

GOVERNMENT OF THE NORTHWEST TERRITORIES

STRATEGIC PLAN

ON FRENCH LANGUAGE
COMMUNICATIONS AND SERVICES



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Minister's Message – GNWT Strategic Plan on French Language Communications and Services

Message from the Minister



I am pleased to present the first *GNWT Strategic Plan on French Language Communications and Services*. The plan will improve communication and service delivery in French to the public across government.

In 2010, the GNWT and the Fédération franco-ténoise established a Comprehensive Plan Consultation and Co-operation Committee to facilitate community consultations on the *GNWT Strategic Plan on French Language Communications and Services*.

The development of a Strategic Plan on French language provides the opportunity to build bridges among cultures, increase service in one of our important official languages and to highlight the unique diversity we enjoy in the Northwest Territories.

Language and culture enrich the very fabric of our northern society. Our efforts with our language communities are based on improving service standards and preserving and revitalizing our official languages for future generations.

The capacity of the Government of the Northwest Territories to provide official languages services has evolved considerably over the past few years. With cooperation and ongoing partnerships with French language groups, the government can continually improve its capacity to develop and deliver services to the French language community.

Masi,

A handwritten signature in black ink, appearing to be 'J. Lafferty'.

Honourable Jackson Lafferty

Minister Responsible for Official Languages

GOVERNMENT OF THE NORTHWEST TERRITORIES

STRATEGIC PLAN ON FRENCH LANGUAGE COMMUNICATIONS AND SERVICES

French is an Official Language in the Northwest Territories and the Government of the Northwest Territories recognizes the Francophone language community as an important component of Northwest Territories society and contributor to its social, economic and cultural development. In recognition of this, and that Official Languages have equality of status and equal rights and privileges, the Government of the Northwest Territories has created its Strategic Plan on French Language Communication and Services to guide its departments, boards and agencies in the development, provision and offer of French language services to the Francophone community.



PART A: LEGISLATIVE AND REGULATORY FRAMEWORK AND MEASURES

EXISTING LEGISLATION AND REGULATIONS

The *Official Languages Act of the Northwest Territories* (OLA) is the base upon which this plan rests.

The Government Institution Regulations list the agencies, boards, commissions, corporations, offices or other bodies designated as government institutions for purposes of the *Official Languages Act*.

REGULATIONS TO BE IMPLEMENTED

- Significant demand
- Nature of office

Significant Demand

For purposes of the *Official Languages Act*, the following communities are considered to represent “significant demand” for communications and services in French:

- Yellowknife
- Hay River
- Fort Smith
- Inuvik

The list may be amended by regulation, after a review conducted every four years and upon the advice of the Minister Responsible for Official Languages in consultation with the Fédération franco-ténoise (FFT).

The communities are identified on the basis of certain favourable criteria or indicators of the vitality of the French language such as statistics based on a combination of factors such as mother tongue, home language and ability to speak French and/or the existence of French-language institutions (such as a French school according to s. 23 of the Canadian Charter of Rights and Freedoms) that support the concept of a community living in French.

Nature of Office

For purposes of the *Official Languages Act* regarding communications and services in French, “nature of office” applies when an office, other than a head or central administrative office, of a government institution:

1. Generally offers services to the public; and
2. Is a central service point or a referral centre providing services to the public for the whole of the Northwest Territories.

PART B: ADMINISTRATIVE FRAMEWORK AND MEASURES

EXISTING ADMINISTRATIVE MEASURES

Government Institutions concerned

- As per regulations

Government Institution Offices concerned

- Head and central offices
- Offices impacted by the *significant demand* or *nature of office* criteria

MEASURES TO BE IMPLEMENTED

Official Guidelines (see the Guidelines proposed as part as of this Government Strategic Plan on French Language Communications and Services.)

