications and services. We therefore looked at both the *quality* of support FLSCs received from their Supervisor, DM, and FAS, as well as the *effectiveness* of support received from the FAS required for FLSCs to carry out their roles and responsibilities for the delivery of French language communications and services.

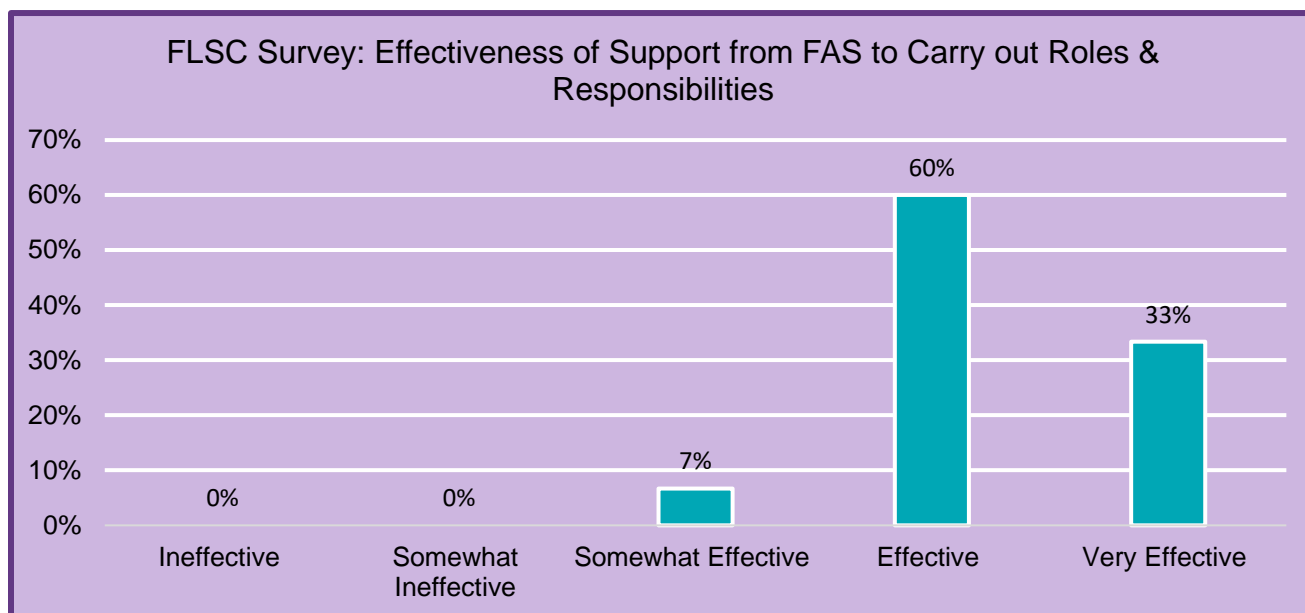


Findings: DM, Supervisor, & FAS Quality Support

According to the RCGT FLSC Survey, FLSCs had varying opinions on the quality of support received from their leaders. Mainly, they expressed receiving more support from their supervisors and the Francophone Affairs Secretariat, compared to that from the DM across all levels for FLCS.

The results from the FLSC Survey demonstrated that:

- 86% of FLSCs qualified the level of support received from their supervisor as good or very good;
- 71% of FLSCs perceived the quality of support received from the Francophone Affairs Secretariat as good or very good; and,
- 65% of FLSCs stated the quality of support received from their DM was good or very good.



Findings: FAS Effectiveness Support

With respect to the effectiveness of the Francophone Affairs Secretariat carrying out its roles and responsibilities, majority (60%) of FLSCs expressed receiving effective support and 33% of FLSCs indicated receiving very effective support. None of the FLSCs perceived the support as ineffective or somewhat ineffective.

Based on the discussions, it was mentioned that the FAS was always available and open to help, support, and guide FLSCs with any questions or concerns.

Sub-Question 1b. – Was leadership provided at all levels for French communication and services?

Evaluation Indicators	Data Collection Sources
1b.1. Feedback from employees that leadership was provided at all levels for French communication services.	1b.1. Interviews with GNWT employees and senior officials, Interviews with Secretariat employees

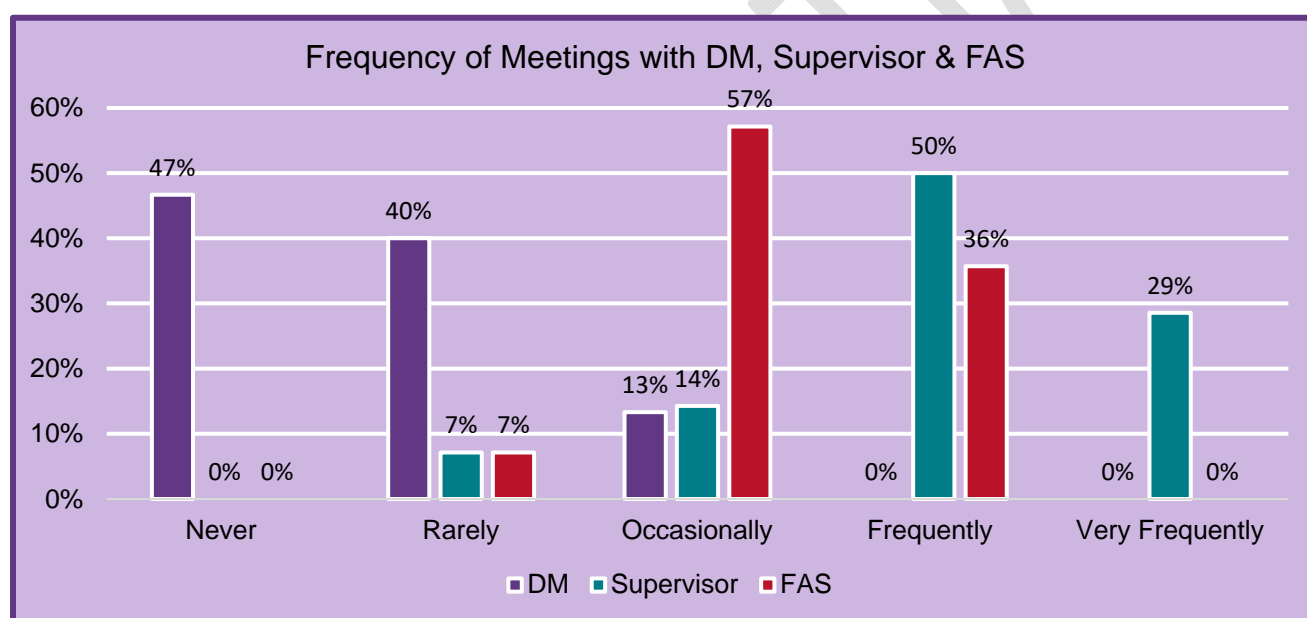
Background/Context:

Using a similar approach to the one outlined in sub-question 1a., we examined the issues relating to the level of leadership provided for French communication and services.

The Strategic Plan stipulated that Deputy Heads are to “designate a French Language Services Coordinator to assist and advise on the implementation Guidelines.”³ Similarly, the FAS is responsible for the development of orientation programs for FLSCs and government employees, liaise with the Francophone community regarding the provision of FLCS, as well as reviewing the availability and quality of FLCS while making recommendations for its improvement.⁴ The French Language Services Coordinating Committee is inversely responsible for providing recommendations, ongoing feedback and advice either directly to the FAS, or through the FAS to the respective Deputy Head and, when appropriate, to the responsible Minister.⁵

After careful review of the responsibilities aligned with both the roles of senior management and FLSCs, the importance of leadership through sufficient access and communication between FLSCs and senior management positions became salient. Therefore, the following factors were assessed:

- *Frequency of Meetings between FLSCs and the DM, Supervisor & FAS;*
- *Sufficiency of Access to Discussion with the DM, Supervisor & FAS; and,*
- *Frequency of Consultations with DM, Supervisor & FAS.*



Findings: DM, Supervisor, & FAS Meeting Frequency

With respect to frequency of FLSC meetings with their DM, survey results demonstrated that 87% of participants had either never or rarely met with the Deputy Minister (DM). This result was however expected given that through discussions the supervisors relayed the comments of FLSCs to senior management (ie Deputy Ministers & FAS).

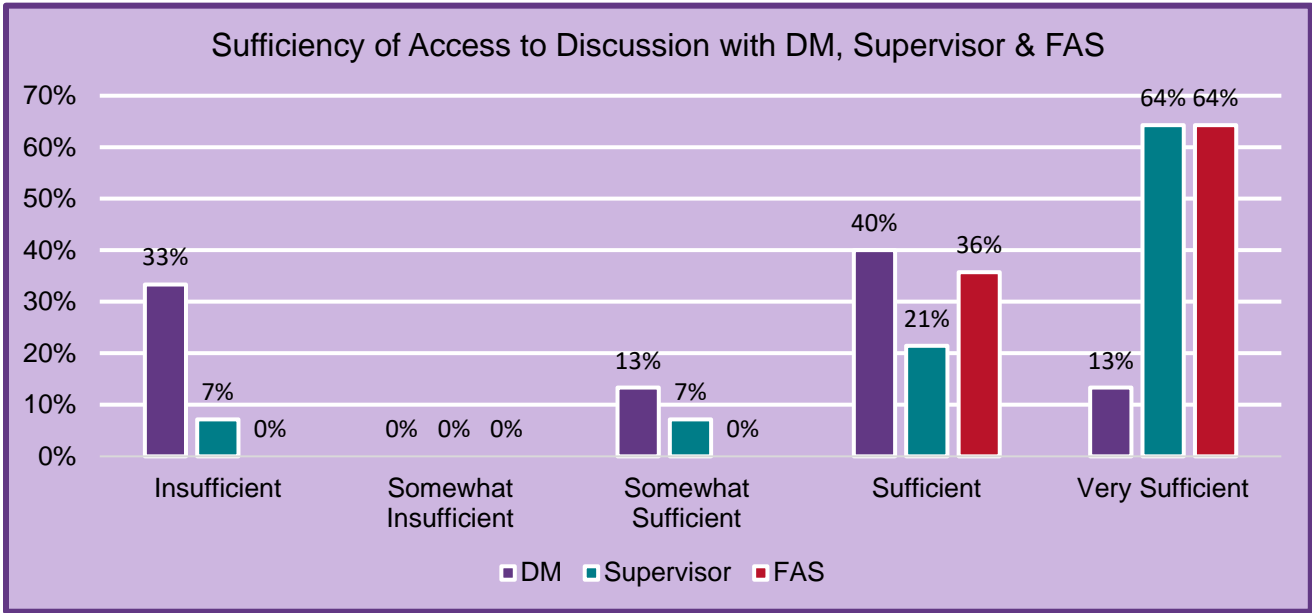
Furthermore, meetings with supervisors were the most frequent, where 79% stated they met either frequently or very frequently. Throughout discussions it was stated that the practice was to follow the direct line of reporting, being supervisors and directors who then relay the information upwards.

³ Strategic Plan 2018-2023, outlines the requirements and responsibilities of the Deputy Head, Pg 6

⁴ Strategic Plan 2018-2023, outlines the many responsibilities of the FAS, Pg 7

⁵ Strategic Plan 2018-2013, outlines the responsibilities of the FLSC Committee, Pg 8

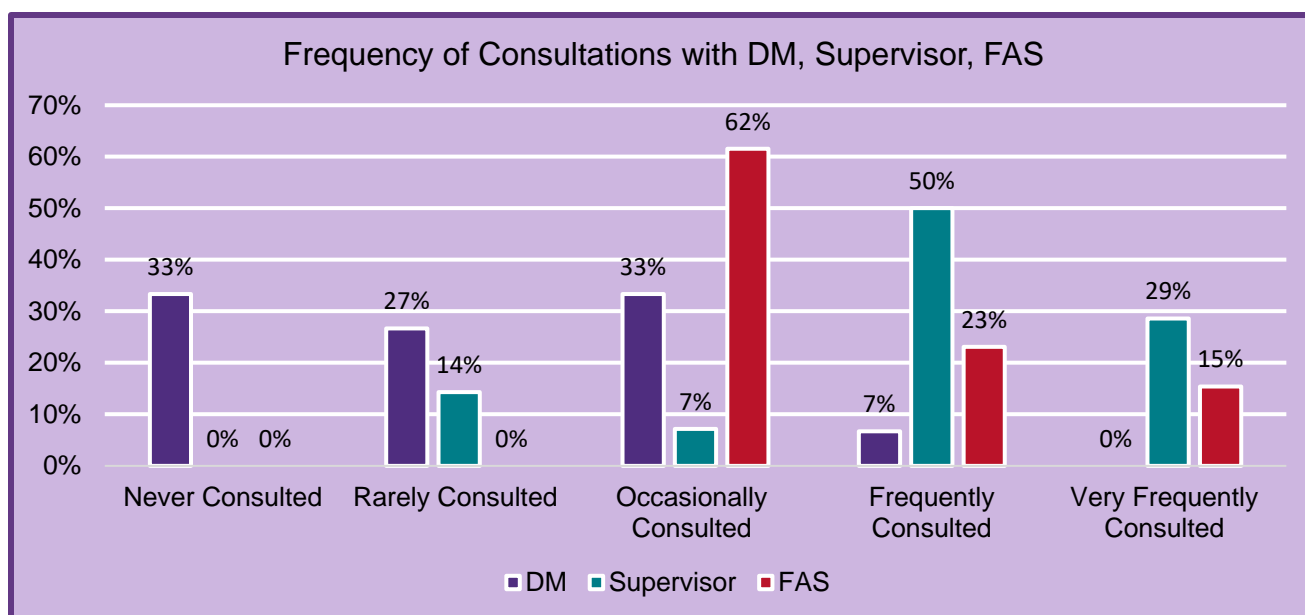
While FAS oversees the French communications and services, meetings between FLSCs and FAS were dependent on the support they required (i.e., guidance, questions) and were not set at a defined frequency, resulting in a majority of FLSCs stating they only met occasionally. As opposed to supervisors who required reporting on their individual department activities regarding the French language, FAS was advised on broader terms, which was not addressed directly by the departments.



Findings: DM, Supervisor, & FAS Discussion Access

According to the FLSC Survey, 33% of FLSCs indicated that access to their DM was insufficient, 13% stated that the access was somewhat sufficient and 40% expressed it was sufficient, while the remaining 13% responded that it was very sufficient. Amongst FLSCs who responded that their access to discussion with the DM was insufficient, it was mentioned that generally, the practice was for FLSCs to deal with their director/supervisor and for their director/supervisor to speak with senior management, including the DM. For some FLSCs, the optics of bypassing their director or supervisor and directly reaching out to the DM made this option undesirable.

In contrast, all FLSCs indicated their access to FAS was sufficient or very sufficient. Meanwhile, the majority of FLSCs responded that their supervisor was very accessible for discussion. Based on the focus group session, 14% of respondents indicated the access to be insufficient or somewhat insufficient since they did not directly report to a director or supervisor, but rather to the ADM and/or DM.



Findings: DM, Supervisor, & FAS Consultation Frequency

Like the frequency of meetings and access to discussions, the responses were heavily dependent on the need to consult each type of leader and their respective accessibility. The data demonstrated that FAS were either occasionally consulted (62%), frequently consulted (23%), or very frequently consulted (15%). Meanwhile, survey results for supervisors varied amongst rarely consulted to very frequently consulted, and DMs were the ones least consulted, of which 33% had never met their DM.

Sub-Question 1c. – How valuable is the dialogue between community groups, GNWT and other partners?

Evaluation Indicators	Data Collection Sources
1c.1. Participants perception of the value in dialogues between community groups, GNWT and other partners.	1c.1. Interviews and focus groups with Francophone community leaders and representatives, Interviews with GNWT employees and senior officials, Interviews with Secretariat employees

Background/Context:

The Strategic Plan specifies that GNWT support to the Francophone community shall be determined through the following means:

Structured Engagement	Working Partnerships
Regular and structured engagement with the Francophone community	Working partnerships characterized by ongoing dialogue and exchanges at a working level

Structured Engagement

The following minimum standards of structured engagement stipulated in the Strategic Plan are:

- The Minister responsible for the *Official Languages Act* (OLA) shall formally meet once each year with representatives of the NWT's Francophone organizations to discuss matters of importance to the community and the GNWT related to the delivery of French language services by the GNWT;

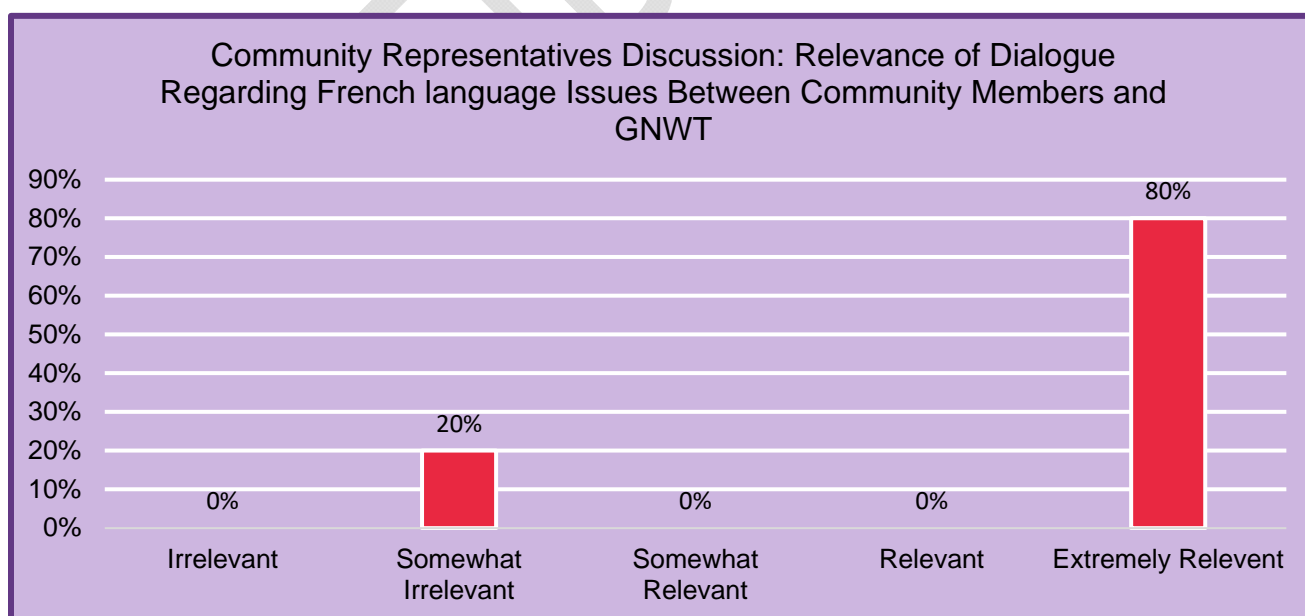
- Where the Francophone community has established a working group or participates in a government-established working group, a representative of the responsible government department/institution shall meet at least once each year with that forum to address shared matters of importance; and
- As stated under Guideline 4, representatives of the Francophone community shall be engaged in the revision of the Strategic Plan on French language communications and services.⁶

Working Partnerships

The Strategic Plan details that an ongoing dialogue with community partners is essential for the GNWT to adapt how it offers services based on feedback from those who are using said services. It further mentions how one of the best ways to inform the Francophone community and obtain their input and advice on their needs and priorities is to work together on activities such as research studies, policy development, program design, and actual program delivery. As such, the FAS is “always looking for opportunities to partner with the Francophone community on projects and initiatives” while government institutions are highly encouraged to involve and consult with the community on initiatives and projects where their input and expertise could be incorporated.⁷

Based off the responsibilities and encouraged relationships stipulated from the Strategic Plan and outlined above, we engaged in the following examinations:

- *A discussion with community representatives on the relevance of dialogue regarding French language issues between community members and the GNWT; and*
- *FLSC survey pertaining to the main point(s) of communication for comments regarding the GNWT French Language Communications and Services.*

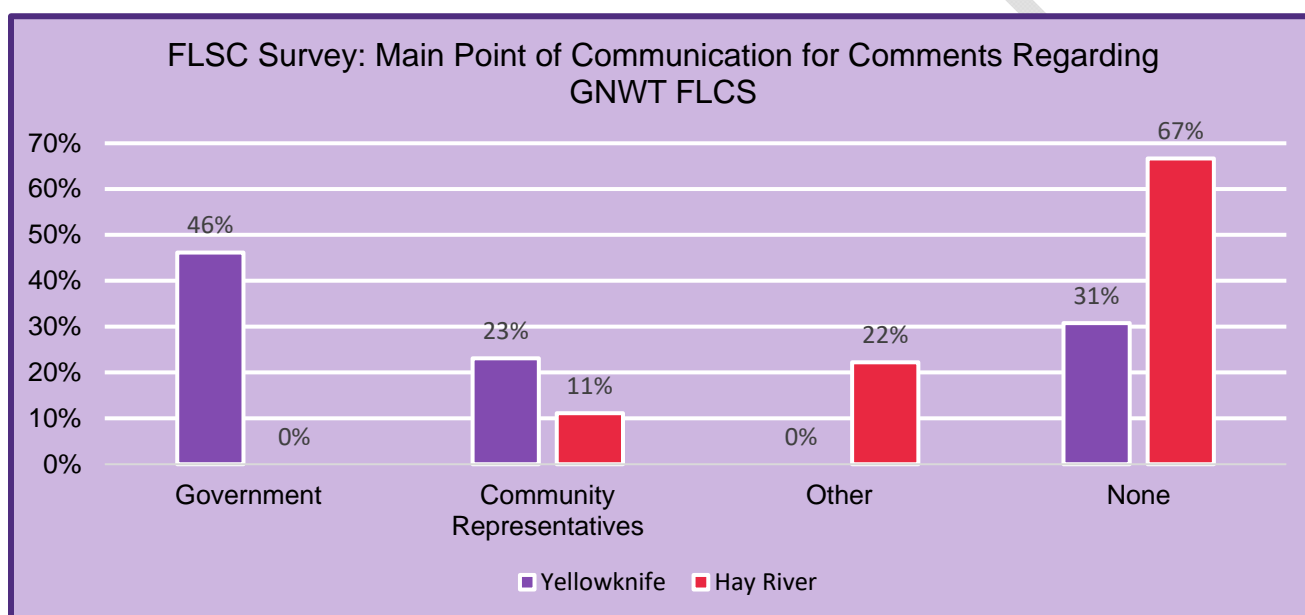


⁶ GNWT Strategic Plan 2018-2013 for FLCS, Guideline 6: Community Input, Pg 23

⁷ GNWT Strategic Plan 2018-2023 for FLCS, Guideline 6: Community Input – Working Partnerships, Pg 24

Findings: Value of Dialogue with GNWT

Most representatives (80%) identified the dialogue about French language issues between members of the Francophone community and the GNWT as extremely relevant. To the community, French remains an official language and many feel it is not treated as such. They believe that the GNWT was supportive in general terms. It was also expressed that the GNWT did not provide opportunities to speak to its community, apart from FAS. In their opinion, no true efforts were portrayed by the government for a clear willingness to facilitate such dialogue. Based on their responses, it seems as though the community may be unaware of the tools at their disposal to engage with the GNWT, for example the public engagements on Have Your Say.