Administrative structures and facilitating means to ensure that practical effect will be given to the official Guidelines:

1. Have a Francophone Affairs Secretariat and provide it with the appropriate authority and resources to fulfill the roles and responsibilities stipulated in Part 1 (6) of the Guidelines.
2. Establish French Language Services Coordinating Committee stipulated in Part 1 (7) of the Guidelines.
3. Ensure that French Language Services Coordinators are in place as per the Guidelines and that they have the appropriate authority and resources to carry out their duties, spelled out in Part 1 (8) of the Guidelines.
4. Establish an Advisor, French Language Services position stipulated in Part 1 (4) of the Guidelines.
5. Ensure a full-time Manager, Official Languages in Health and Social Services.

GUIDELINES ON FRENCH LANGUAGE COMMUNICATIONS AND SERVICES

These Guidelines are designed to facilitate the application of the *Official Languages Act* and apply to all the departments of the Government, the Office of the Legislative Assembly and those bodies cited in the *Government Institution Regulations*.¹

In the Guidelines:

- Bilingual means French and English.
- Minister Responsible for Official Languages means “Minister in charge of French Language Communications and Services”.

1. References to the Departments of the Government and agencies means *Departments of the Government, the Office of the Legislative Assembly and those bodies cited in the Government Institution Regulations*.

GUIDELINES, PART 1 – ROLES AND RESPONSIBILITIES

1. Executive Council

The Executive Council and the Legislative Assembly play an oversight role in the implementation and administration of the *Official Languages Act*.

2. Minister Responsible for Official Languages

- As per *Official Languages Act*.

To facilitate the fulfilling of his/her roles and responsibilities, the Minister will:

- Develop appropriate partnerships with the Francophone community and formally meet with that community at least once each year to ensure that the Government is aware of its needs and priorities;
- Recommend guidelines and strategies to the Executive Council for Government departments and agencies respecting plans, programs, policies, priorities, evaluations and reporting on French language communications and services;
- Make recommendations to the Financial Management Board in connection with the financing of Government programs, services and policies on French language communications and services; and
- Respond to public concerns respecting the provision and quality of French language programs and services.

3. Other Ministers

Individual Ministers are responsible, for their assigned departments and agencies, to:

- Provide for French language communications and services in their assigned departments and agencies as per the *Official Languages Act*, related regulations and these Guidelines;
- Ensure that annual plans, programs and reports respecting French language communications and services are prepared for assigned departments and agencies in accordance with the Guidelines; and
- With the Minister Responsible for Official Languages, respond to public concerns respecting the quality of French language communications and services provided by the departments and agencies for which the Minister is responsible.

4. Department of Human Resources

The Department:

- Provides advice and expertise in addressing bilingual human resource requirements through the human resource planning process, including recruitment, retention and French language assessment and language training strategies;
- Maintains an inventory and appropriate profile of the bilingual human resources within the public service;
- Maintains French language competency requirement profiles for designated bilingual positions and for the bilingual personnel on designated bilingual teams;
- Develops and implements, jointly with the Department of Health and Social Services, a interpretation resources plan dealing with the evaluation, based on objective standards, of the competency of French interpreters in health services and the provision of mandatory training in medical terminology;
- Works with the Francophone Affairs Secretariat and the French Language Services Coordinators to perform the above tasks; and
- Has an Advisor, French Language Services to help carry out the above and related functions.

5. Deputy Heads

Deputy Heads of departments and agencies:

- Support their Minister in carrying out the Minister's duties related to these Guidelines and the legislative framework;
- Provide clear direction within their area of jurisdiction regarding French language communications and services as per the *Official Languages Act* and guidelines;
- Designate a French Language Services Coordinator to assist and advise the Deputy Head on the implementation of these Guidelines; and
- Where appropriate, engage in consultation with appropriate Francophone community organizations respecting provision of services in French by the departments and agencies for which their Minister is responsible;