Findings: GNWT FLCS Points of Communication

The “*Main Point of Communication*” refers to the position which community members turn to voice their comments or concerns regarding GNWT FLCS. Based on the community survey, there were discrepancies regarding the main points of communication chosen between Yellowknife and Hay River. According to the options specified under each point of communication, the government was specified as the following: FAS, Legislative Assembly, Services TNO, Votre Avis GTNO, Finance Department and the Justice Department. The community representatives were identified as the Fédération franco-ténoise, the Association franco-culturelle de Yellowknife (AFCY) and the Commission Scolaire TNO. Meanwhile the “Other” was identified as the Association franco-ténoise du Sud et de l’Ouest (AFTSO).

From the discussions, most community members (67%) in Hay River did not interact often with the government and community representatives, they mainly discuss comments amongst themselves and to the AFTSO. Meanwhile, representatives were more accessible to Yellowknife, and many referred directly to the FAS for any of their comments. The Votre Avis GTNO was also mentioned as part of the government point of communication as it is a tool facilitating the interaction between the GNWT and its community, more specifically where they can leave feedback. No member of the Hay River community confirmed using the Votre Avis GTNO as most were not aware of its existence nor its process. In addition, some have expressed stating their comments directly to the front-line

workers despite believing that the message may not be relayed as they thought it was not part of their responsibilities.

Summary Evaluation Question 1

Overall, leaders at all levels promoted and supported a positive vision of the Strategic Plan. Specifically, the quality of support received by GNWT employees was sufficient from the DM level, however, support was the most impactful from the director/supervisor level.

While positive support for the vision was demonstrated, there were discrepancies in the level of support for the vision between the Yellowknife and Hay River regions. Further opportunities for improvement were noted and included; clarity on the roles and responsibilities for government departments, adjustment of key indicators to monitor the implementation of the plan, and increase the awareness of the services available to the Francophone communities.

3.5. Key Findings: Evaluation Question 2

Evaluation Question 2: How strong was the capacity of the GNWT to implement the Strategic Plan 2018-2023?

Summary FLSC Focus Group Discussion:

The focus group discussions conveyed both a strong capacity to implement the Strategic Plan and ways to improve it. Mainly, FLSCs identified having been provided refresher trainings on their roles and responsibilities and on the active offer. Despite this, the FLSCs noted that the available tools could not be applied across all departments, and as such there was a need to alter or create new tools for the communication of French Language Services. The FLSCs suggested using simple, quick facts presented as 'did you know?' geared towards staff to facilitate the learning. The implementation of orientation training offered online during COVID received positive reception from participants, as online training is more flexible to any schedule.

Summary GNWT Employee Interviews:

GNWT employees expressed alignment between goals to be achieved and the resources available. The budget allocated was sufficient to meet the priorities in the Strategic Plan.

Priorities relating to the development of a systematic process for recruiting bilingual personnel and the evaluation of French interpreter competencies with regards to the health area were attainable with the current budget. Departments had sufficient resources to communicate and execute activities to attain objectives of the French language, the only exception related directly to the recruitment of bilingual personnel and its retention which stems from a greater issue. NTHSSA stated that some goals would be more easily attainable if a new position were created in their department to deal specifically on their advancement considering the current overload of tasks and responsibilities already on their hands. Specifically, this would entail a position being entirely focused on the FLCS for the department. However, there was an understanding that recruitment is already hard for front line positions and therefore support on managerial tasks may be a challenge and even more so for the recruitment and retention of bilingual staff.

Overall, the interactions between FAS and employees have been positive and supportive, with FAS demonstrating strong responsiveness to needs and requests for support. A lot of collaborative work

has been performed to reach the objectives, mainly due to the understanding of the requirements, strategic direction, and support services.

Sub-Question 2a. – To what extent was the integration of FLCS into GNWT business planning processes achieved?

Evaluation Indicators	Data Collection Sources
2a.1. Participants perception of the integration of FLCS into GNWT business planning processes.	2a.1. Focus Groups with FLS Coordinators

Background/Context:

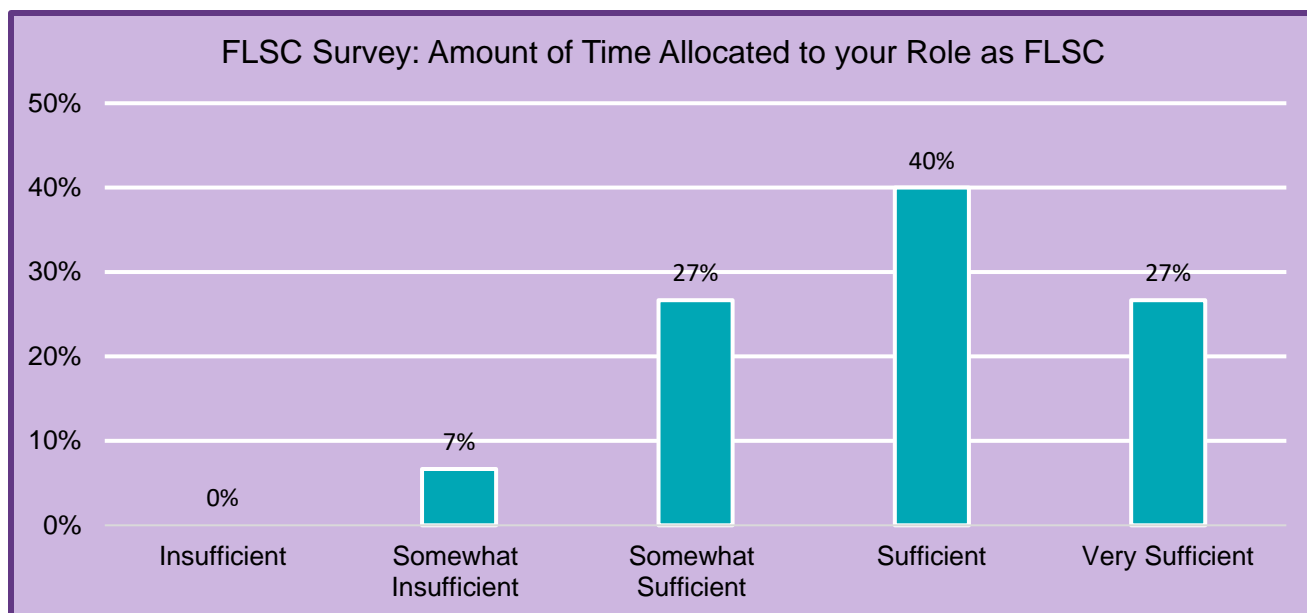
Guideline 1: Roles and Responsibilities Section 10. French Language Services Coordinators of the Strategic Plan outlines the responsibilities of an FLSC, of which relevant points to our assessment regarding sub-question 3 include the following:

- Assist the senior officials of their government institution in the planning and implementation of French language communications and services, including providing updates for senior management meetings; and
- Assess any proposed changes to programs and services in terms of their impact on the implementation of French language communications and services and coordinate the *planning* and incorporation of measures to ensure that such changes meet or enhance the extent and quality of the communications and services affected.

Guideline 1: Roles and Responsibilities Section 11. Key Units and Staff of the Strategic Plan also highlights the responsibility for Divisional Directors and Program Managers to integrate French language requirements into the GNWT planning process, as well as other programs and services.

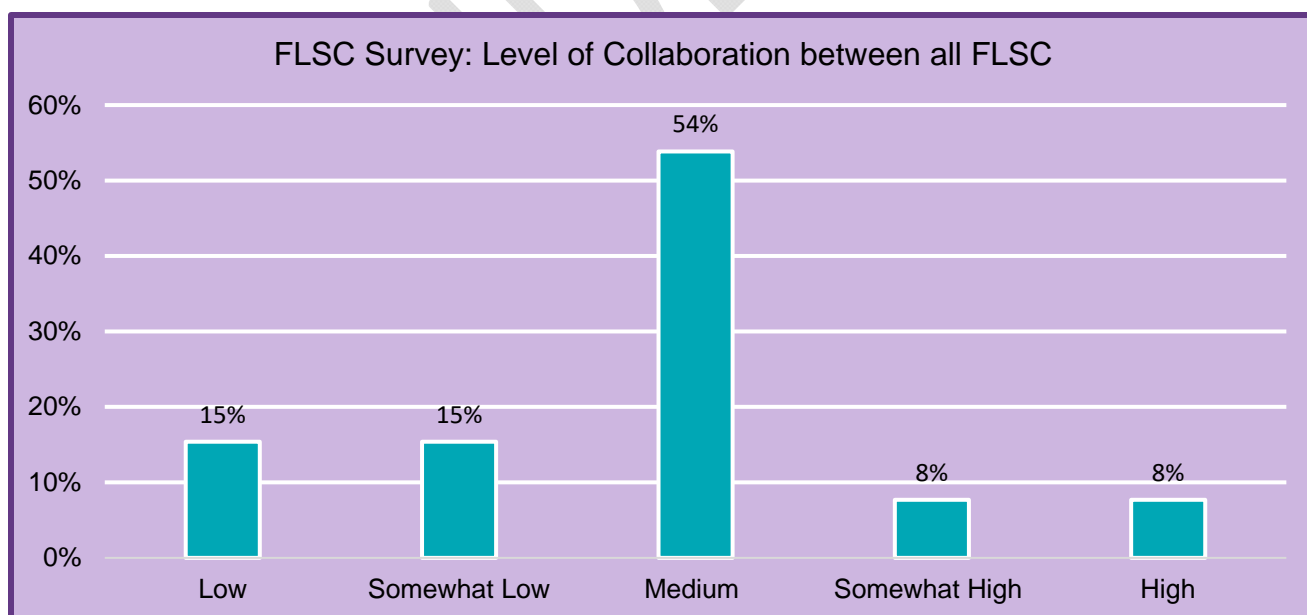
Guideline 3: Human Resources of the further details that the FLSCs play an important role in the planning and strategy development for the implementation of FLCS.

Assessing the achievement of FLCS integration into the GNWT business planning process directly involves the assessment of the FLSCs on the basis that their responsibilities revolve significantly around said FLCS integration. For these reasons, we examined not only the *amount of time FLSCs allocate to their role*, but also *the level of collaboration between all FLSCs* in an attempt to examine if and how they work together collectively to deliver on the responsibility of FLCS integration into the GNWT business planning process.



Findings: FLSC Time Allocation

40% of FLSCs indicated that their time spent in their role was sufficient and 27% said it was very sufficient. It appears that 34% of respondents felt as though management has allotted somewhat insufficient to somewhat sufficient amount of time to the FLSC role. This may be attributed to the workload needed and expectation to fulfill all outlined responsibilities in addition to other priorities external to their role which also need to be satisfied.



Findings: FLSC Collaboration Level

The majority of FLSCs (54%) stated the level of collaboration amongst themselves was at a medium level, although responses at all levels were provided. According to the group discussions, FLSCs met monthly. One participant suggested a refresher training on the role as well as “tips and tricks” discussion, with a brainstorming element to obtain everyone’s input. Currently, the information is

decentralized and individuals who are not in positions of French Language Services Coordinators are asked to respond to the needs and questions of the public with regards to the French language. Instead, FLSCs have stated that there needs to be a clear process, with set roles and responsibilities which would inherently increase the understanding of expectations to be met and the collaborative effort to meet the same goals.

Sub-Question 2b. – Are the documents, tools and support developed and provided by the Francophone Affairs Secretariat responding to the needs of departments and agencies?

Evaluation Indicators	Data Collection Sources
2b.1. Number of initiatives executed by the Secretariat to support GNWT institutions 2b.2. GNWT institutions' satisfaction rate with support provided by the Secretariat	2b.1. Canada-Northwest Territories Agreement on French Language Services and Action Plan, Canadian Heritage Activity and Financial Reports, Secretariat M&R Work Log 2b.2. Bilingual Employee Survey Reports, Focus Groups with FLS Coordinators, Interviews with GNWT employees and senior officials, Canada-Northwest Territories Agreement on French Language Services and Action Plan, Interviews with Secretariat employees, Canadian Heritage Activity and Financial Reports

Background/Context:

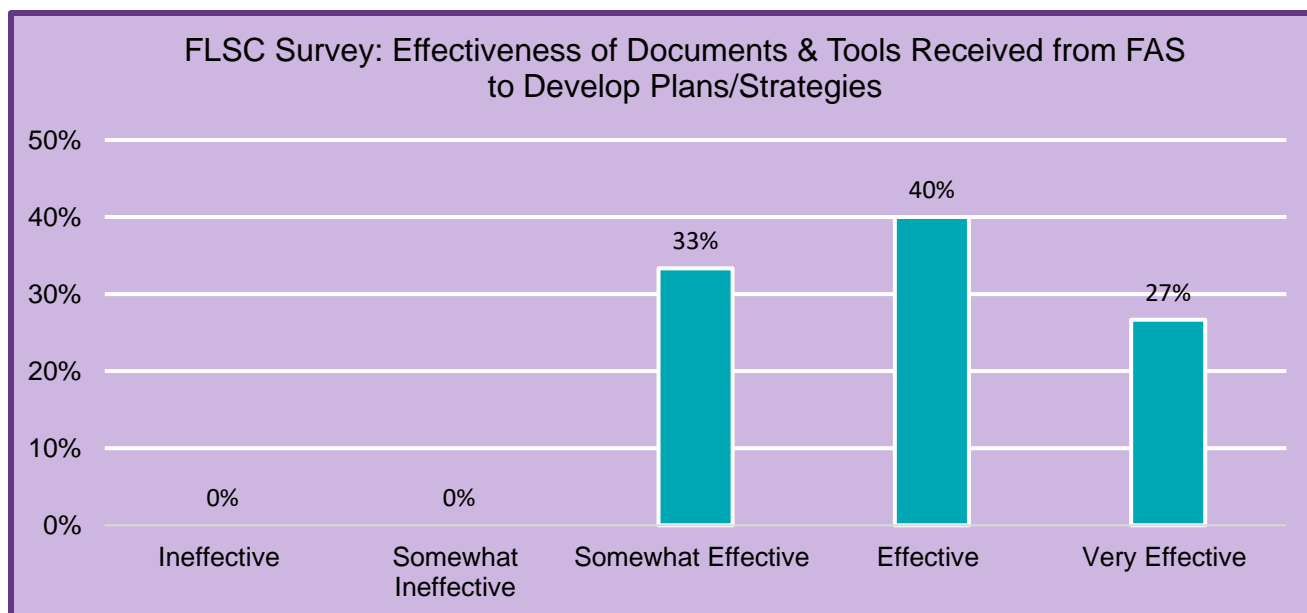
Established as a result of the Strategic Plan, the FAS:

- Offer advice, tools and support to government institutions for the purpose of developing plans on French language communications and services and adopting or providing programs, policies and services that reflect the needs of the Francophone community;
- Serve as a central support agency for government departments/institutions for French language communications and services and provide interpretations of the Guidelines regarding such communications and services; and,
- Coordinate the provision of French translation services government-wide.⁸

In order to effectively assess the support provided by the Francophone Affairs Secretariat, the following points were examined amongst French language service coordinators:

- *Effectiveness of documents and tools received from Francophone Affairs Secretariat to develop plans and strategies; and,*
- *Effectiveness of training capabilities for departmental and agency staff*

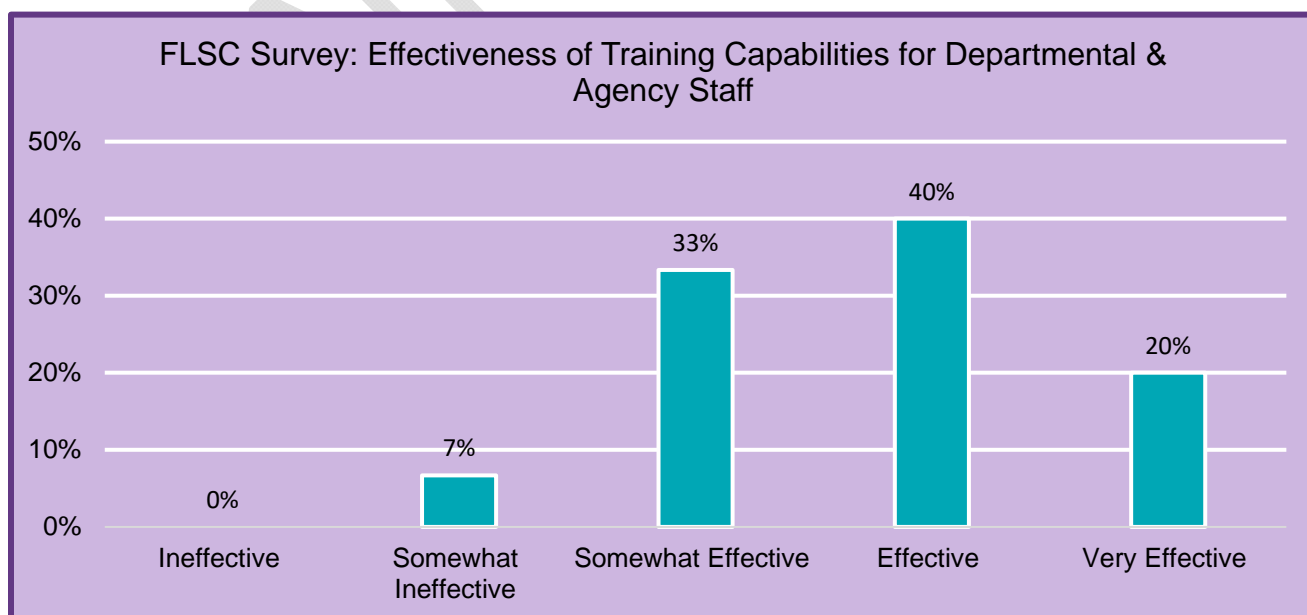
⁸ GNWT Strategic Plan 2018-2023 for FLCS, Guideline 1: Roles and Responsibilities – 8. Francophone Affairs Secretariat, Pg 7



Findings: Documents and Tools Effectiveness

According to the FLSC survey, there were no responses that suggested that the documents and tools received from FAS to develop plans/strategies were ineffective (0%) or somewhat ineffective (0%). Overall, respondents had somewhat of a positive standpoint with responses ranging from somewhat effective (33%), effective (40%) and very effective (27%).

Throughout the focus group session, it was discussed that although tools have been created, sometimes they were not applicable or transferrable between departments, specifically for Health and Social Services. Despite this challenge, FLSCs have expressed the willingness from FAS to create new tools which are geared towards certain needs.



Findings: Effectiveness of Training Capabilities

Like the effectiveness of tools offered by FAS, the distribution of responses was equal for somewhat effective (33%) and effective (40%), meanwhile the remaining 27% ranged between somewhat ineffective (7%) and very effective (20%).

The examples brought forward during the focus group sessions included the active offer training, orientation training, and FLSCs specific Health training referred to as “French health network training”. Overall FLSCs have seen a shift in priorities since COVID and have noticed the efforts implemented to adjust to this change, specifically in terms of offering online training. It has been expressed that it is a preferred medium due to its flexibility. Moreover, the initial issue of the active offer training not being applicable to the health system has been addressed through the production of a new training video. On the other hand, FLSCs have stated their desire to receive refresher trainings especially due to the fact that they are not necessarily mandatory but quite beneficial for all employees.

Sub-Question 2c. – Did FLSC and Secretariat employees receive adequate training and preparation to implement the Strategic Plan?

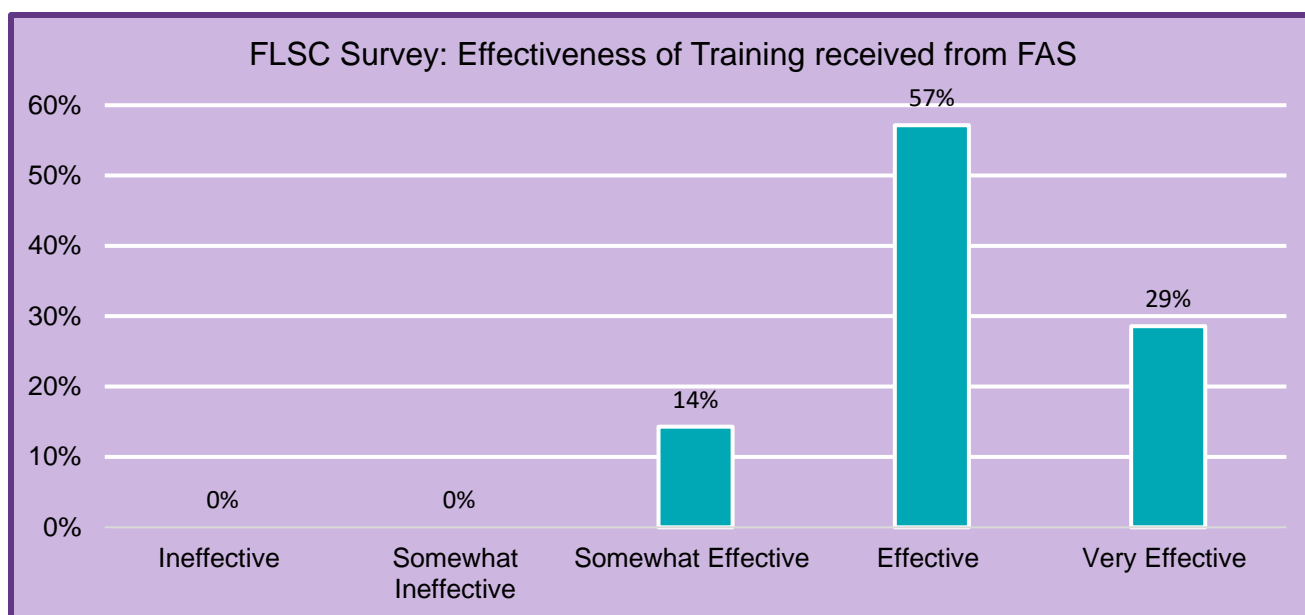
Evaluation Indicators	Data Collection Sources
2c.1. Number of training sessions delivered on provision of FLCS	2c.1. Canada-Northwest Territories Agreement on French Language Services and Action Plan, Canadian Heritage Activity and Financial Reports, Secretariat M&R Work Log
2c.2. GNWT institutions' satisfaction rate with quality of training provided by the Secretariat	2c.2. Bilingual Employee Survey Reports, Focus Groups with FLS Coordinators, Interviews with GNWT employees and senior officials, Canada-Northwest Territories Agreement on French Language Services and Action Plan, Interviews with Secretariat employees, Canadian Heritage Activity and Financial Reports, Secretariat Training Evaluation Form

Background/Context:

According to the Strategic Plan, the Secretariat is responsible for developing orientation programs for the FLSCs and, in cooperation with these Coordinators, for employees of government institutions with respect to their obligations under the OLA and Guidelines. The plan subsequently explains that FLSCs are responsible for ensuring the appropriate orientation and training of all government institution staff regarding their obligations under OLA and Guidelines with a focus on those staff providing front-line services.

RCGT determined the adequacy of FLCS training provided to FLSCs via the FLSC survey and interview sessions. Specifically, we examined:

- *The effectiveness of training received from FAS*



Findings: Training Effectiveness from FAS

FLSC survey results demonstrated overall effectiveness of training offered by FAS. The responses ranged between somewhat effective (14%), effective (57%) and very effective (29%).

The training stated as provided by FAS was the active offer training for which they have demonstrated their willingness to adapt and support the health system by producing a new video.

Findings: Bilingual Employee Survey

According to the Bilingual Employee Survey, majority (57.1%) of FLSCs identified not having received training from FAS, however amongst those who did, their responses varied between very helpful and helpful, which is similar to the results of the FLSC survey.

While the response for not having received training from FAS was not expanded on, it was assumed that FLSCs not enrolling in refresher trainings over the course of the year was explained by the fact that they had previously received one. The analysis of these results was also based on the data collected concerning having a clear understanding of the FLSC role. However, this response is faulty due to the assumption and interpretation of results. Instead, FAS should inquire on the trainings FLSCs expressed receiving and their satisfaction towards them. Contrary to this assumption, through discussions, FLSCs have stated being interested in refresher trainings and acknowledge the potential benefits. Furthermore, FLSCs expressed their roles and responsibilities could use some refining as they may sometimes be unclear.

Sub-Question 2d. – Did bilingual capacity to offer and provide French communications and services increase?

Evaluation Indicators	Data Collection Sources
2d.1. Number of employees receiving the bilingual bonus	2d.1. Department of Finance Human Resources Records, Canada-Northwest Territories Agreement on French Language Services and Action Plan, List of bilingual employees (includes WSCC and HRHSSA), Canadian Heritage Activity and Financial Reports
2d.2. Number and percentage of PPS in French that have active offer and delivery of FLCS	
	2d.2. Canada-Northwest Territories Agreement on French Language

Evaluation Indicators	Data Collection Sources
2d.3. Number of public requests in French received by Services TNO	Services and Action Plan, List of PPS in French, Canadian Heritage Activity and Financial Reports
2d.4. Number and type of feedback received from the public	2d.3. Canadian Heritage Activity and Financial Reports, Services TNO's Service Requested by Language Reports
2d.5. Number of words translated per year (including social media), according to the Standards and the OLA	2d.4. Canada-Northwest Territories Agreement on French Language Services and Action Plan, Canadian Heritage Activity and Financial Reports, Secretariat M&R Work Log
	2d.5. GNWT French Translation Services Word Counts Statistics (includes WSCC and Justice Legal Translation Services), Canada-Northwest Territories Agreement on French Language Services and Action Plan, Canadian Heritage Activity and Financial Reports

Background/context:

Part C: Administrative Measures: Measures to be Implemented of the Strategic Plan stipulates the requirement to create a systematic process for recruiting bilingual personnel, both professional and other in all departments (i.e. Finance, Health and Social Services). Furthermore, the FLSCs are responsible for:

- The selection of positions or teams to be designated as bilingual required or bilingual preferred;
- Assisting in the recruitment of qualified bilingual staff; and,
- Maintaining a list of bilingual staff and providing advice to the Deputy Head regarding application of the bilingual bonus.⁹

The Strategic Plan also addresses *Effective Delivery*, which results from a set of measures taken to ensure that French language services, whether provided by oral, written, or electronic methods, are evident, readily available, and easily accessible to the general public. This involves the availability of French language services made evident *by*:

- Displaying French language and/or bilingual materials in public reception areas;
- Using bilingual greetings in person, on the telephone or on telephone messages for callers where French language services are available; and
- Ensuring access to information in French on the government institutions websites.

It furthermore involves French language services made readily available *through*:

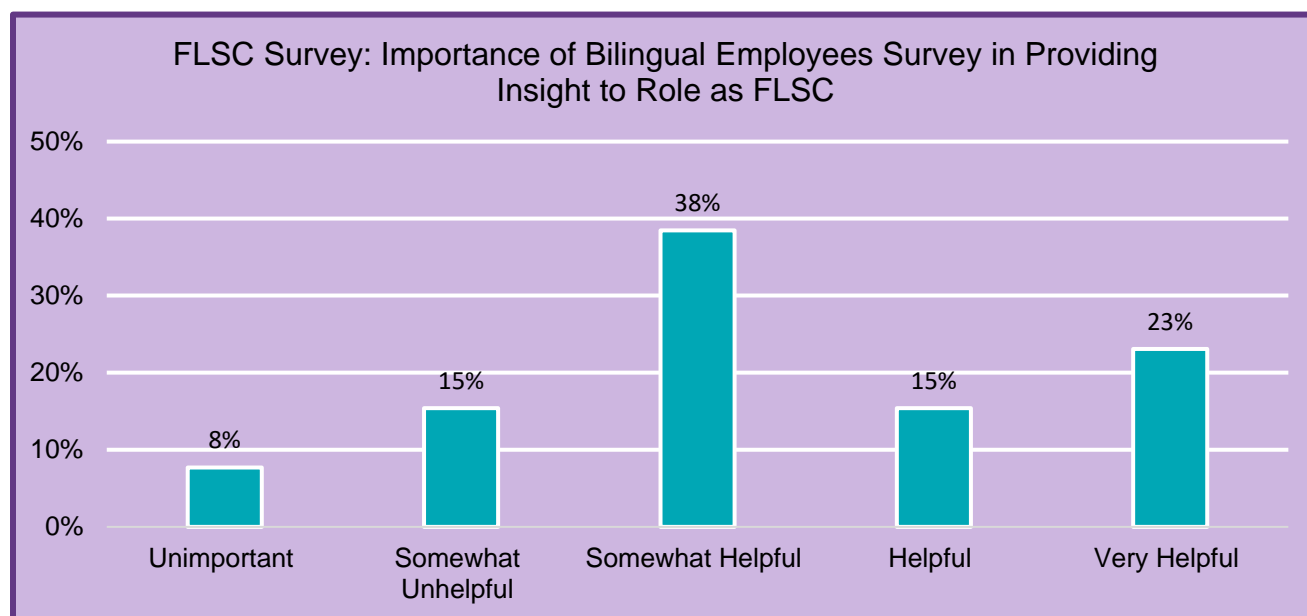
- Having bilingual personnel at points of direct service to the public;
- Using referral systems to facilitate easy access to bilingual personnel or an interpretation service upon first contact between a French-speaking client and a non-French-speaking employee;
- Using the appropriate bilingual publication format for public information and usage materials; and,
- Presenting materials in both languages in display areas and on websites.¹⁰

⁹ GNWT Strategic Plan 2018-2023 for FLCS, Part C: Administrative Measures: Measures to be Implemented, Pg 4

¹⁰ GNWT Strategic Plan 2018-2023 for FLCS, Guideline 2(a) Services: Effective Delivery, Pg 11

In order to assess if the related Administrative Measures and Effective Delivery of bilingual capacity to offer and provide French communications and services increased, we examined if and how the bilingual employees survey achieved these objectives among FLSCs. Specifically, we assessed the following:

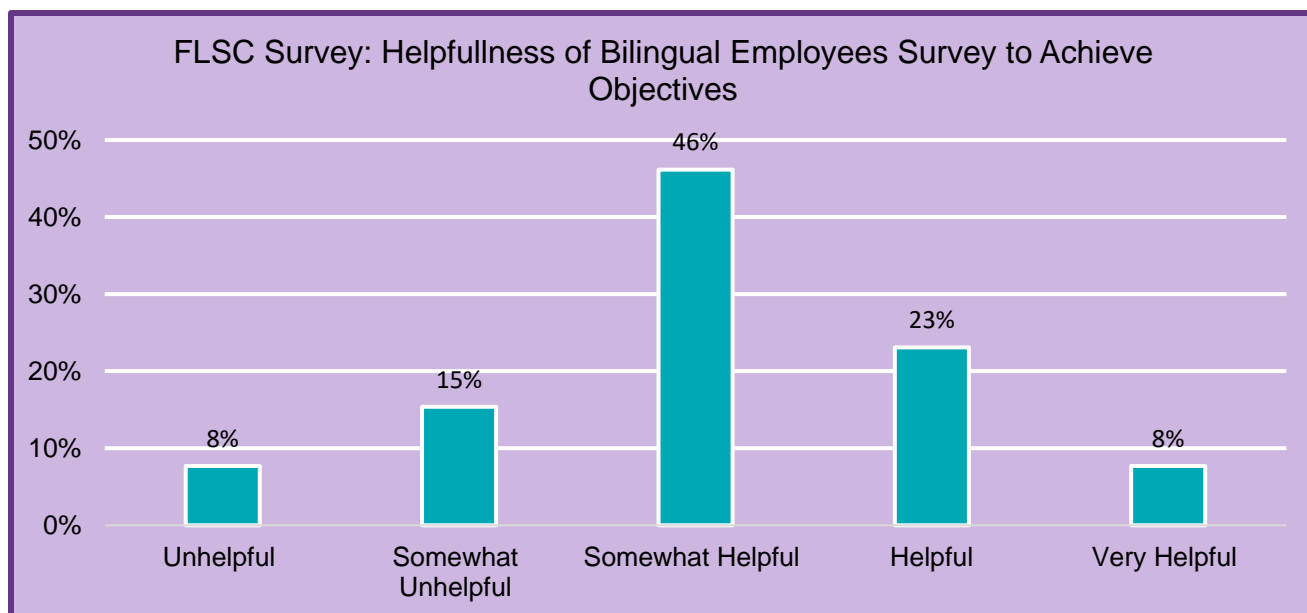
- *Importance of bilingual employees' survey in providing insight to the roles as FLSCs; and,*
- *Helpfulness of the bilingual employees' survey to achieve objectives.*



Findings: Bilingual Employees Survey on FLSC Role

According to the FLSC survey, responses varied from unimportant (8%) to very helpful (23%). Most respondents (38%) felt the bilingual employee survey was somewhat helpful in providing insight to the role of FLSC.

Based on discussions held with FLSCs, it was expressed that it was useful as a data gathering tool, however not practical for coordinators as they could not actively act on results. They believed it served more for managerial positions due to the type of responses received, which can be applied to job positions.



Findings: Bilingual Employees Survey on Achieving Objectives

46% of FLSCs stated that the Bilingual Employees Survey (data gathering tool) was somewhat helpful to achieve managerial objectives pertaining to the assessment of the effectiveness of the tool within government departments. Meanwhile, the remaining responses varied from unhelpful (8%) to very helpful (8%). Based on the perspective of FLSCs, survey responses did not yield the implementation of actionable measures. Some FLSCs were however unaware of the completion of the survey as they stated not being responsible for its distribution at the time.

Summary Evaluation Question 2

The GNWT's capacity to implement the Strategic Plan 2018-2023 was found to be strong. Departments had sufficient resources to communicate and execute activities required to attain the objectives of FLCS. Specifically, employees of the GNWT have expressed that there was a strong alignment between the goals and the resources (human, time, and tools) needed to achieve them. One of the main issues expressed during the evaluation was directly related to the difficulty of recruitment and retention of bilingual staff. This was voiced as a concern given that the retention of staff, especially bilingual staff, played a significant role in supporting the execution of managerial and operational tasks. This issue was of particular importance in the area of Health Services, where the access to bilingual services was of paramount concern. Finally, there were opportunities to improve the FLSCs access to and completion of training from FAS.

3.6. Key Findings: Evaluation Question 3

Evaluation Question 3: How valuable was the Strategic Plan 2018-2023 to the Francophone community?

Summary FLSC Focus Group Discussion:

All FLSCs agreed that there is value to the Strategic Plan, but that the community may have been unaware of the contents and the goals it aimed to achieve. While the most significant measure taken to provide effective delivery of the Strategic Plan was the active offer, the overall value of this measure decreased given that the process was not carried out to the full extent.

Throughout discussions, FLSCs identified that the access to information in French was very difficult, especially for newcomers who have no point of reference. For example, there were specific French mediums in place to facilitate the relaying of information in French to the community, however these mediums were difficult to find and access. The community relied mostly on interactions amongst themselves to receive relevant information. In addition, there was a large disparity amongst the engagement and feedback levels of events due to the lack of awareness of communication methods available within the GNWT. Despite the tools available and the solutions brought forward regarding the lack of bilingual personnel, many have expressed that these infringed on privacy and that the service received was inadequate for their needs.

Summary GNWT Employee Interviews:

The majority of employees have expressed not personally being a part of the French community, but that they were conscious and aware of its importance, especially as part of their job and the ways in which their actions took part in achieving certain French language Strategic Plan goals. FLSCs were predominantly involved in progressing the goals of the Strategic Plan within their government departments relative to other GNWT employees. In addition, they were aware that the most important and main point of focus for the community was the Health and Social Services department.

Summary Community Representative Interviews:

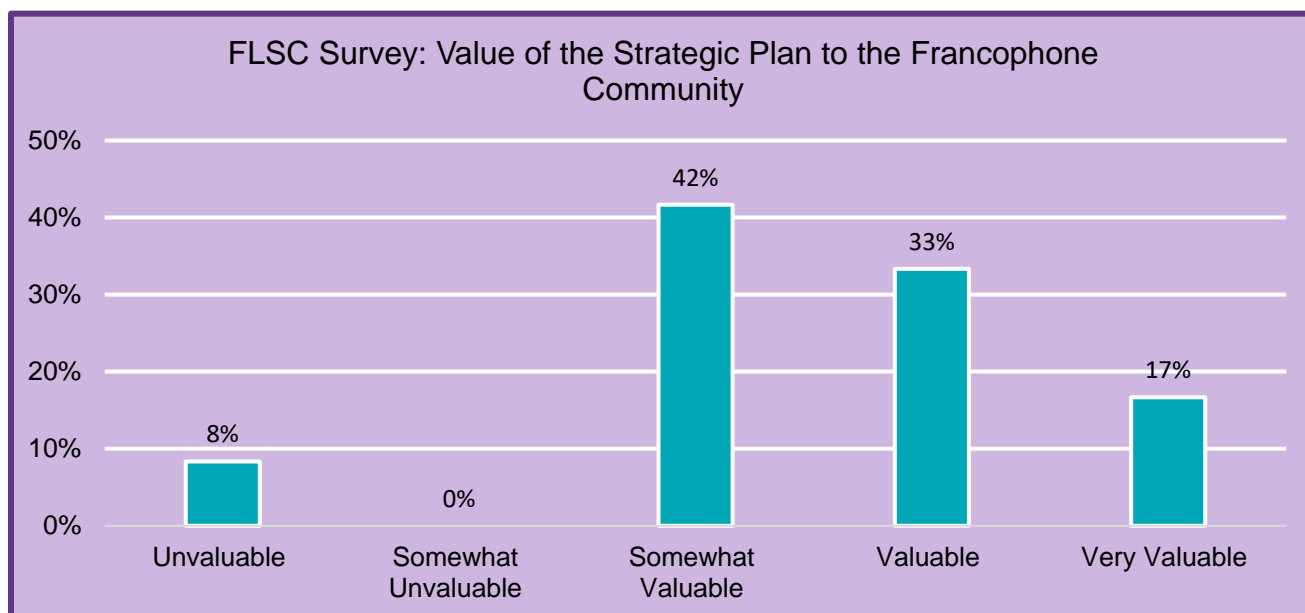
Representatives identified having rarely been invited to meetings on Francophone community and development and government French language services. This has presented a challenge to relay the information from the community. In addition, representatives were sometimes consulted, and perceived it mainly as a second thought. While their input may be included, the extent of their implication was very dependent on the project and the leader.

There was consensus in that the community had seen some improvements in terms of the communications from departments, however the active offer was still lacking both in terms of presence in some cases and also in lack of delivery after it was effectively presented. The community felt out of place and uncomfortable asking for a service which should be directly offered in French due to it being an official language. However, when they were being served in French, the service was relatively good.

While the community and representatives were aware that it is impossible to always receive service in French, they expressed wanting, at a minimum, one person who can attend to their needs in French at each main point of service.