6. Francophone Affairs Secretariat

- Provides support and advice to the Minister Responsible for Official Languages in carrying out the Minister's related duties;
- Offers advice or tools and support to departments and agencies of Government for the purpose of developing plans on French language communications and services and adopting or providing programs, policies and services that reflect the expressed needs of the Francophone community;
- Develops orientation programs for the French Language Services Coordinators and, in cooperation with these Coordinators, for employees of government institutions with respect to their obligations under the OLA and Guidelines, and applicable legislation;
- Liaises with the Francophone community on a regular and ongoing basis regarding the provision of French language communications and services;
- Serves as a central support agency for departments and agencies for French language communications and services within the Government and provides interpretations of the Guidelines and all relevant regulations regarding such communications and services;
- Reviews the availability and quality of French language communications and services pursuant to the annual plan and, as may be required, makes recommendations for their improvement to the Minister Responsible for Official Languages;
- Coordinates the provision of French translation services government-wide;
- Works with the Departments of Human Resources and of Health and Social Services on the planning, the provision and the evaluation of trained and competent French language interpreters in the field of health;
- Ensures the proper recording of formal complaints and appropriate follow-up to legitimate complaints and works with the French Language Services Coordinators as warranted on resolving problems identified via complaints;
- Ensures the systematic audit of French language communications and services applicable to all government institutions;
- Manages Services TNO;
- Provides support to the Minister Responsible for Official Languages at the Ministerial Conference on Francophone Affairs;
- Negotiates, manages and administers any Government of the Northwest Territories agreements with the Government of Canada or with provincial/territorial governments regarding French language communications and services in accordance with Executive Council and Minister Responsible for Official languages direction;
- Chairs the French Language Services Coordinating Committee; and
- Carries out any other function assigned by the Minister Responsible for Official Languages.

7. French Language Services Coordinating Committee

The French Language Services Coordinating Committee:

- Is comprised of the French Language Services Coordinators designated by the Deputy Heads and is chaired by the Francophone Affairs Secretariat;
- Provides ongoing feedback and advice to the Francophone Affairs Secretariat on the content and implementation of these Guidelines;
- Makes recommendations to the Francophone Affairs Secretariat on issues and areas of importance to focus on during audits of French language communications and services;
- Reviews and assesses the consistency of practice among departments and agencies respecting these Guidelines and make recommendations, through the Francophone Affairs Secretariat, to the respective Deputy Heads as appropriate (copied to the responsible Minister);
- Acts as a forum to exchange ideas and discuss common issues and responses respecting communications and services in French; and
- Holds regular meetings to parts of which community representatives may be invited.

8. French Language Services Coordinators

The general responsibility of the French Language Services Coordinators is to champion and coordinate the provision of quality French language communications and services by their respective departments and agencies. The objective of the GNWT is to fill those positions with bilingual staff, especially in larger front line departments and agencies. French Language Services Coordinators are:

- Preferably fluently bilingual, especially in the larger front line departments and agencies;
- Very familiar with the programs and services of their department and agency;
- Senior officers or managers within the department or agency;
- Full-time dedicated positions for all larger front line service departments and agencies;
- Possibly serving several smaller departments and agencies in a shared dedicated position; and
- Able to communicate directly with the Deputy Head for purposes of assisting and advising on matters pertaining to French language communications and services.

The responsibilities of French Language Services Coordinators are to:

- Assist the senior officials of the department and agency in the planning and implementation of French language communications and services;
- Work with the Francophone Affairs Secretariat regarding the development of plans and strategies for an effective delivery and active offer of French language services;
- Assist the senior officials of the department and agency to ensure the department and agency has the necessary and appropriate human resources to deliver French language services in accordance with the department and agency French language communications and services plans (this includes participating in the selection of positions or teams to be designated bilingual (French/English), in the determination of the language competency requirements for each designated position or team and in the recruitment of qualified bilingual staff);
- Ensure the appropriate orientation and training of all department and agency staff respecting their obligations under the OLA and Guidelines with a focus on those staff providing front line services;
- Ensure that department and agency communications with the general public conforms to these Guidelines;
- Ensure the development and implementation of monitoring and evaluation initiatives aimed at assessing and reporting on progress and results in relation to the intended purposes of the *Official Languages Act* and of these Guidelines as well as applicable regulations;