Overall, there was a gap between the feelings of the community and how they felt the government handled these concerns, especially in terms of complaints. Through discussions amongst the

community, people who had submitted complaints expressed not having seen a change. While the feedback submission process may have been anonymous in certain cases, and in instances where they did not receive a reply on their complaint(s) made, the community expressed that they wanted the issues submitted to be shared with them. In addition to this, they further expressed wanting the plan of action to address these issues to be shared with them as well. This would enable awareness and transparency within the community on how their feedback was being taken into consideration.



Findings: Value of Strategic Plan to Francophone Community

The FLSC survey demonstrated that 42% of the respondents found the strategic plan to be somewhat valuable to the Francophone community. Meanwhile, 33% stated it was valuable, 17% indicated very valuable and 8% felt the Strategic Plan was unvaluable.

Up until the point of this evaluation, FLSCs had expressed throughout focus group sessions that there was currently no measurable factor to identify whether the Strategic Plan was working effectively, or the direct impact it has had on the Francophone community. The Operating Plans were created to assess the value of the Strategic Plan, and clearly stated the FLSC role in assisting senior officials in the development and implementation of FLCS within their respective government departments. However, FLSCs may have misunderstood their role and purpose with regards to the Operating Plans as they did not believe it to be an accurate assessment of the Strategic Plan. Moreover, for reasons unknown, not every department surveyed the Francophone community and therefore could not assess their opinions.

Certain FLSCs suggested the Strategic Plan be produced by an external evaluator based on objective goals and making use of measurable tools to achieve and fulfill the concerns of the Francophone community. A few FLSCs stated this would provide increased objectivity and may further incentivize a larger pool of French community respondents. Moreover, they believed there was a certain fatigue regarding survey formatting considering they didn't see the expected changes. Furthermore, FLSCs would have rather implemented modifications to the survey structure to better address the concerns of the community in a more effective and interactive way.

Sub-question 3a. – To what extent has the implementation of the Strategic Plan increased the availability and accessibility of communications and services in French to the Francophone community?

Evaluation Indicators	Data Collection Sources
3a.1. Number of dollars spent on advertisements in French	3a.1. L'Aquilon and Radio Taïga Sales Reports, Canadian Heritage Activity and Financial Reports
3a.2. Number and percentage of mirrored Websites	3a.2. GNWT institutions French Monitoring Survey, Canadian Heritage Activity and Financial Reports
3a.3. Francophone community level of awareness towards GNWT FLCS	3a.3. Francophone Community Satisfaction Survey Reports, Interviews and focus groups with Francophone community leaders and representatives, Interviews with Secretariat employees

Background/Context:

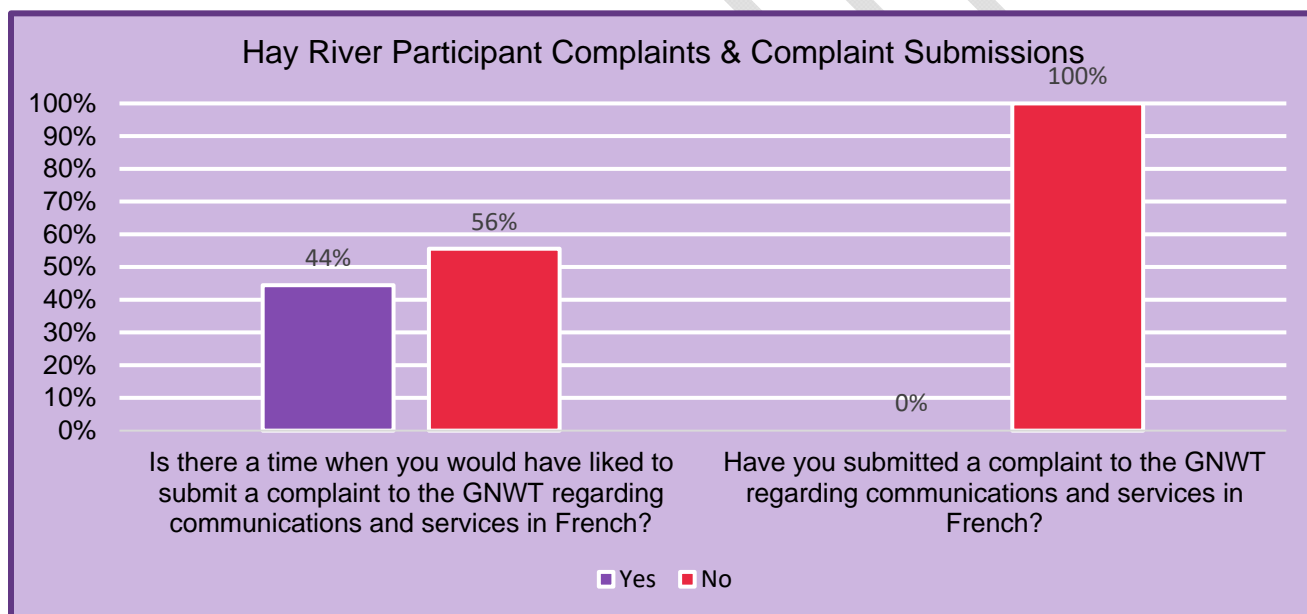
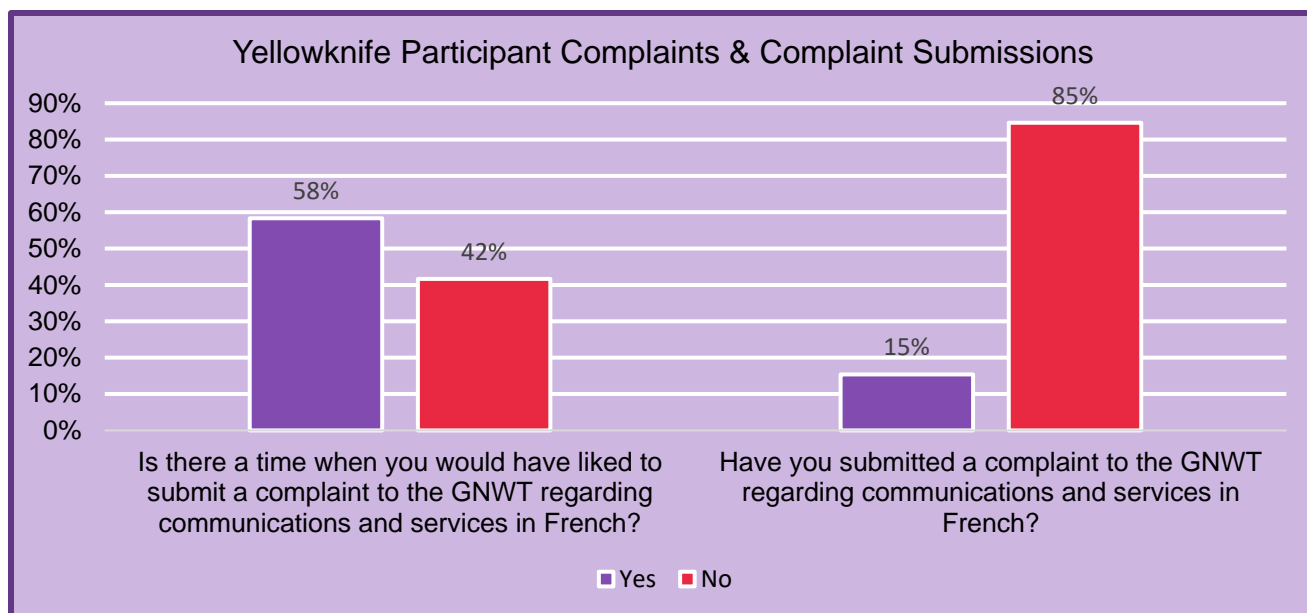
Within the Strategic Plan, the GNWT explains the following *Philosophy* under *Guideline 2: Services and Communications*:

*"The GNWT believes that its communications, programs, and services should be available or accessible in French throughout the NWT through appropriate and practical methods that are adapted to the particular context and needs of the Francophone community. With this in mind, the GNWT's objective is the effective delivery of French language services and the simultaneous publication of communications in French and English."*¹¹

As part of the evaluation of the implementation of increased availability and accessibility of communications and services in French to the Francophone community, RCGT assessed a variety of factors stipulated below:

- *Yellowknife and Hay River Francophone community members complaints and complaint submissions to the GNWT;*
- *Reasons for not submitting a complaint when community members would have liked to;*
- *Availability of services in French upon request at four (4) points of service;*
- *Quality of services in French at four (4) points of service;*
- *Availability of communications in French upon request at four (4) points of service;*
- *Availability of a bilingual website at four (4) points of service;*
- *Bilingual outdoor signage at three (3) points of service; and,*
- *Bilingual interior signage at three (3) points of service.*

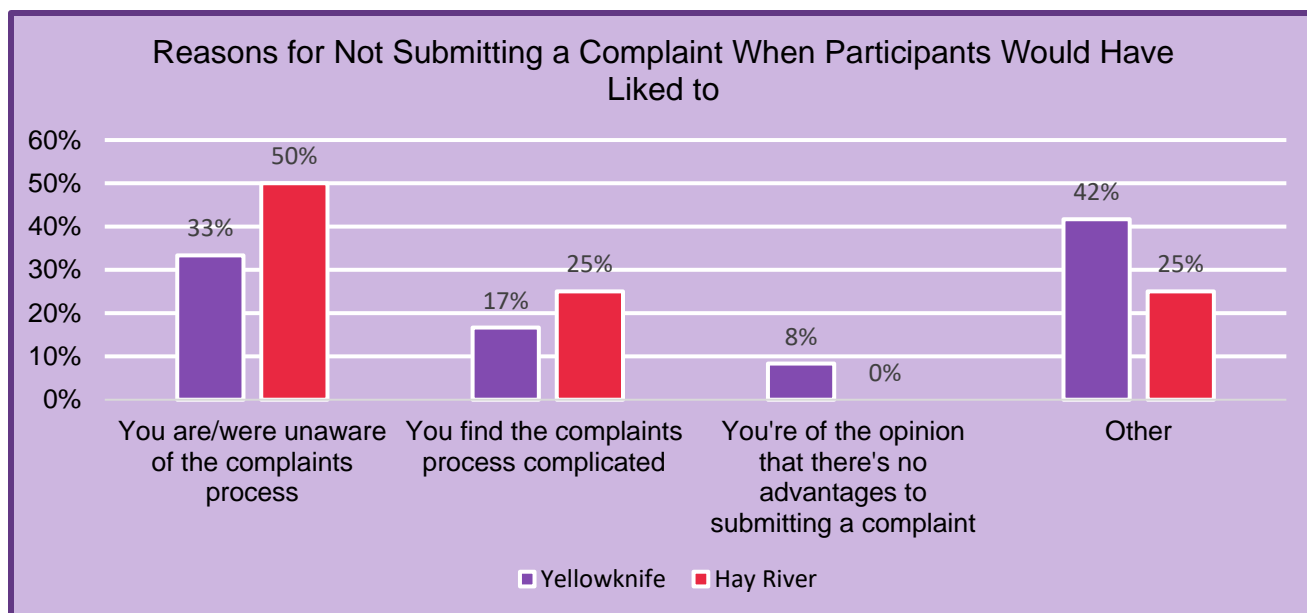
¹¹ GNWT Strategic Plan 2018-2023 for FLCS, Guideline 2: Services and Communication – Philosophy, Pg 11



Findings: Yellowknife & Hay River Complaints Regarding GNWT Communications & Services

According to the two (2) figures above, while more than half (58%) of Yellowknife community members claimed they would have liked to submit a formal complaint regarding communications and services in French, only 15% actually did. In Hay River, 100% of community members never submitted a complaint even though 44% wanted to at some point.

From this, an important question arises: *why aren't people submitting complaints when they say they want to? Is the process too unclear, slow, or non-user friendly?* The figures below seek to help us answer these questions.

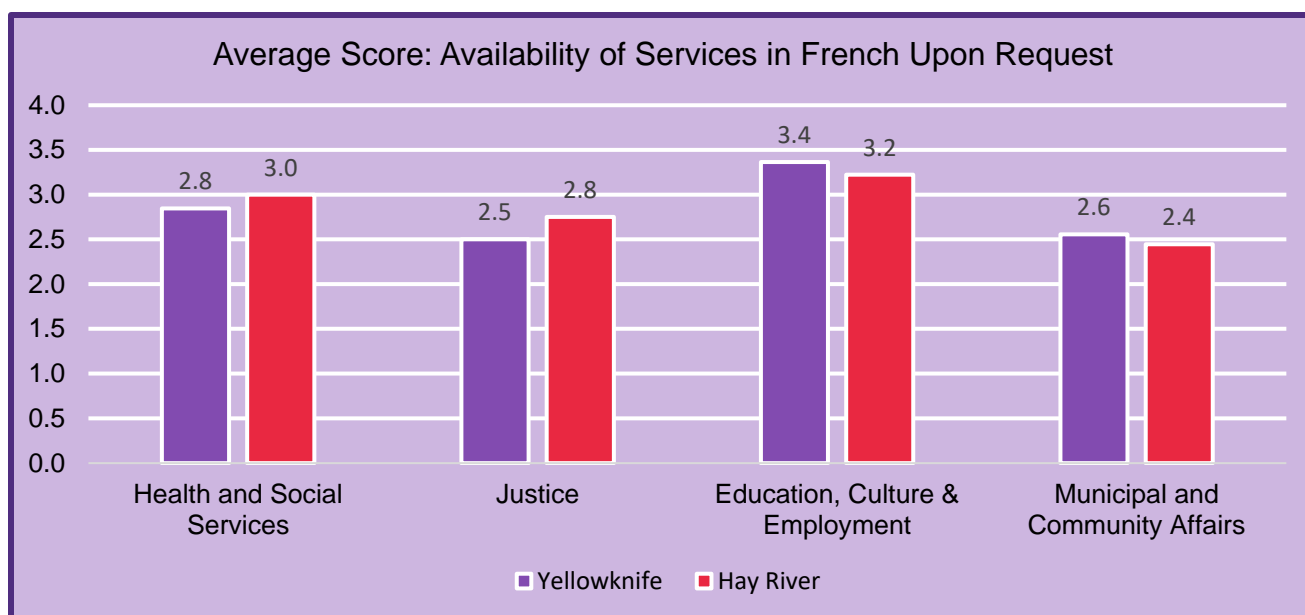


Findings: Reasons for not Submitting Complaints

Survey results indicated that although many would have liked to submit complaints, a large proportion of individuals never did. Specifically, 75% of participants in Hay River never submitted a complaint because they found the complaints process to be too complicated, or because they were unaware of the process to submit a complaint altogether. The same is also true for 50% of the Yellowknife community members. An interesting finding is that 42% of Yellowknife community members had different reasons (“Other”) for not submitting complaints than those presented on the survey. For instance, recorded results under *Other* included responses such as: “lack of resources”, “feelings of conflict due to working at the FFT (Federation franco-ténoise)”, “already aware of the slow process”, “takes too much time to submit a complaint”, “GNWT factions are too slow”, and “knowing people who have submitted complaints but received no response.”

Based off these results, there seemed to be an overall lack of incentive to submit complaints and provide comments because the process to do so was thought to be confusing, slow, and often not worth the effort given claims that responses from the government took too long or that they were never even received at all.

The following six (6) figures are community focus group survey results relating to the availability and quality of communications in French at various points of service in four (4) specified departments: (1) Health and Social Services, (2) Justice, (3) Education, Culture & Employment, as well as (4) Municipal and Community Affairs. For each figure, the results of both Yellowknife and Hay River focus groups are displayed as average scores rated on a scale from “1-Unavailable” to “5-Very Available”.

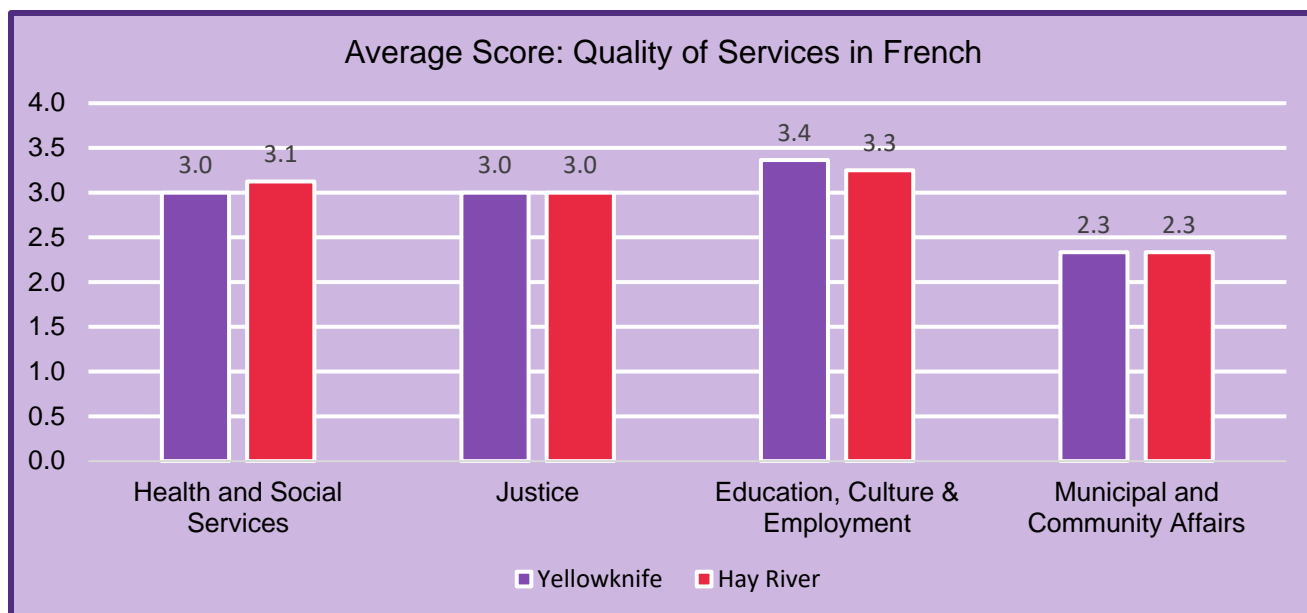


Findings: French Services Upon Request

From the above graph, the availability of services in French upon request were ranked, on average, higher amongst Yellowknife community members for the Education, Culture & Employment (ECE), and Municipal & Community Affairs service points than amongst Hay River community members. In contrast, Hay River reported higher average scores for the same measure amongst the Justice and Health and Social Services points of service than amongst Yellowknife community members.

Based on the discussions with community members, the access to a French service with regards to Health and Social Services in Yellowknife was easier prior to COVID due to the office of the one French resource being placed in a corner inaccessible to patients. Initially, the French resource would be able to greet and answer quick questions, however, this change has made it more difficult to easily reach the person. In terms of the other departments, certain interpreters and translators were available upon request for services in French, however the process was lengthier in time considering the personnel was limited.

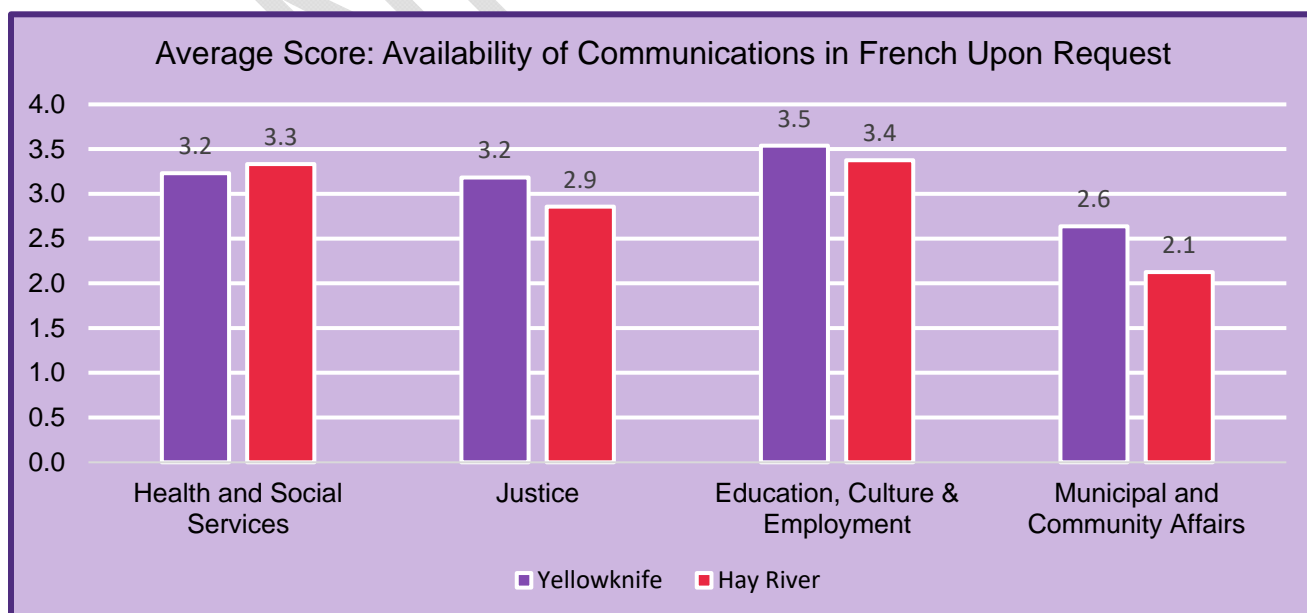
An important part within the request for service is the active offer which created frustration within the francophone community. While there is an understanding that each point of service lacked resources to provide direct service in French and that it was not a requirement within the Strategic Plan to do so, the Strategic Plan still offered the implementation of alternatives such as the referral system. Despite the efforts of the GNWT, the Francophone community expressed that their concerns were more geared to the fact that some services appeared to offer the service in French, but when prompted to do so, employees at the points of service either failed to provide service in French altogether, or there was delayed access to the service due to the choice of language. As such, they believed this defied the purpose of presenting the active offer as though the French service was effectively accessible.



Findings: Quality of Services in French

According to the community survey, responses amongst Yellowknife and Hay River were similar per department. On average the highest scoring department was ECE, while the lowest quality of service was perceived to be provided from the Municipal and Community Affairs.

Majority of respondents stated that the quality of services in French when available were on average good. The rating for Municipal and Community Affairs may be attributed to the fact that it was the least interactive department within those stated. Amongst their responsibilities, MACA is the one which solicits the least number of communications per se with the community considering they deal with community fire protection, boil water advisories, flood recoveries and more. While this information was important for the entire community, it was rare to require a service from this department. On the other hand, all other departments scored over three (3) in terms of quality of service.

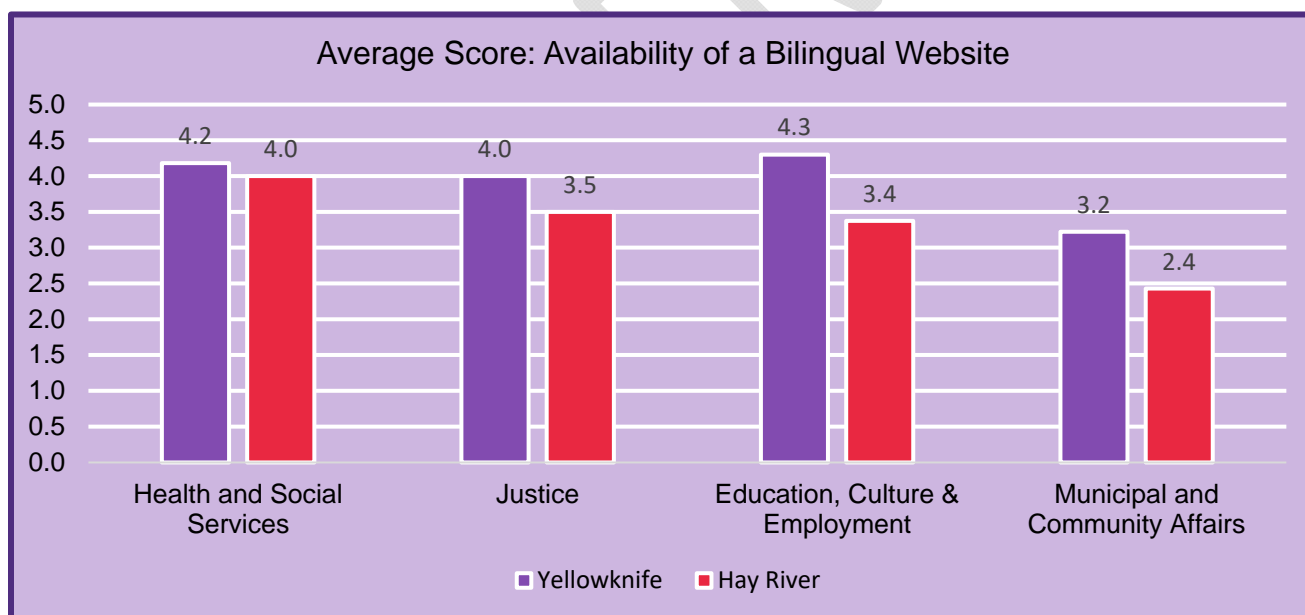


Findings: French Communications Upon Request

While the average score for Hay River pertaining to the Health and Social Services point of service (3.3) was higher than that of Yellowknife (3.2), Yellowknife provided higher average scores for the remaining three (3) points of service.

Based on the discussions with the Francophone community, it was found that individuals who had stated *requesting information translated* were either told the document(s) did not require translation given the intended audience, or that they would need to wait a long period of time due to the prioritization of other information. Furthermore, the community had effectively expressed their frustration with regards to receiving crucial and urgent information about Health and Services in a time span equivalent to that of any other language. This likely helped catalyze the improvement seen between services received at the beginning of COVID and the services received now. Specifically, the community noticed that departments had made an effort to provide the availability of communications in French.

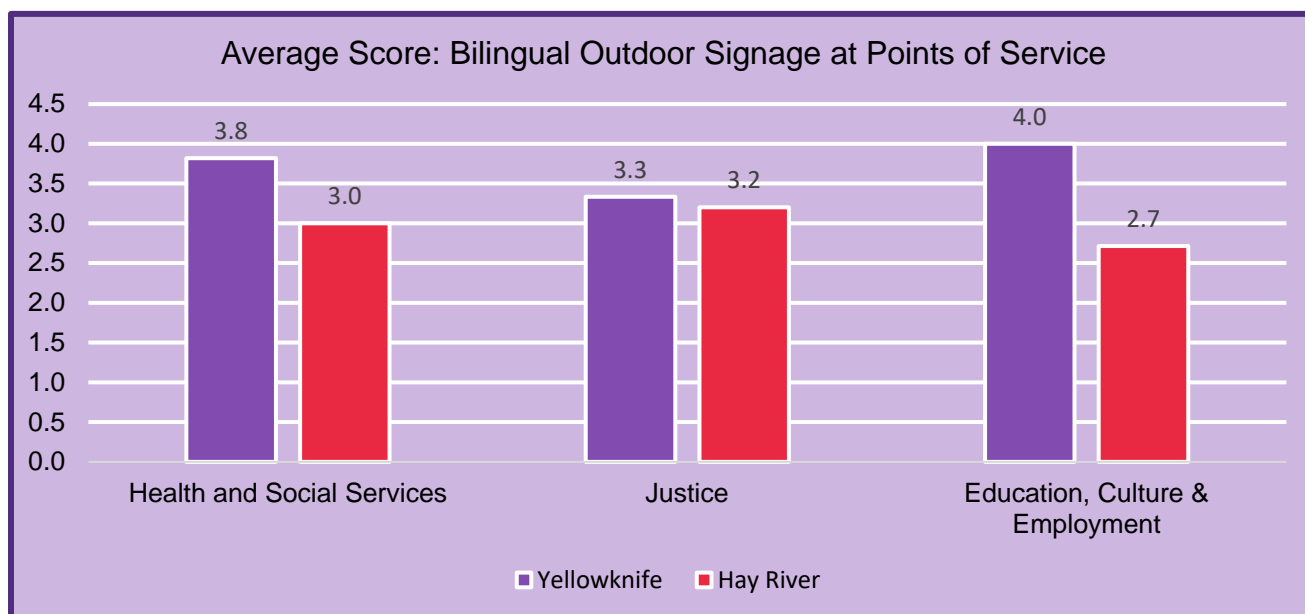
In addition, an important concern for the community was the presentation of French communications through phone, however, their needs were never being met. Although many services offered the preferred language on their calling machine to book appointments, the call remained unanswered, which lead to a voicemail for which there was no follow up. While the client inherently requested the service in French by choosing the option, they rarely got contacted back on their urgent matters. This discouraged clients to choose the option expecting they will not have an appropriate response to their needs.



Findings: Bilingual Website Availability

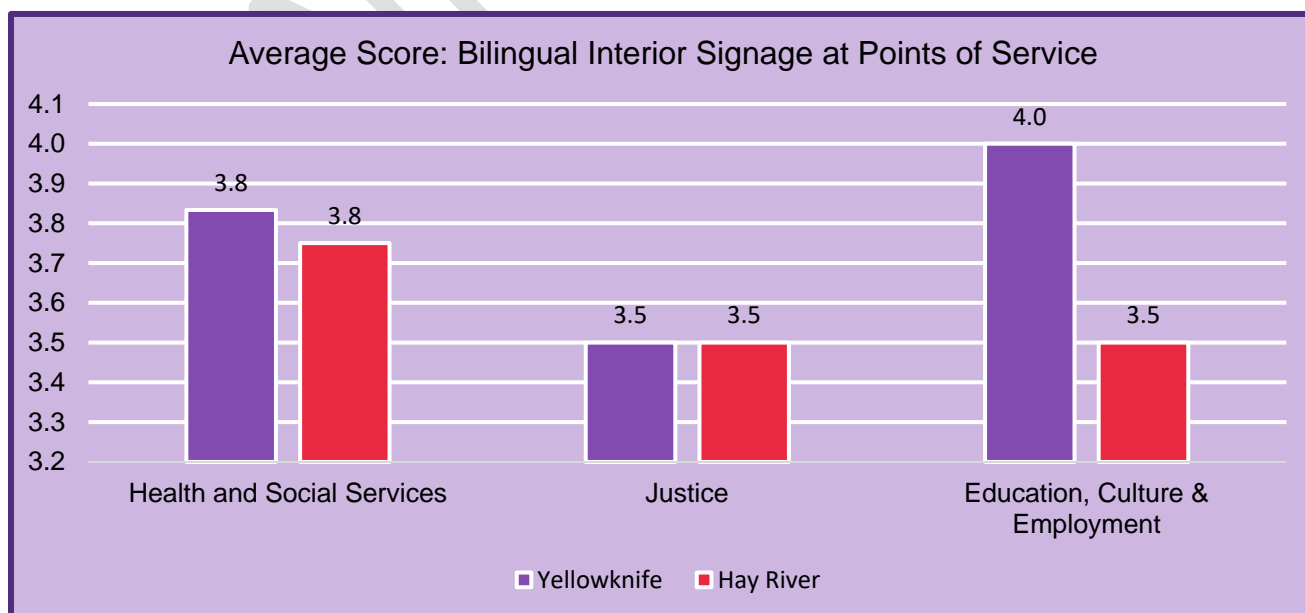
On average, online French communications were more available to the Yellowknife community in comparison to Hay River according to the community survey. However, this may be an indication of the resources and services available relative to what is being searched as information is not restricted geographically. According to the discussions, the information translated was very dependent on the audience and whether they believe there was a need to translate certain portions of their website in French. In cases of Health and Social Services, the public requiring important information in a timely manner in French was very crucial, especially in this time of COVID. As such,

translated information was also prioritized based on urgency. If the information was not directly addressed to the community, it may have taken some time or not been translated at all.



Findings: Bilingual Outdoor Signage

Overall, Yellowknife presented a higher score across all departments concerning bilingual interior signage. The discrepancy amongst the results of Yellowknife and Hay River may be attributed to the larger efforts put forth in the capital of Northwest Territories due to the Francophone community that they serve which is larger. In general, communications in French were more easily accessible in the more populated areas. Based on the results of the survey, ECE was rated the lowest in Hay River due to certain community members not being aware the service was offered outside of Yellowknife, nor where it was situated.



Findings: Bilingual Interior Signage

Similar to the outdoor signage, Yellowknife presented a higher score across all departments concerning bilingual interior signage. As stated previously, French communications were more accessible in more densely populated areas serving that specific community. Moreover, the reason for which the department of Justice was rated so low is related to how much they frequent this specific sector and the engagement required being lower. Throughout the community discussions, many expressed they did not have to deal with the Justice department therefore were not generally aware of the signage.

Summary of Findings Pertaining to the Previous Six (6) Figures:

The service with the highest average score was the bilingual interior signage (3.7/5) followed by the availability of a bilingual website (3.5/5) service. There is a general trend that ratings of services were slightly higher within the Yellowknife community members than amongst Hay River members. This can likely be attributed to increased efforts to improve services in Yellowknife relative to Hay River as a result of their significantly larger French speaking community.

The availability of Education, Culture & Employment department was ranked higher at all points of service in Yellowknife than in Hay River. Furthermore, it is arguable that the least impactful points of service (ie. Bilingual interior signage and availability of Bilingual website) seem to be the ones with the highest ratings. This in turn raises an important question: is the distribution of resources necessary to improve quality and availability at points of service being optimized and allocated effectively? This will be an important consideration moving forward as the effective prioritization of resources needed to improve the quality and availability of services will remain significant.

Sub-Question 3b. – How engaged was the Francophone community with regards to the implementation of FLCS?

Evaluation Indicators	Data Collection Sources
3b.1. Number and type of GNWT engagements with the Francophone community regarding FLCS, by institution	3b.1. GNWT institutions French Monitoring Survey, GNWT institutions Operating Plan Monitoring Grids, Interviews and focus groups with Francophone community leaders and representatives, Canada-Northwest Territories Agreement on French Language Services and Action Plan, Interviews with Secretariat employees, Canadian Heritage Activity and Financial Reports
3b.2. Number and type of partnerships between the GNWT and the Francophone community	3b.2. GNWT institutions Operating Plan Monitoring Grids, Interviews and focus groups with Francophone community leaders and representatives, Canada-Northwest Territories Agreement on French Language Services and Action Plan, Interviews with Secretariat employees, Canadian Heritage Activity and Financial Reports, Secretariat M&R Work Log
3b.3. Number and type of promotional activities directed to the Francophone community	3b.3. GNWT institutions Operating Plan Monitoring Grids, Interviews and focus groups with Francophone community leaders and representatives, Canada-Northwest Territories Agreement on French Language Services and Action Plan, Interviews with Secretariat employees, Canadian Heritage Activity and Financial Reports
3b.4. Francophone community satisfaction rate on quality of GNWT FLCS	3b.4. Francophone Community Satisfaction Survey Reports, Interviews and focus groups with Francophone community leaders and representatives, Canada-Northwest Territories Agreement on French Language Services and Action Plan, Interviews with Secretariat employees, Canadian Heritage Activity and Financial Reports

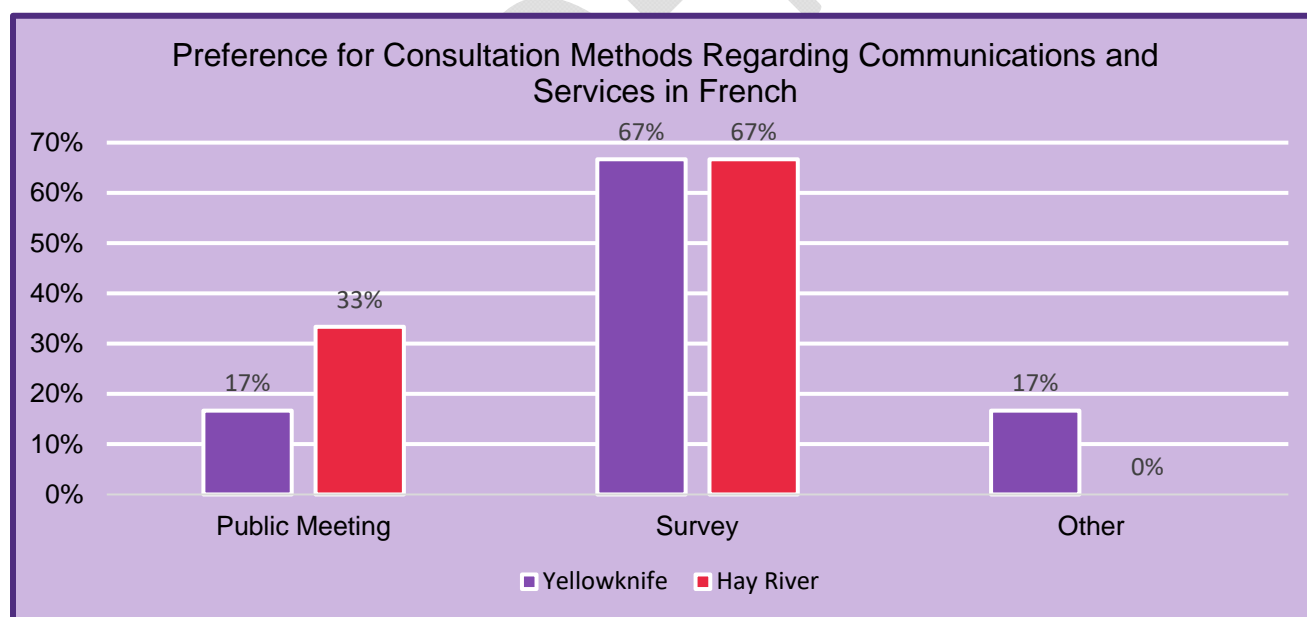
Background/Context:

The Strategic Plan outlines that during the planning, monitoring, reporting and evaluation phases, the Francophone community can be engaged or involved in various processes.¹² Specifically, *Guideline 6* of the plan outlines the minimum standards of structured engagement pertaining to the Francophone community's establishment of institutions that address language-related matters. These standards include the following:

- The Minister Responsible for the OLA shall formally meet once each year with representatives of the NWT's Francophone organizations to discuss matters of importance to the community and the GNWT related to the delivery of French language services by the GNWT;
- Where the Francophone community has established a working group or participates in a government-established working group, a representative of the responsible government institution shall meet at least once each year with that forum to address shared matters of importance; and,
- As stated under Guideline 4, representatives of the Francophone community shall be engaged in the revision of the strategic plan on French language communications and services.¹³

Although the engagement of the Francophone community with regards to the implementation of FLCS has already been indirectly assessed throughout previous sub-questions (such as 3a and 1c), the findings below further evaluate community engagement through responses recorded regarding consultation methods.

Specifically, the figure below depicts survey results regarding preferred consultation methods for communications and services in French.



Findings: Consultation Methods for FLCS

It is important to first note that prior to asking community members about preferred consultation methods, all participants (100%) in both Yellowknife and Hay River first selected “Yes” when being asked if they would like to be consulted with regards to communications and services in French. This

¹² GNWT Strategic Plan 2018-2023 for FLCS, Guideline 4: Planning and Reporting, Pg 19

¹³ GNWT Strategic Plan 2018-2023 for FLCS, Guideline 6: Community Input—Structured Engagement, Pg 19

implies a high level, or at the least a high desire for community engagement as there was not one person who did not want to be consulted regarding French communications and services.

The figure above informs us that 67% of participants from both Yellowknife and Hay River would prefer to be consulted through surveys. 17% of community members in Yellowknife would prefer consultations for French communications and services to occur through public meetings, while the same is true for 33% of Hay River community members. For the 17% of Yellowknife community members who selected “Other”, specific answers included consultations through *written memoires* as well as *small in person focus groups*.

While public meetings can often prove to be effective consultation methods, the strong preference of surveys among both community focus groups is likely largely due to the convenience of them. They can be administered anytime, electronically or via mail, and don’t require participating members to travel for in person meetings.

Concordantly, the response rate between the survey and the public meetings were drastically different. Based on the latest Francophone Community Satisfaction Survey, 109 community members responded, meanwhile the survey and discussion administered by RCGT this year for the evaluation of the French Language gathered 22 community members. This confirms the preferred method for which the community likes to respond. However, throughout the discussions with the communities of Yellowknife and Hay River, respondents identified the consultations with third-party members as being beneficial, however not occurring often enough. Moreover, the community would appreciate having a direct method of communication with the GNWT. While the government is involved in gathering data through surveys, the community felt their concerns were not always heard and believe adjustments to the format of the survey, specifically additional open-ended questions, would ensure acknowledgment of their feelings, opinions and statements would be more beneficial.

Summary Evaluation Question 3

Overall, the Strategic Plan was deemed valuable to the Francophone community. Its implementation yielded positive outcomes regarding significant improvements made for the availability of communications in terms of signage and advertising in French.

In contrast, the community expressed concerns related to the quality of services received, specifically pertaining to the effective delivery and the active offer. Additionally, the level of engaged involvement of the Francophone community remained unimproved over the last three (3) years. Finally, the lack of awareness of the tools and resources (i.e. Votre Avis GTNO) available to the Francophone community inherently reduced the level of opportunities for community input.

3.7. Key Findings: Evaluation Question 4

Evaluation Question 4: To what extent have GNWT institutions increased their monitoring and reporting capacities?