- Ensure that department and agency reporting required pursuant to these Guidelines is accurate and timely;
- Assess any proposed changes to the department/agency 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 French language communications and services provided by the department and agency;
- Act as a department and agency resource in interaction and consultation with the Francophone community;
- Follow-up on any complaints received regarding the department and agency French language communications and services;
- Participate in the meetings of the French Language Services Coordinating Committee;
- Maintain a list of bilingual department and agency staff and provide advice to the Deputy Head regarding application of the Bilingual Bonus;
- Maintain an inventory of bilingual public printed material for all departments and agencies; and
- Maintain an inventory of all department and agency points of French language service delivery.

9. Key Units and Staff

Within each department and agency or within units responsible for certain centralized systems and operations of government, there are individuals or components that can play important roles with respect to the development, implementation and/or evaluation of French language communications and services. This section underlines some of their roles and responsibilities.

Divisional Directors and Program Managers are to:

- Integrate French language requirements within planning processes, delivery of programs and services, communications, human resources planning and development, monitoring and evaluating initiatives, reporting, budgetary planning as well as policy development; and
- Take measures to resolve shortcomings regarding the delivery of French language communications and services.

Communications Staff are to:

- Provide support and counsel to the appropriate members of the departments and agencies concerned respecting the development and execution of quality communications in French with due regard to the Guidelines; and
- Develop, with the Francophone Affairs Secretariat, a strategy to ensure that government notices that are to be published in English will also be published in French, as required in these Guidelines.

Directors/Managers of Finances are to:

- Provide guidance on the identification of resources to support the provision of French language communications and services and to ensure that French language requirements have been appropriately considered by the organization in the preparation of the budget.

10. Bilingual Service Providers, Bilingual Bonus Employees² and non-bilingual Front line Staff

The bilingual staff in designated bilingual positions and the bilingual staff on designated bilingual teams, as well as non-bilingual staff working with them and employees receiving bilingual bonuses, are to:

² Bilingual Required is a position where the ability to speak more than one official language is required to provide adequate service and the community or region the position serves determines the language(s) used in the position.

- Bilingual Preferred means the ability to speak a second official language is an asset to the position as an employee may occasionally provide assistance in another official language (i.e., field calls or requests from the public or interjurisdictional inquiries) but is not a requirement of the position.
- GNWT Human Resources Manual—1208—Bilingual Bonus

- Be familiar with the Guidelines and the Strategic Plan on French Language Communications and Services, their obligations and the appropriate processes and methods regarding the effective delivery or active offer of their services in French to serve the needs of the community; and
- Be sensitive to the importance of their key roles in the implementation of the *Official Languages Act* and related policies and guidelines and in the public's assessment of the effectiveness of that implementation.

GUIDELINES, PART 2 – SERVICES AND COMMUNICATIONS

2A Services

Service Philosophy

The Government believes that its programs and services should be available or accessible in French throughout the NWT via appropriate and practical methods that are adapted to the particular circumstances and needs of the francophone community. The objective is the effective and continuous delivery of French language services.

Effective delivery

An effective delivery 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.

The availability of French language services is made evident (a key aspect of active offer) with:

- Special signage to that effect;
- The display of French language and/or bilingual materials in public reception areas;
- The use of bilingual greetings in person, on the telephone or on telephone messages for callers where French language services are available; or
- The prominent offer of accessing information in French on the designated institution's website with due regard to quality and timeliness.

French language services are made readily available by:

- Using the bilingual format for the publication of public information and usage materials. Bilingual format means placing English and French side by side throughout the texts, in two columns on each page or flipside (on the reverse side of pages);
- Presenting materials in both languages in display areas and on websites;
- Having bilingual personnel at points of direct service to the public; and
- Using referral systems to facilitate the ready access to bilingual personnel when the first contact by the francophone client is with a non-French speaking employee. In the latter situation, the orientation and training of staff is essential to ensure that all (bilingual employees and those who are not) play an appropriate role in the provision of FLS;

An access to services in French is facilitated by providing services in French in locations where the francophone client will be at ease in utilizing French language services. Such locations should be determined in consultation with the francophone community.

Possible approaches may include:

- Single-window approaches;
- Using dedicated telephone lines for the services in question; or
- Using automated self-service telephone and Internet options allowing clients the opportunity to select the language of service.

Active Offer

As part of the planning regarding an effective delivery of French language services, it will often be necessary to take into consideration the issue of an active offer of such services.

An active offer is a greeting that informs the member of the public that they may communicate in either French or English. Its purpose is to ensure that an individual feels comfortable expressing himself or herself in either language when seeking a service. An active offer can take the form of a sign, a personal greeting or a message.

In those contexts where urgent or highly confidential matters are likely to arise, the person who seeks such services in French can easily access it or know it is available with an active offer.

Evidence of language service availability is provided through such means as written materials presented in a bilingual format, bilingual/multi-lingual signage, face to face or telephone reception procedures, or for internet based services, through the website.

Immediate Service, Referral Service and/or Direct Service

When the service sought by a member of the public involves urgent or highly confidential matters, he or she is entitled to immediate service in French. Such service should, ideally, be available without the interposition of a third party interpreter, especially when confidential and sensitive matters such as health are concerned.

On the other hand, when urgency or confidentiality is not immediately engaged, there is greater flexibility in determining how to provide services in French. For example, while a member of the public is entitled to ask in French for a service mandated by the OLA, the front line employee need not be bilingual. That individual should have ready access to a person who can respond to the request in French.

This can be accomplished by using a referral system to access a bilingual employee in the same office or in some other location. In some circumstances, the service provider is not necessarily physically located at the first point of contact but provides the service over the phone, through e-mail or video conferencing, or using internet based service mechanisms.

Taking effective delivery or active offer into consideration, the program or service planners and providers will strive to employ direct service measures in meeting the need for services in French. Direct service means the actual service provider is able to provide the service in French in a manner comparable to the service offered in English.

The capacity of the Government to meet these language service standards requires time to develop with appropriate planning. The programs and services and locations that are to receive highest priority for development of French language services capability are determined through consultation with the Francophone community.

Interpretation Service

The Government delivers its program and services throughout a territory of over one million square kilometers populated by just over forty thousand people, many living in small, remote communities, speaking English and French and nine aboriginal languages. The environment makes it a challenge for the Government to provide consistent quality services in every community. In many locations there is a single or very small team of providers for any particular service and staff turnover and/or recruitment difficulties can result in temporary interruptions in service availability in all languages, even in such fields as healthcare.

The Government will strive to fill designated service positions with bilingual staff but this may not always be possible and it may become necessary to fill key program and service positions with unilingual staff simply to ensure a critical service is available. In these temporary situations French language services may need to be provided through interpretation. When this occurs, the Francophone Affairs Secretariat will be notified of the situation and of the plan of action to address it.

Where circumstances require programs and services to be provided through interpretation, the interpretation service shall be promptly available and competent to the function. This means

there should be no undue delay in securing and making available a suitable interpreter, and that the Interpreter shall be fully fluent in both English and French.

The competency of interpreters in health services will be evaluated based on objective standards and mandatory training in medical terminology will be provided.

This will require that forethought and planning go into the provision of interpretation services and that a formal resourced interpretation plan be prepared and implemented as required.

This resourced interpretation plan shall be the responsibility of the Human Resources Department and Health and Social Services Department working in collaboration with the Francophone Affairs Secretariat.

2B Communications

Written Notices to the Public

Legislation provides that all instruments in writing directed to or intended for the notice of the public shall be circulated in English and French and in such other Official Languages as may be prescribed by regulation.