Summary FLSC Focus Group Discussion:

During discussions held with the FLSCs, several expressed they were not aware of the MEA Plan, rather the Operating Plan was more commonly used, as intended, due to the overarching content to

support the Strategic Plan. While FLSCs were made aware of the work in progress of the MEA Plan, and actively used the Operating Plan, they believed the results of the data collection tool were too broad for the type of information gathered. The feedback obtained during the discussion did not directly tackle specific target areas, instead, issues should be addressed more specifically, facilitating the implementation of actionable measures to improve the services. For example, “a focus on complaints” was discussed for entire departments as opposed to specific issues which could be addressed through active and tangible actions.

To properly address the needs of the community, organizations would prefer to have an indication of the number of French community members they serve, the frequency in which they visit establishments, as well as their experience in order to adequately attend to their needs. FLSCs have subsequently identified that greater clarity on the data collection process would be required alongside better guidelines and indicators on monitoring and reporting.

Additionally, direct monitoring and evaluation was only conducted once a year for each point of service, which may not be representative of the reality of common day-to-day activities and services received by the French community. To effectively and accurately assess the points of public services in French, it would be beneficial for FLSCs to conduct reviews more regularly. The lack thereof may have previously been attributed by the impact of the pandemic on GNWT's ability to conduct service audits.

Summary GNWT Employee Interviews:

GNWT employees stated that the majority of departments complete monitoring and reporting. Specifically, report templates were provided by the FAS and completed accordingly, identifying what had been done and what needs to be done moving forward. The reporting aspect helped keep track of the desired results, baselines, target activities for the year, monitoring activities and results. The outcome of these tools was reviewed and analyzed to account for the progress of the year and used to make further recommendations for the year ahead. Moreover, internal reviews were conducted to assess the availability of communications as well as checks to ensure the implementation of the active offer. One employee identified having no monitoring and evaluation done regarding their department and stated that there is a gap. In addition, applying corrective action when monitoring and reporting was not up to par.

There was evidence that FAS developed tools for monitoring and reporting, with established guidelines and clear roles assigned. All tasks stated in the Strategic Plan pertaining to the FAS had been achieved.

Despite the efforts regarding data collection strategies and implementation, there is still work to be done. As for the communications, FAS had seen a large improvement since the last Strategic Plan, however, services remained challenging, mainly for the health department. On the other hand, the following opportunities have been identified:

- Improve or change governance and consultation with the Francophone Community;
- Improve Processes; and
- Develop a dashboard.

Sub-Question 4a. – Was the increase of GNWT institutions monitoring and reporting capacity achieved as intended?

Evaluation Indicators	Data Collection Sources
4a.1. French Language Monitoring and Evaluation Advisor position	4a.1. Department of Finance Human Resources Records 4a.2. Bilingual Employee Survey Reports, Francophone

Evaluation Indicators	Data Collection Sources
occupancy rate 4a.2. Number and percentage of indicators from the Performance Measurement Plan included in the MEA Plan 2020 (Appendix C) that have been reported on, per year 4a.3. Number and types of compliance audits conducted 4a.4. Timeliness of data collection and reporting	Community Satisfaction Survey Reports, GNWT institutions French Monitoring Survey, GNWT institutions Operating Plan Monitoring Grids, Canada-Northwest Territories Agreement on French Language Services and Action Plan, Interviews with Secretariat employees, Canadian Heritage Activity and Financial Reports, Annual Report on Official Languages 4a.3. Third Party Audit Reports 4a.4. Bilingual Employee Survey Reports, Francophone Community Satisfaction Survey Reports, GNWT institutions French Monitoring Survey, GNWT institutions Operating Plan Monitoring Grids, Canada-Northwest Territories Agreement on French Language Services and Action Plan, Interviews with Secretariat employees, Canadian Heritage Activity and Financial Reports, Annual Report on Official Languages

Findings: Evaluation Indicators

Number of compliance audits conducted and French Language Monitoring and Evaluation Advisor position occupancy rate:

According to the MEA Plan 2020, three compliance audits were to be conducted over the duration of the Strategic Plan 2018-2023. Based on the reporting schedule of the Evaluation Plan, compliance audits reports were scheduled to be released in March 2021, February 2022, and August 2023. To this date, only one compliance audit has been conducted, mainly due to COVID-19. The pandemic has made it harder to audit Health services, as planned; therefore, online communications in the Health Sector were audited during the winter 2021, and the report was released in June 2021. Given this and as per the evaluation component, GNWT was only 1/3 compliant with their initial reporting plans and they could therefore not follow their reporting schedule effectively. A likely factor contributing to this may be attributed to the difficulties in effectively providing services throughout the pandemic. Additionally, the ongoing changing environment and adaptations to the challenges posed by COVID made it more difficult overall for the GNWT to efficiently conduct their compliance audits.

Moreover, the French Language Monitoring and Evaluation Advisor position was created and eventually staffed in April 2019 and has been staffed ever since.

Number and percentage (%) of indicators from the MEA Plan have been reported on:

The MEA Plan included a Reporting Schedule for the Monitoring Plan which was comprised of the following tools:

- Canadian Heritage Activity and Financial Reports (includes a section on formal complaints and feedback);
- Annual Report on Official Languages (includes a section on formal complaints and feedback);
- Bilingual Employees Survey Report;
- GNWT institutions' Monitoring Reports (*Operating Plan for French Language Communications and Services Monitoring and Reporting Grid and French Monitoring Survey*); and
- Francophone Community Satisfaction Survey Report.

Based on RCGT's analysis, an Annual Report on Official Languages was reported on every year since the implementation of the Strategic Plan 2018-2023. The Canadian Heritage Activity Report for French was also submitted from 2018 to 2022. Moreover, the Francophone Community Satisfaction

Survey on GNWT has been conducted every year since its implementation in 2020. Additionally, the latest version of the Bilingual Employee Survey was at its sixth edition, complying with its annual reporting requirements.

With regards to GNWT institutions' Monitoring Reports across 2018-2022, the reports have been submitted for 2019-20, 2020-21 and 2021-22, for all 14 GNWT departments. No reports were submitted for 2018-19 for any of the GNWT departments, as this was a transition year between the first Strategic Plan 2013-2018 and the second Strategic Plan 2018-2023. An updated version was also provided in December 2020. In alignment with these Plans was the Monitoring and Reporting Grid, as well as the French Monitoring Survey, of which 13 out of 14 departments submitted in 2018-2019. Meanwhile, in 2019-2020, no monitoring report was conducted, and a reduced version of the survey was created due to COVID and completed accordingly. Moreover, all 14 departments completed and submitted their respective monitoring reports and surveys in 2020-2021.

Furthermore, through the review of Monitoring Reports, there were seven (7) fields identified that were required to be reported on per GNWT institutions. Upon analyzing the reports 2020-2021, it was evident that many fields were left blank or were improperly completed. Findings were as follows:

- "Key monitoring activities" were not filled out for six (6) out of 14 departments. (ECE, EIA, ENR, INFR, ITI, WSCC)
- "Analysis" portions were not filled out for three (3) out of 14 departments. (ECE, ENR, INFR)

A trend found within the Operating Plans was that the target activities remained relatively the same for each year, without much room for improvement.

Background/Context:

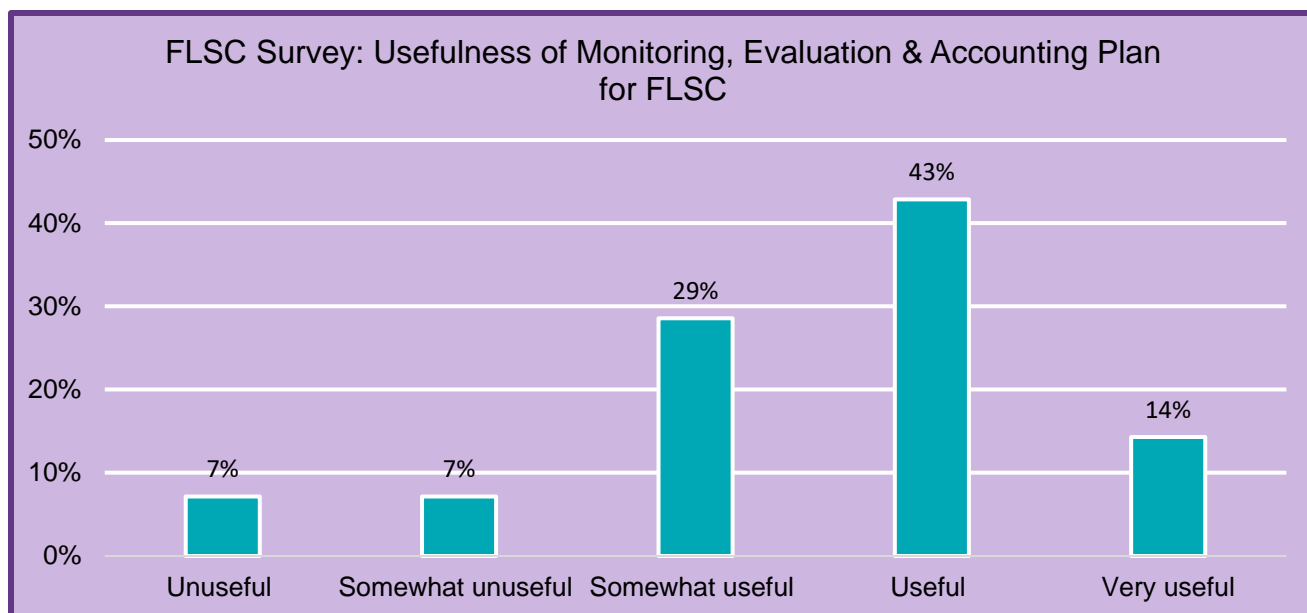
As per the Strategic Plan 2013-2018, one of the key recommendations of the evaluation was to conduct a strategic review to examine how the monitoring, evaluation, and accountability process can function more effectively. The FAS created a *French Language Monitoring and Evaluation Advisor* position that leads, with continuous stakeholder engagement, the design, development, and implementation of the monitoring, evaluation, and accountability framework.

Additionally, the Strategic Plan stipulates that to ensure the success of the new monitoring, evaluation, and accountability framework, in-service training on the auditing, monitoring, and evaluation of French language communications and services will be offered to FLSCs and other staff involved in the delivery of said services.¹⁴

To successfully examine if the increase of GNWT institutions monitoring and reporting capacity was achieved as intended, we directly asked FLSCs the following:

- *How useful was the monitoring, evaluation and accounting plan for FLSCs? And,*
- *Was the increase of GNWT institutions monitoring and reporting capacity achieved as intended?*

¹⁴ GNWT Strategic Plan 2018-2023 for FLCS, Guideline 4: Planning and Reporting: Monitoring and Reporting, [p. 21]



Findings: Monitoring, Evaluation & Accounting Plan Usefulness

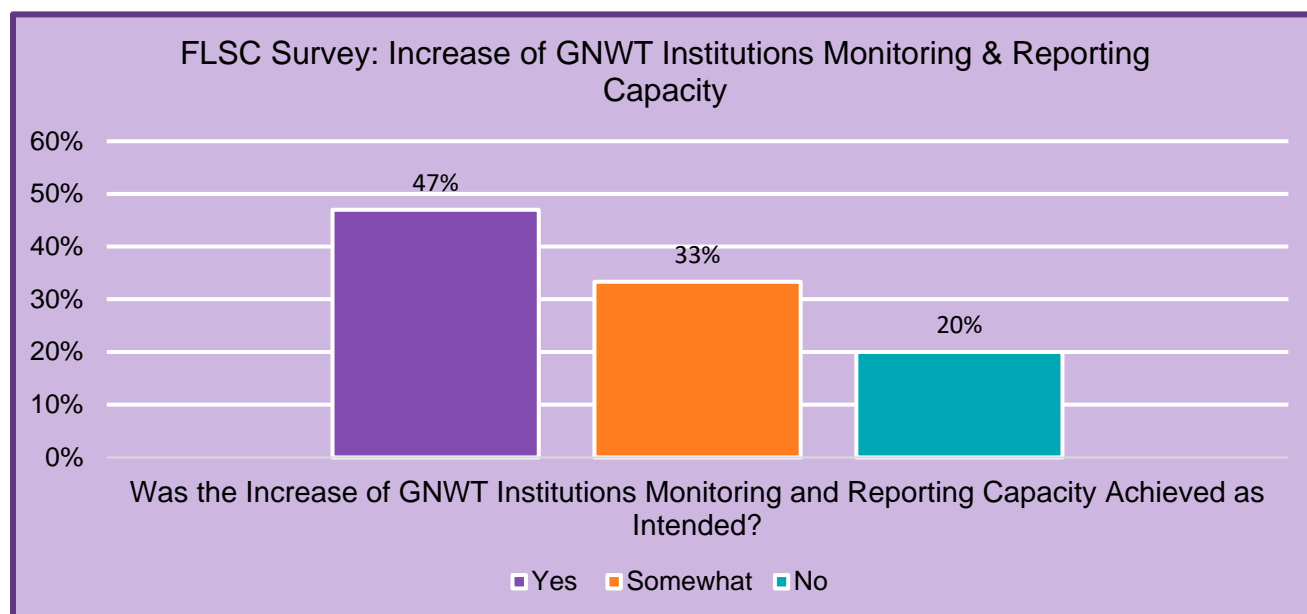
According to the FLSC survey, the majority of respondents (57%) indicated that the Monitoring, Evaluation & Accountability (MEA) Plan was useful or very useful for FLSC. Meanwhile, the remaining portion deemed it somewhat useful while 14% found it either unuseful or somewhat unuseful.

Points addressed during the focus group session included a focus mainly on the monitoring aspect of the work and the data gathering tools used. Certain FLSCs expressed not being aware of the MEA Plan or its purpose. While the implementation of the MEA Plan was required by the Strategic Plan and was updated in 2020, it was used by FAS to help track and assess progress and results of the implementation of the Strategic Plan (GNWT-wide).

FLSC's unawareness may be explained by the fact that GNWT institutions are not required to have individual MEA Plans. They use their Operating Plan to plan their targets and activities for the year, and their Operating Plan Monitoring Grid to track and assess the progress and results of the implementation of their Operating Plan. Those Operating Plans are used to dissect the Strategic Plan and adapted to each GNWT institutions' reality. The FAS provides the template, but GNWT institutions are responsible to use them effectively with help from FAS as required. Therefore, the functionality of the MEA Plan 2020 was perceived as limited for FLSCs and the information surrounding it did not seem to be communicated effectively. Those who stated they were aware of the MEA Plan expressed the monitoring that was conducted was too internally focused, specifically in terms of complaints instead of the volume of the community served and the general needs of the community.

In addition, the related objectives and activities of the Operating Plans did not facilitate accurate monitoring and reporting as they remained rather broad and unmeasurable. The Operating Plan was more commonly used and GNWT institutions management had the responsibility of completing the available templates, which served as tools in monitoring and assessing the progress on actionable measures aligned with the Strategic Plan's objectives. It seems that the level of management accountability and consistency in completing the Operating Plans were lacking. As such, more clarity is required concerning the data collection, its guidelines and the indicators being monitored. According to the community survey, a small portion of the community have placed complaints, which

inherently did not represent the whole population and their opinions on the services. FLSCs would rather focus on the services offered and the experience of the Francophone community and would like to see more tools addressing those needs.



Findings: Increase of GNWT Institutions Monitoring & Reporting Capacity

According to responses from FLSCs, 47% found that the increase of GNWT institutions monitoring and reporting capacity was effectively achieved as intended, while 33% of respondents found that the targeted increase was somewhat achieved. While 80% felt that the increase of GNWT institutions monitoring and report capacity was either fully or somewhat achieved, only 20% of FLSC respondents found that the increased capacity of monitoring and reporting institutions was not achieved at all.

There was a discrepancy between the experiences of the community and what was actually reported due to the reliance on front line workers to relay the community's experience on their point of service. However, the community is aware that it is not the front-line staff's responsibility to gather the data on satisfaction of service, nor are they equipped for this task. Instead, front line staff is responsible for applying the active offer and providing the necessary guidance in terms of referral. As per the MEA Plan this data was gathered once a year by FAS & FLSC, which was not an accurate or complete representation of the services received.

Summary Evaluation Question 4

Discrepancies were observed between the results obtained from discussions/interviews and from the surveys. Specifically, interview and discussion results with government employees and community members showed that the GNWT capacity to increase the level of monitoring and reporting had not increased since the implementation of the data gathering tools. On the other hand, FLSC survey results indicated the contrary; an increase in the GNWT monitoring and reporting capacities.

The main concern following the evaluation of this question was the involvement of management and their related accountability with regards to the Operating Plans. In addition, it was also found that the related objectives and activities did not facilitate accurate monitoring and reporting as they remained rather broad and unmeasurable.

3.8. Key Findings: French Language Monitoring and Evaluation – Strategic Plan

The Strategic Plan¹⁵ is a guide to government institutions in the development, offer and provision of French language services and communications to the Francophone community.

Existing legislation and regulations

It is perceived that the significant demand for communications and services in French decreased for Fort Smith and Inuvik as these communities were unable to sustain a French cultural association. However, significant demand remained similar for Yellowknife and Hay River communities.

Measures to be implemented/Roles and Responsibilities

Two (2) out of four (4) measures identified in the 2018-2023 Strategic Plan to be implemented were not achieved throughout the course of the 5 years. Mainly, these were discussed and established between the FAS and the Department of Health and Social Services. The health department was set to be responsible and would be held accountable for the completion of the following measures:

- Create a systematic process for recruiting bilingual personnel (professional and other), particularly in the health area: physicians, nurses, technicians, and pharmacists; and
- Develop a system for evaluating the competency of French interpreters in the health area based on objective standards, including mandatory training in medical terminology.

Francophone Affairs Secretariat (FAS)

Amongst the responsibilities of the Secretariat, challenges were encountered with regards to:

- The liaison with the Francophone community on a regular and ongoing basis regarding the provision of French language communications and services; and,
- Supporting the Department of Health and Social Services in the planning, provision, and evaluation of interpretation services in the health field.

The FAS expressed advising on certain matters, and they believed it would be good for them to also show support to bilingual employees. Overall, the majority of responsibilities of the FAS had been fulfilled over the period of the last Strategic Plan.

French Language Services Coordinating Committee and French Language Services Coordinators

In terms of the responsibilities of the committee, there was a lack of ongoing feedback and advice to the FAS on the implementation of the guidelines identified in the Strategic Plan. On individual matters, FLSCs were tasked with the involvement of the following:

- Assist the senior officials of their government institution in the planning and implementation of French language communications and services, including providing updates for senior management meetings;
- Ensure timely and accurate reporting required pursuant to these Guidelines; and,
- Act as a resource in interaction and consultation with the Francophone community.

It was stated that while the willingness to support senior management was present, a need of cooperation amongst FLSCs and senior management was required, which may pose as a challenge.

¹⁵ Source: Strategic Plan on French Language Communications and Services 2018-2023

Furthermore, FLSCs aimed to ensure a seamless process on the submission of reports, which is done once a year. However, they often varied in quality and portions of the reports remained incomplete.

Bilingual Service Providers, Bilingual Bonus Employees and Non-Bilingual Front-Line Staff

FLSCs reported that, as for non-bilingual front line staff, the application of the active offer may be refuted, which becomes a problem if the minimum is not provided to the community. This is especially true in urgent matters or for people new to the community. Refusal of applying the active offer may be due to multiple reasons including: (1) the front line worker is uncomfortable displaying a service they cannot provide; (2) others believe there should be an equal treatment of all eleven (11) official languages and therefore do not understand why French would trump Indigenous language greetings, and; (3) some have expressed simply wanting to greet the client in the way they feel most comfortable in doing so.

Efficient delivery

French communications have proven to be satisfactory by way of signage, documents, and online access of information. However, there were still difficulties noted with regards to providing, when possible, a bilingual person at each main point of service offered to the public and for the use of the referral systems who can accommodate the lack of French at the first point of contact. In addition, the community stated there was also a lack of phone services, where there was a large discrepancy between the response rate and time to obtain a French service. Many community members have left voicemails to Health and Education institutions which remain unanswered, have been transferred back to the English service or have had the direct English line respond under the French language option.

Interpretation Service

The experience encountered by interpretation services in the NWT was not positive. More precisely, there was a barrier between the point of service and the client when an interpreter was involved. Certain community members have felt a breach of privacy in terms of Health and felt less comfortable sharing their feelings with someone other than the health professional. Despite the job position of a certified medical interpreter being very specific to the health department, it has remained vacant mainly because of its part-time responsibilities which was less appealing for job seekers. Moreover, phone services are very impersonal and for the times when some were used, people have stated some misinterpretation of the information that was relayed.

Communications

With regards to communications, efforts made by the FAS have been well recognized by the community. Mainly, the lead coordinator was very knowledgeable and guided the coordinators in their role to achieve their objectives. All written instruments that required translation and publication in French have been accomplished as per the Strategic Plan. A key communication aspect which requires work to be done is the correspondence, specifically in terms of responses from French demands which are not always responded in French.

Recruitment of Bilingual Personnel

As part of *guideline three (3), human resources*, the government institution has shown progress in their attempt to recruit and retain bilingual personnel, however as previously stated, this remains a bigger issue than for just the French Community; it is a concern to all. Promotion of bilingual job postings were created, bilingual employee surveys had been conducted, senior management was in support of the French language and provided tools and resources to obtaining training and the bilingual bonus was always present. However, a major issue was the preliminary identification of

bilingual employees and the perception of this role in a job position. Many community members indicated knowledge of members of the community that were bilingual, however these individuals were reluctant to declare their bilingual status, (1) wary their workload would increase, (2) feeling they lacked the competence to properly provide a service in French, (3) they perceive the required tests to be recognized and certified were difficult and time consuming, and (4) others believe the bilingual bonus was not sufficient for the work output.

Long Term Strategic Plan

The FAS perceived the Strategic Plan as a good tool which provide appropriate guidelines for the administration of services for the Francophone community. In the long-term, the goal is the alignment of the following documents:

- 2023-2028 Canadian Heritage Agreement;
- 2023-2028 Strategic Plan;
- 2023-2028 Monitoring, Evaluation and Accountability Plan; and
- GNWT institutions' Operating Plans

Operating Plans

Regarding the development of the Operating Plans, they were perceived to be somewhat meaningless considering the indicators were not accurately measurable in terms of progress achieved. However, the plan complied with the requirements and expectations of Canadian Heritage and as a result, Canadian Heritage was satisfied with the level of accountability in the Operating Plans. According to the FAS, the Operating Plans could be more aligned and specific to tangible measures to attain the Strategic Plan objectives.

Systematic Audits

While the MEA advisor and FAS were responsible to ensure regular systematic audits, COVID complications reduced the number of verifications conducted to assist government institutions in improving their French language communications and services.

Community Input and Public Feedback

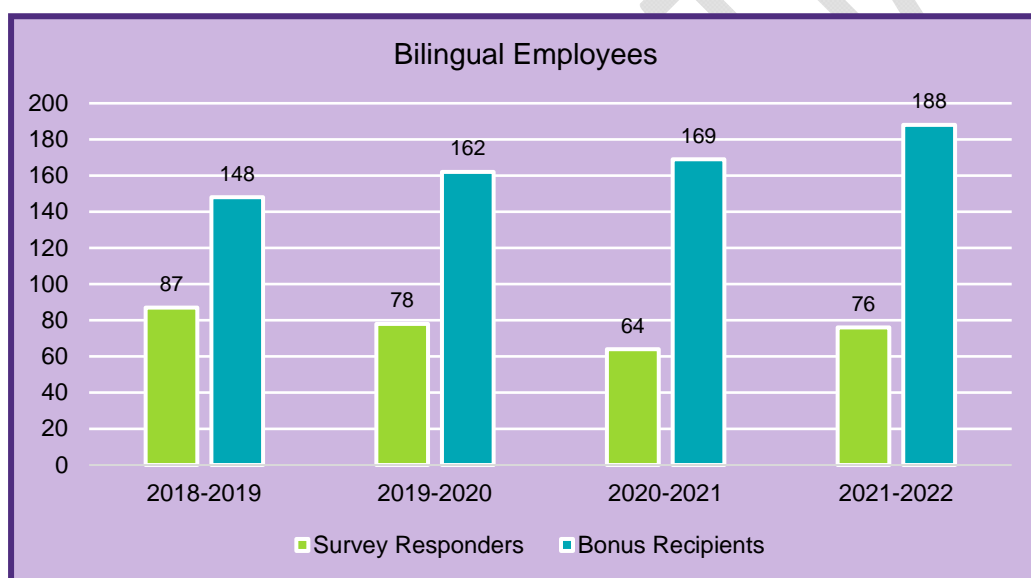
The FAS has encountered difficulties with regards to the engagement of the Francophone community. Mainly, the tools placed at the community's disposal were not commonly used given their perception that no action is being taken, as well as that involvement was required to be formal. Furthermore, the promotion of these tools may not be adequate and may not reach the entire community considering their unawareness of certain tools like Votre Avis GTNO. Based on the discussions, community members would prefer very informal, easy and time effective ways of expressing themselves.

4. Analysis Of Data Collection Tools Effectiveness

4.1. Analysis Bilingual Employee Survey¹⁶

The Annual Bilingual Employee Survey was developed to collect feedback on employees' satisfaction with the support they receive from the GNWT, and on their knowledge of available resources to help them provide bilingual services to the public.

Based on our evaluation of the Bilingual Employee Survey, the main concern established is the representation of the population who is French speaking.



As presented above, the number of survey respondents in comparison to the number of bonus recipients was significantly lower. There may be a few significant reasons for this discrepancy, mainly:

- Responses were on a voluntary basis; and
- Respondents experienced survey fatigue.

Throughout RCGT's discussions with the FLSCs, and government employees, certain individuals expressed being unaware of the existence of the Bilingual Employee survey, while others stated being aware of its existence but having never been distributed it. The challenge to identify if and how many FLSC's forwarded the survey to their bilingual employees made it difficult to determine how many people received it and thus, how many bilingual employees there were. This identifiable gap may stem from FLSCs responsibility in distributing it throughout their department, alongside the lack of tracking and accountability in regard to FLSCs.

¹⁶ Source: Bilingual Employee Survey Report 2020-2021 French Language Communications and Services

Moreover, a downfall presented in the survey according to those interviewed during this evaluation was that they did not like the format of the survey. Mainly, the preference was a more interactive data gathering tool. From certain perspectives gathered, survey responses were limited, and the questions were built to address very specific aspects which may not have directly touched on their concerns. In addition, as bilingual employees were not aware of the results being shared every year, the perception was that the responses may not be considered since there was a lack of proactive action towards the statements identified.

Furthermore, a concern brought up by GNWT employees was the hesitancy to freely express their thoughts about the operational aspects regarding the French language in their department due to their position within those government institutions. The implication of the government throughout the entire process of the survey created a more closed-off environment, with employees fearing they would be reprimanded in their positions.

Overall, the Bilingual Employee Survey fulfills the requirement of a data collection and reporting tool established within the Strategic Plan, however, the survey was not effective in actively supporting the objectives due to the lack of measures implemented. Specifically, based on the 2020-2021 results of the Bilingual Employee Survey and the two (2) recommendations and four (4) ideas worth exploring, tangibly, only one (1) had been implemented regarding the training on Votre Avis GTNO public feedback process. This internal campaign was conducted in March 2021, however there were still ongoing comments within our evaluation which revealed that this may not have been enough. Meanwhile, the remaining three (3) ideas worth exploring were not fully addressed due to COVID.

4.2. Analysis Francophone Community Survey¹⁷

The Francophone Community Satisfaction Survey was developed to ensure the community was aware of the GNWT's French language communications and services and was satisfied with its offer and delivery at Points of Public Service in French.

Based on our evaluation of the Francophone Community Satisfaction Survey, we have observed the use of efficient advertisement methods for the promotion of the survey. Specifically, the survey was advertised within the most commonly used mediums, mainly:

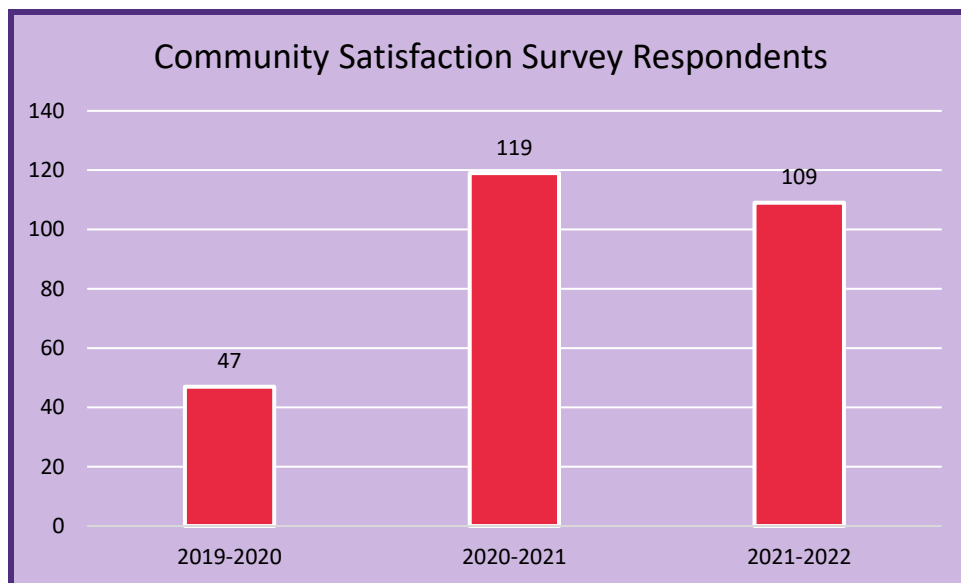
- Department of Education, Culture and Employment website;
- GNWT Facebook page;
- Bear Net;
- Francophone organization websites, Facebook pages, newsletters and distribution lists;
- L'Aquilon;
- News/North;
- Radio Taïga; and,
- Cabin Radio.

As per the graph below and since the conception of the survey, the number of respondents has remained above 100. While this number is still useful, it may not be representative of the entire community. As per RCGT public engagements, while many respondents identified these mediums, they also stated that as newcomers, the main communication method is word of mouth, one which

¹⁷ Source: Francophone Community Satisfaction Survey on GNWT French Language Communications and Services 2021-2022

remained the most effective. The community expressed relying a lot on each other, especially in Hay River as a means to relay information.

Considering the responses were collected on a voluntary basis, this generated a limitation to the number of respondents and an accurate representation of the community. Despite not obligating participation, the survey could be increasingly advertised in points of services frequented by the French community. Through discussions, RCGT found that the number of respondents was significantly lower than the amount of Francophone and Francophile community members.



A trend observed across the distribution of the survey from 2019 to 2022 was the consistency of observations and challenges stated throughout the years. The results have demonstrated little to no improvement. The main concerns identified in the survey were the following:

- Votre avis GTNO;
- Active offer;
- Not aware of services being offered in French; and,
- English services remain easier to get.

The fact that the responses were the same over the years indicated that issues identified in previous years have not demonstrated significant progress in their resolution. The gap between the vision and the actionable measures to achieving those goals was significant.

Specifically, an internal campaign and a pop up in Francophone Community Satisfaction Survey was conducted with regards to Votre avis GTNO, however these efforts were not recognized by the Francophone Community. Discussions revealed that some people were unaware of the feedback tool altogether while the few who knew that the tool existed only knew about the complaints portion. As such, the process was still unclear and misunderstood. For many respondents, the tool was not easily accessible, nor was it user friendly. Many respondents noted they were reluctant to submit a complaint for fear of being reprimanded. For this reason, general feedback was preferred, as it was not identifiable.

Through discussion with FLSCs, it seems that the active offer was also a reoccurring problem as front line staff found it difficult to implement. There were multiple factors which were taken into consideration with the refusal to apply the active offer, mainly, there was:

- The cultural aspect of respecting all other official languages;
- The personal opinion of front-line staff; and
- The leniency of the application within institutions.

With regards to the cultural aspect, community members and FLSCs stated during open discussions having felt that it was culturally inappropriate and non- respectful towards the Indigenous communities. It was expressed that French should not be a prioritized greeting over the many Indigenous languages. As such, some front-line staff were greeting in every language or simply just in English.

Several front-line employees expressed feeling that the active offer implied that the service was available in French, but that the service was not actually available in French beyond the active offer. Other employees felt uncomfortable offering a service in a language they did not speak.

Another concern was the leniency of applying the active offer within institutions. As the processes established were not comprehensively followed, there was a lack of monitoring and no corrective action where the active offer was not applied. This translated into reduced importance in the eyes of the employees, and therefore services were not offered in French.

Overall, the Francophone Community Satisfaction Survey provided a good starting point in gathering data for the improvement of the communications and services of the French language. In order to address the concerns directly identified in the survey, it would be beneficial to implement new tools, increase the monitoring and establish actionable measures that align with the Strategic Plan and demonstrate improvement for the Francophone community.

4.3. Analysis GNWT Institutions Operating Plan Template¹⁸

The Operating Plan Template is a tool used by GNWT institutions in setting target activities that align with the Strategic Plan guidelines. This aims to track progress on achieving the four (4) Operating Plan goals:

- Active leadership and policy direction for French language communications and services;
- Increased the availability and accessibility of French language communications and services;
- Increased bilingual capacity to offer and deliver French language communications and services; and
- Inform and consult with the Francophone community about French language communications and services.

The main concern with the Operating Plan Template was that its contents were too broad. The use of the results of the French Language Communications and Services Monitoring Report 2018-2019 as a baseline was an appropriate starting point, however government institutions proved to be at different levels regarding their desired results. Hence, attaining those goals may vary immensely across departments.

Based on RCGT's evaluation, institutions did not use the Operating Plan as a steppingstone to improve the next year, rather they stipulated the same target activities. While this may yield constant results and answer the desired results, there was no demonstration of any significant progress. Furthermore, considering the institutions oversaw the completion of their own template, there was a

¹⁸ Source: GNWT Operating Plan for French Language Communications and Services 2019-2020, 2020-2021 and 2021-2022

tendency to remain conservative, indicating activities they were aware could be attained rather than establishing targets which required significant effort and change.

As noted through discussions, the Operating Plan may be perceived as just another document to be completed by management, inherently dismissing the contents and inaccurately providing objectives and measures to further progress the implementation of FLSC. In order to effectively make use of the tool, an evaluation must be done of their institution to establish ways in which they can improve. As such, they would benefit from a more objective outlook on their own department and could require the help of the FAS in establishing those target activities. Although the approval of senior management was required on the Operating Plan, it did not directly translate to their active involvement. While their involvement remained important in ensuring accountability of the target activities alongside constant follow-up on the results, it was not effectively achieved.

In conclusion, the Operating Plan Template could use improvement in order to yield accurate results on the present status of the government institutions and the progress attained over the year. The suggestions presented could increasingly help attain the objectives of the Strategic Plan.

4.4. Analysis GNWT Institutions Operating Plan Monitoring Grid¹⁹

The Operating Plan Monitoring Grid aligned with the goals of the Operating Plan Template and served as a yearly tool to account for the key monitoring activities and the associated results.

As a complement to the Operating Plan Template, the Monitoring Grid responded directly to the actions taken to address their goals, however, based on our evaluation, both the results and the analysis remain vague, if addressed. For example, under Goal 1, ECE did not establish key monitoring activities, however they reported the following results for 2020-2021:

- ECE FLSC presented updates and info at SMC during the reporting period;
- SAF supported the Minister;
- SAF participated in CMFC; and
- Negotiated and signed new agreement.

Primarily, the understanding of the purpose and objective of the Operating Plan was key in its development. In order to ensure responsibility and accountability from management, the first objective was to convey the importance of the French language and its tools to facilitate both the communications and services for the French community.

There was a general perception within discussions that certain departments did not consider the Operating Plan Monitoring Grid as a priority, but rather a task to complete. Therefore, answers were incomplete or unfulfilled. In certain cases, a more expanded explanation is required to accurately assess the progress performed to achieve the goals. Mainly, the statements were not supported by the implementation of key activities. Moreover, the varying qualities of completion of the template was dependent relative to each department.

¹⁹ Source: French Language Communications and Services Monitoring Report Template

5. Conclusions and Recommendations

The Strategic Plan²⁰ is considered to have an important impact on improving communications and services in French within the Northwest Territories. To facilitate the application of the Official Languages Act (OLA) within all government institutions, six (6) guidelines were established:

- Roles and responsibilities;
- Services and communications;
- Human Resources;
- Planning and reporting;
- Audits and evaluations; and
- Community input.

The guidelines enabled the four (4) measures to be implemented:

- Staff the French Language Monitoring and Evaluation Advisor position, located in the FAS;
- Develop and implement a new monitoring, evaluation and accountability framework;
- Create a systematic process for recruiting bilingual personnel (professional and other), particularly in the health area: physicians, nurses, technicians and pharmacists; and
- Develop a system for evaluating the competency of French interpreters in the health area based on objective standards, including mandatory training in medical terminology.

Based on our evaluation, the Strategic Plan and its associated tools helped assist the GNWT in its implementation of French Language Communications and Services (FLCS). Overall, there was a greater level of awareness of the Plan exhibited at all levels and while the implementation of measures has been successful, they still remain a work in progress.

In order to assess the effectiveness of the French Language Communications and Services, four (4) evaluation questions were examined. The conclusions and recommendations for each question are summarized below.

Q1: How effective were leaders at all levels in promoting and supporting the vision of the Strategic Plan 2018-2023 throughout their GNWT institution?

Overall, leaders at all levels promoted and supported a positive vision of the Strategic Plan. Specifically, the quality of support received by GNWT employees was sufficient from the DM level, however, support was the most impactful from the director/supervisor level. The government unit

²⁰ Source: Strategic Plan on French Language Communications and Services 2018-2023

which demonstrated the most support and engagement towards the Francophone Community and its representatives was the FAS. Leadership provided for FLCS was strong, and the dialogue between community groups and the GNWT proved to be highly relevant. Though a significant portion of senior management was not a part of the Francophone community, they nonetheless understood the importance of the French Language, as well as contributing factors such as support of trainings, bilingual bonus, active offer, and the tools which facilitated the implementation of the plan and its vision.

While it was found that the understanding and support of the Strategic Plan's vision increased since the previous plan, there were remaining areas of improvement identified. More specifically, there was a lack of processes in place to monitor and report on key operations related to the implementation of the plan and promote accountability of leaders. Additionally, the evaluation found that government departments/institutions did not consistently and explicitly understand their role and responsibilities related to orientation/onboarding, the active offer and the bilingual bonus. Finally, there were opportunities to improve the understanding and awareness of the *Votre avis GTNO* platform and the services offered within the French Communities amongst both government employees and representatives.

Based on our evaluation, we recommend the following:

- Increase the monitoring process to standardize the mechanisms used to oversee the promotion and support of the Strategic plan and identify any new areas of risk. At a minimum this would include:
 - GNWT institution's reporting increased to twice a year;
 - Adjustment of key indicators relevant to the implementation of the Plan across the government departments. Indicators should focus on and include monitoring of training, human resources, measurement, reporting, and communication; and
 - Review and revise current monitoring and reporting templates.
- Increase the capacity of training and communications by government institutions regarding roles and responsibilities of the government departments/institutions, specifically orientation/onboarding, active offer and bilingual bonus;
- Continue to provide training to government employees and community representatives in order to improve understanding and awareness of the *Votre avis GTNO* feedback process and the services offered within the French Communities; and
- Increase the awareness of tools of engagement between the NWT and the community (ex: Have You Say).

Q2: How strong was the capacity of the GNWT to implement the Strategic Plan 2018-2023?

The evaluation found that the capacity of the GNWT to implement the Strategic Plan 2018-2023 was strong. Through the results of interviews conducted and surveys assessed, it was found that the government departments had sufficient resources to communicate and execute the activities required to attain the objectives of FLCS. Moreover, employees of the GNWT expressed that there was alignment between the goals and available resources, which helped to facilitate the effective integration of FLCS within the business planning processes. Finally, the availability of resources was further supported by sufficient time allocation for the FLSCs, as well as the effectiveness of documents and tools developed to respond to the needs of departments and agencies.

Despite the strong capacity (resources, time and tools) to implement the Strategic Plan, there was a key opportunity for improvement related to the recruitment and retention of bilingual employees in

both front line and managerial positions. This issue was especially relevant in the Health Department, which was found to be the community's most significant and important concern; receiving adequate services, explicitly regarding accredited nurses, in French.

The evaluation also found issues related to the delivery and quality of French services and alternatives provided to Francophone individuals. First, interviewees and RCGT survey responses indicated that there were issues regarding the competency of the French interpreters. Second, there was also the identification of the lack of training employees received pertaining to the referral system process, specifically that the option to receive the service in French was not executed effectively.

Finally, the active offer was criticized by representatives of the Francophone community who deemed the requirement insufficient and claimed that it did not guarantee service in French.

Based off the conclusions drawn, following recommendations are suggested:

- Assign bilingual required positions when possible;
- Raise the issue of the recognition of accreditation of nurses, mainly through the comparison and identification of qualifications required to recognize accredited nurses between provinces. This could facilitate the recruitment of bilingual nurses from other parts of Canada;
- Continue to provide refresher trainings for employees and key representatives related to the active offer and referral system;
- Evaluate the competency of interpreters by (a) performing an initial screening of their bilingual capacity and (b) obtaining and reviewing feedback forms submitted by community members;
- Create a full-time position within the Northwest Territories Health and Social Services Authority (NTHSSA) to focus solely on the FLCS portion of the Authority; and
- Conduct a brief focus group meeting amongst FLSCs to reiterate and specify their roles and responsibilities as part of the delivery of French Services.

Q3: How valuable was the Strategic Plan 2018-2023 to the Francophone community?

Overall, the Strategic Plan was deemed valuable to the Francophone community and its implementation has yielded positive outcomes regarding significant improvements for the availability of communications in terms of signage and advertising.

However, the community still expressed concerns related to the value of the strategic plan, including the perceived disparities between Yellowknife and Hay River in terms of the communications and services provided. Additionally, the Francophone community noted that the quality of French services remained stagnant over the last five (5) years across the four (4) departments evaluated. Specifically, the quality of service was found to be good where it was available, however, in most cases the active offer was not made or followed by delivery of service. A subsequent issue related to the quality of French services was effective delivery. Mainly, the perception was inconsistency in the application of the active offer as the first point of contact to acknowledge whether a service was available in French.

Furthermore, GNWT surveys were established to determine the level of engaged involvement of the Francophone community (regarding the implementation of FLCS), however, the survey response rates did not improve over the past three (3) years. This implied that the level of community engagement remained low over these years, which directly correlated with a low level of input provided by community members.

Given that community members seldom provided feedback via the platform tool (for reasons outlined in Evaluation Question 1), the community would have appreciated for the GNWT to have data related to the use of the points of service, and address the key concerns / level of satisfaction of the Francophone community. To further exasperate the issue, there was no regular monitoring of the quality of services, which, if executed effectively, could have helped establish the contributing factors to the community's assessment of the quality of services.

Finally, the lack of awareness of the tools and resources (i.e. Votre Avis GTNO, Have Your Say) available to the Francophone community inherently reduced the level of opportunities for community input.

In order to effectively improve services and community input, we suggest the implementation of the following:

- Continue to implement guidelines related to monitoring and perform ongoing systematic audits of communications and services throughout the year via unannounced in-person and call inspections;
- Develop and implement new data gathering processes and tools (emphasis on HSS, Infrastructure (DMV), MACA (911) and DOJ) to:
 - (1) understand the size of the Francophone communities in Yellowknife, Hay River, Inuvik, and Fort Smith, and Francophone use of the points of service;
 - (2) prioritize the high-volume points of service locations; and
 - (3) implement a mechanism to collect feedback across the high-volume points of service. This direct feedback tool would allow the user to submit their level of satisfaction of experience, issues/concerns, comments and recommendations).
- Increase advertising and training on Votre avis GTNO with in-person and/or video information sessions, as well as the clarity and visibility of access to feedback platforms on the GNWT website;
- Review Guideline 6 of Strategic Plan on Community Input, primarily focusing on:
 - Facilitating increased public engagements between GNWT and the community
 - Engagement
 - Public feedback
- Open dialogue between FAS and community representatives to facilitate increased communications clarify expectations, and address issues submitted, and actions taken to address them
- Review format of the community survey to include more open-ended questions where community members are able to provide feedback comments and explanation.

Q4: To what extent have GNWT institutions increased their monitoring and reporting capacities?

Regarding the extent to which the GNWT institutions had increased their monitoring and reporting, discrepancies were observed between the results obtained from discussion/interviews and from the survey responses. Specifically, according to the interviews and discussions with government employees and community members, it was perceived that FAS had not significantly increased their monitoring and reporting capacities since the implementation of the (1) bilingual employee survey, (2) Francophone community survey, (3) operating plan template, (4) operating plan monitoring grid

and (5) audits and evaluations. Nevertheless, FAS has demonstrated a greater increase in their monitoring and reporting capacities which may have not been recognized by government employees and community members due to the fact of them being for internal use. In addition to the implementation of the tools mentioned previously, FAS also created a grid to follow up on recommendations from different tools, FAS internal monitoring grid, a procedure to answer feedback from Votre avis GTNO 1 and a grid to monitor feedback.

On the contrary, however, the survey results amongst FLSCs indicated that monitoring and reporting capacities increased and that they were effectively achieved as intended. Overall, the GNWT as a whole had increased its monitoring and reporting capacities in comparison to the last Strategic Plan.

The implementation of the MEA Plan was required by the Strategic Plan and was updated in 2020, to help track and assess progress and results of the implementation of the Strategic Plan (GNWT-wide). Moreover, this was used by FAS to track advancement of the Strategic Plan.

In terms of planning and reporting, GNWT institutions management had the responsibility of completing the available templates, which served as tools in monitoring and assessing the progress on actionable measures aligned with the Strategic Plan's objectives. While GNWT institutions were not required to have an MEA Plan, they instead, made use of their Operating Plan. This was used to plan GNWT institution activities for the year, and in conjunction, they made use of the Operating Plan Monitoring Grid to track and assess their progress and results of the implementation of their Operating Plan. While the tools were beneficial, the main concern was the involvement of management and their related accountability with regards to the Operating Plans. Mainly, institutions were responsible for its contents and its monitoring. While the baselines within the Operating Plan used to build activities in relation to the key objectives were appropriate, there was also a lack of consistency related to how government departments completed the template. The related objectives and activities, however, did not facilitate accurate monitoring and reporting as they remained rather broad and unmeasurable.

Based on the MEA Plan, three compliance audits were to be performed, however not according to the reporting schedule, this may have been attributed to the COVID restrictions and limitations. Moreover, the following tools established in the Monitoring Plan were effectively assessed within the appropriate reporting schedule; (1) Canadian Heritage Activity and Financial Reports, (2) Annual Report on Official Languages, (3) Bilingual Employees Survey Report and (4) Francophone Community Satisfaction Survey Report. Meanwhile, the GNWT institutions' Monitoring Reports were not effectively fulfilled by all departments and a trend revealed that targets remained relatively the same for each year, without much room for improvement.

For further analysis and effective reporting, the following is recommended:

- Review and update MEA Plan 2020, specifically with regards to the implementation of a new section to the Operating Plans by establishing specific actions/targets at the operating level unique to each government department;
- Establish and implement tangible indicators to measure progress (key performance indicators), such as customer satisfaction score, referral service utilization, interpreter service utilization, number of open service requests, number of open positions and time to fill positions;
- Implement reminders within government institutions on monitoring processes for consistency across departments, outlining scope and responsibilities, monitoring schedule and effective reporting on the monitoring template;
- Establish ongoing reporting with quarterly meetings with FAS to discuss guidance, progress, issues and feedback, and bi-yearly progress reports on department operating plan;

- FLSCs to conduct reviews of the points of public services more regularly;
- GNWT institutions to develop their own monitoring tools with the assistance of the French Language Monitoring and Evaluation Advisor for guidance;
- Conduct information sessions with FLSCs to clarify data collection processes, guidelines and indicators being monitored.

Health and French Services

Overall, the Evaluation of the French Language Communications and Services revealed a general trend for required improvements mainly with regards to the operations within the Health Department. Given that the Health Department is widely considered as a key government institution providing a highly essential service in the NWT, improvements within the structure and operational processes are of utmost importance. Specifically, a significant shortcoming was the recruitment and retention of bilingual employees, an issue not only within GNWT, but across all health institutions in Canada. Furthermore, the vision of the strategic plan may not align with the operational reality of the department and the goals stated within their operating plans as previously mentioned under evaluation question four (4), especially with respect to increasing bilingual capacity and the implementation of FLCS. This point directly ties to the following recommendation:

- Revise roles and responsibilities of HSS in the Strategic Plan

The four (4) data collection tools were also analyzed, and the following recommendations were established:

Bilingual employee survey

FAS should closely monitor the distribution of the survey amongst all government institutions and continue to tabulate the number of individuals to whom the survey was distributed to.

In order to take into consideration the concerns of the public and also fulfill the requirements of a data gathering tool, the Bilingual Employee survey could be distributed every 2-3 years, and a new, more interactive tool could be implemented in its place. Many have also suggested open discussions where they can express their opinions and concerns.

Finally, external parties who conduct the evaluation of the French language should create and administer the survey in order to remain objective.

Francophone community survey

Many community members had suggested establishing a data collection tool at the entrance of the most common points of service for the French community. Community members were seeking something simple, on the spot, easily accessible and for which they could complete in a short amount of time. This solution would both increase the usage of the tool, give good insight on the experience of the community, better help address their concerns, and help institutions' practices with regards to the delivery of the service.

Operating Plan Template

We suggest creating various Operating Plans that are specifically designed for each government department/institution. This would entail adjusting the goals specifically per department based on their progress, ensuring the activities directly target the objectives with measurable actions and for which progress can be seen. As stated previously, each plan should be completed with the help of FAS which would also increase the responsibility and accountability of institution management. Overlooking the progress through meetings would increase the level of accountability as management would need to remain aware and involved in the process. Through these meetings,

issues and concerns could be brought up prior to the submission of the monitoring report. This would in turn ensure awareness amongst all parties and enable proactive measures to be taken instead of the contrary; reactivity and pushing them to the next year to be worked on through upcoming target activities.

Operating Plan Monitoring Grid

The FAS should establish working sessions between GNWT departments and FAS for completion of the monitoring grid, to improve accountability on the part of management and to be compliant with the requirements (ex: evidence of actions taken). The collaboration between both parties would better facilitate the achievement of common objectives.

In addition to the written report, FAS should be consulted with throughout the entire process, not just once a year to ensure the adequate progress and direction of the institutions. Overall, the FAS has provided an effective starting point for the monitoring and reporting of activities, however, they could benefit from further improvement in terms of the consideration of different government institutions. This would also subsequently seek to make use of the actionable measures necessary to achieve their goals to the full extent.

In conclusion, the evaluation of the FLCS has helped address the four (4) evaluation questions while simultaneously yielding important points to consider moving forward in the design of the next Strategic Plan. Mainly, the effectiveness of the Strategic Plan has remained constant in comparison to that of the last evaluation, however, a notable improvement has been observed in terms of the delivery of communications in a bilingual capacity. Overall, the findings established within this evaluation have been consistent with those previously reported and, therefore, effectively determine the need for improvements and implementations of new processes required to achieve the objectives.

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Appendices

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Appendix 1 – Interviewees

Interviewees

(16) FLSC Interviewees	Organization Name
FLSC	Executive and Indigenous Affairs (EIA)
FLSC	Infrastructure (INF)
FLSC	Finance (FIN)
FLSC	Health and Social Services (HSS)
FLSC	Industry, Tourism, and Investment (ITI)
FLSC	Municipal and Community Affairs (MACA)
FLSC	Environment and Natural Resources (ENR)
FLSC	Business Development & Investment Corporation (BDIC)
FLSC	Hay River Health and Social Services Authority (HRHSSA)
FLSC	Lands
FLSC	Legislative Assembly (LA)
FLSC	Northwest Territories Health and Social Services Authority (NTHSSA) Stanton Hospital
FLSC	NTHSSA Yellowknife
FLSC	NTHSSA Fort Smith
Supervisor FLSC	Workers' Safety and Compensation Commission (WSCC)
FLSC	Education, Culture & Employment (ECE) Francophone Affairs Secretariat (FAS)

Note: due to the in-person interviews, one (1) FLSC member could not complete the survey, however participated in the group discussions.

(9) GNWT Employee Interviewees	Organization Name
Manager of Communications	NTHSSA
Assistant DM	Finance (FIN)
Director Corporate Communications	Executive and Indigenous Affairs (EIA)
DM	Education, Culture & Employment (ECE)
DM	Health and Social Services (HSS)
Executive Director	Francophone Affairs Secretariat (FAS)
French Monitoring and Evaluation Advisor	Francophone Affairs Secretariat (FAS)
Senior Advisor	Education, Culture & Employment (ECE) Francophone Affairs Secretariat (FAS)
System Manager of Official Languages	Health and Social Services (HSS)

(5) Community Representative Interviewees		Organization Name
Director General		Conseil de Développement économique des Territoires du Nord-Ouest (CDÉTNO)
Director		Réseau TNO Santé (RTS)
Director General		Fédération Franco-Ténoise (FTT)
Interim Director		Médias Ténos
Director		Collège Nordique Francophone (CNF)

(22) Franco Community Members Interviewees		Location
13 Community Members		Yellowknife
9 Community Members		Hay River



Appendix 2 – Evaluation Matrix

Evaluation Matrix

Questions	Sub-questions	Evaluation Indicators	Data collection sources
Question 1: How effective were leaders at all levels in promoting and supporting the vision of the Strategic Plan 2018-2023 throughout their GNWT institution?	1a. Did leadership foster a positive attitude towards FLCS among employees?	1a.1 Number of times that FLS Coordinators assisted Senior Officials to ensure the needs of human resources to deliver FLCS are met 1a.2 Number of times that French was included as an item as part of the agenda for senior management meetings, per institution 1a.3 Employees' perception of Senior Management Support	1a.1 GNWT institutions Operating Plan Monitoring Grids, Focus Groups with FLS Coordinators, Canada-Northwest Territories Agreement on French Language Services and Action Plan, Canadian Heritage Activity and Financial Reports 1a.2 GNWT institutions Operating Plan Monitoring Grids, Focus Groups with FLS Coordinators 1a.3 Bilingual Employee Survey Reports, Interviews with GNWT employees and senior officials, Interviews with Secretariat employees
	1b. Was leadership provided at all levels for French communication and services?	1b.1 Feedback from employees that leadership was provided at all levels for French communication services.	1b.1 Interviews with GNWT employees and senior officials, Interviews with Secretariat employees
	1c. How valuable is the dialogue between community groups, GNWT and other partners?	1c.1 Participants perception of the value in dialogues between community groups, GNWT and other partners.	1c.1 Interviews and focus groups with Francophone community leaders and representatives, Interviews with GNWT employees and senior officials, Interviews with Secretariat employees
Question 2: How strong was the capacity of the GNWT to implement the Strategic Plan 2018-2023?	2a. To what extent was the integration of FLCS into GNWT business planning processes achieved?	2a.1 Participants perception of the integration of FLCS into GNWT business planning processes.	2a.1 Focus Groups with FLS Coordinators
	2b. Are the documents, tools and support developed and provided by the Francophone Affairs Secretariat responding	2b.1 Number of initiatives executed by the Secretariat to support GNWT institutions 2b.2 GNWT institutions' satisfaction	2b.1 Canada-Northwest Territories Agreement on French Language Services and Action Plan, Canadian Heritage Activity and Financial Reports, Secretariat M&R Work Log

Questions	Sub-questions	Evaluation Indicators	Data collection sources
	to the needs of departments and agencies?	rate with support provided by the Secretariat	2b.2 Bilingual Employee Survey Reports, Focus Groups with FLS Coordinators, Interviews with GNWT employees and senior officials, Canada-Northwest Territories Agreement on French Language Services and Action Plan, Interviews with Secretariat employees, Canadian Heritage Activity and Financial Reports
	2c. Did FLSC and Secretariat employees receive adequate training and preparation to implement the Strategic Plan?	2c.1 Number of training sessions delivered on provision of FLCS 2c.2 GNWT institutions' satisfaction rate with quality of training provided by the Secretariat	2c.1 Canada-Northwest Territories Agreement on French Language Services and Action Plan, Canadian Heritage Activity and Financial Reports, Secretariat M&R Work Log 2c.2 Bilingual Employee Survey Reports, Focus Groups with FLS Coordinators, Interviews with GNWT employees and senior officials, Canada-Northwest Territories Agreement on French Language Services and Action Plan, Interviews with Secretariat employees, Canadian Heritage Activity and Financial Reports, Secretariat Training Evaluation Form
	2d. Did bilingual capacity to offer and provide French communications and service increase?	2d.1 Number of employees receiving the bilingual bonus 2d.2 Number and percentage of PPS in French that have active offer and delivery of FLCS 2d.3 Number of public requests in French received by Services TNO 2d.4 Number and type of feedback received from the public 2d.5 Number of words translated per year (including social media), according to the Standards and the OLA	2d.1 Department of Finance Human Resources Records, Canada-Northwest Territories Agreement on French Language Services and Action Plan, List of bilingual employees (includes WSCC and HRHSSA), Canadian Heritage Activity and Financial Reports 2d.2 Canada-Northwest Territories Agreement on French Language Services and Action Plan, List of PPS in French, Canadian Heritage Activity and Financial Reports 2d.3 Canadian Heritage Activity and Financial Reports, Services TNO's Service Requested by Language Reports 2d.4 Canada-Northwest Territories Agreement on French Language Services and Action Plan, Canadian Heritage Activity and Financial Reports, Secretariat M&R Work Log 2d.5 GNWT French Translation Services Word Counts Statistics (includes WSCC and Justice Legal Translation Services), Canada-Northwest

Questions	Sub-questions	Evaluation Indicators	Data collection sources
			Territories Agreement on French Language Services and Action Plan, Canadian Heritage Activity and Financial Reports
Question 3: How valuable was the Strategic Plan 2018-2023 to the Francophone community?	3a. To what extent has the implementation of the Strategic Plan increased the availability and accessibility of communications and services in French to the Francophone community?	3a.1 Number of dollars spent on advertisements in French 3a.2 Number and percentage of mirrored Websites 3a.3 Francophone community level of awareness towards GNWT FLCS	3a.1 L'Aquilon and Radio Taïga Sales Reports, Canadian Heritage Activity and Financial Reports 3a.2 GNWT institutions French Monitoring Survey, Canadian Heritage Activity and Financial Reports 3a.3 Francophone Community Satisfaction Survey Reports, Interviews and focus groups with Francophone community leaders and representatives, Interviews with Secretariat employees
	3b. How engaged was the Francophone community with regards to the implementation of FLCS?	3b.1 Number and type of GNWT engagements with the Francophone community regarding FLCS, by institution 3b.2 Number and type of partnerships between the GNWT and the Francophone community 3b.3 Number and type of promotional activities directed to the Francophone community 3b.4 Francophone community satisfaction rate on quality of GNWT FLCS	3b.1 GNWT institutions French Monitoring Survey, GNWT institutions Operating Plan Monitoring Grids, Interviews and focus groups with Francophone community leaders and representatives, Canada-Northwest Territories Agreement on French Language Services and Action Plan, Interviews with Secretariat employees, Canadian Heritage Activity and Financial Reports 3b.2 GNWT institutions Operating Plan Monitoring Grids, Interviews and focus groups with Francophone community leaders and representatives, Canada-Northwest Territories Agreement on French Language Services and Action Plan, Interviews with Secretariat employees, Canadian Heritage Activity and Financial Reports, Secretariat M&R Work Log 3b.3 GNWT institutions Operating Plan Monitoring Grids, Interviews and focus groups with Francophone community leaders and representatives, Canada-Northwest Territories Agreement on French Language Services and Action Plan, Interviews with Secretariat

Questions	Sub-questions	Evaluation Indicators	Data collection sources
			employees, Canadian Heritage Activity and Financial Reports 3b.4 Francophone Community Satisfaction Survey Reports, Interviews and focus groups with Francophone community leaders and representatives, Canada-Northwest Territories Agreement on French Language Services and Action Plan, Interviews with Secretariat employees, Canadian Heritage Activity and Financial Reports
Question 4: To what extent have GNWT institutions increased their monitoring and reporting capacities?	4a. Was the increase of GNWT institutions monitoring and reporting capacity achieved as intended?	4a.1 French Language Monitoring and Evaluation Advisor position occupancy rate 4a.2 Number and percentage of indicators from the Performance Measurement Plan included in the MEA Plan 2020 (Appendix C) that have been reported on, per year 4a.3 Number and types of compliance audits conducted 4a.4 Timeliness of data collection and reporting	4a.1 Department of Finance Human Resources Records 4a.2 Bilingual Employee Survey Reports, Francophone Community Satisfaction Survey Reports, GNWT institutions French Monitoring Survey, GNWT institutions Operating Plan Monitoring Grids, Canada-Northwest Territories Agreement on French Language Services and Action Plan, Interviews with Secretariat employees, Canadian Heritage Activity and Financial Reports, Annual Report on Official Languages 4a.3 Third Party Audit Reports 4a.4 Bilingual Employee Survey Reports, Francophone Community Satisfaction Survey Reports, GNWT institutions French Monitoring Survey, GNWT institutions Operating Plan Monitoring Grids, Canada-Northwest Territories Agreement on French Language Services and Action Plan, Interviews with Secretariat employees, Canadian Heritage Activity and Financial Reports, Annual Report on Official Languages



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