There is written documentation generated by the Government that is intended for internal consumption. Operational and procedural manuals, instructions and directives to staff, internal reports, etc. are generated and used by the bureaucracy itself. Many of these documents are available to the public should they ask, but they were not generated as deliberate, purposeful and formal communications to the public.

Where a written instrument is intended for internal operational guidance or purposes of the Government, it will not require translation.

Where a written instrument is intended for notice to or use by the public, it shall be translated and made available in English and French.

Examples of written instruments intended for the public

By way of further guidance the following is an illustrative, but not exhaustive, list of written instruments that require translation and simultaneous bilingual (French and English) publication:

- Any paid notice, advertisement or insert in a newspaper, periodical, radio broadcast or television channel (i.e. tender or proposal calls, job advertisements, proclamations, meeting or hearing notices, program and service announcements, promotional inserts, public education messages, commercials, etc.);
- Public Health and Emergency Measures Advisories;
- Program and service application or registration forms and documents (e.g. student financial assistance, land lease documents, tax filings, health care forms, corporate registry forms, etc.);
- All public signage (e.g. highway signs unless using universal pictograms, parks and tourism signs, public project signage such as those for construction projects, building signage (exterior and interior), etc.);
- Certificates, permits and licenses;
- Training manuals and materials intended to educate the public; and
- Brochures and promotional material intended to inform, educate or instruct the public.

Where there is ambiguity as to whether or not a written instrument is intended for the public and what translations are required, the advice of the Francophone Affairs Secretariat should be sought. Priorities of the Francophone community, as determined through consultations with that community, may also help determine the translation requirements and publication formats. Consultations with the Francophone Affairs Secretariat and, possibly, with the community may lead to various practical solutions such as translating and posting an executive summary of a voluminous document of limited distribution on the Internet.

Correspondence

All correspondence received from the public in French is answered in French in a timeframe comparable for all correspondence.

Correspondence initiated by a Government Institution and directed to a member of the public whose preferred official language of communication is not known will include a statement requesting the recipient to indicate his/her preferred official language for future communications. Subsequent correspondence by the Institution with that individual will respect the indicated preference.

Tender and Proposal Calls

All public advertisement of tender and proposal calls are published in English and French. When it is advertised in English in a territorial newspaper, it shall be advertised in French in a French language newspaper. Actual tender and proposal documents (e.g. detailed and technical specifications and drawings) would not normally require translation unless specific circumstances made it reasonable and desirable to do so. The advice of the Francophone Affairs Secretariat should be sought in these situations.

Websites

The contents of most Internet sites are considered written notices to the public and will be translated and posted in both French and English. Internet website guidelines will be developed to identify content to be translated.

Job Postings

When a job posting is advertised in English in a territorial newspaper, it shall be advertised in French in a French language newspaper.

Public Hearings and Meetings

Public hearings organized by a Government Institution and held to review and make a determination on a given matter of general public interest must take into account the need for French language communications and services. Likewise for public meetings organized by a Government Institution and held to further or discuss a matter of public concern, whether admission to the meeting is general or restricted. This is especially true for meetings seeking public opinion regarding major changes to legislation, regulations or policy or regarding initiatives that could have a major impact on the Francophone community.

This applies for the various aspects of the hearings or meetings:

- General public notification;
- Registration of presenters, if applicable;
- Reception of members of the public attending the hearings or meetings; and
- Interaction with presenters or members of the public attending the hearings or meetings.

To ensure the reception and interaction aspects, direct or interpretation services will be utilized.

Rather than provide the direct or interpretation services at all the public hearings or meetings, it may be more practical to ensure that for each broad based public consultation initiative undertaken that at least one formal consultation occurs with the Francophone community on that initiative whereby the community can participate in that consultation in the French language. That can be determined in consultation with the Francophone Affairs Secretariat and with the Francophone community.

Indication of Availability of French Language Services:

Signage and Materials Display

Signs will be placed in reception areas or on front counters where French language services are available directly or through a referral service **to indicate that services are available in English and French** (and other official languages as may be the case). Such signs are required in head or central offices and in other offices impacted by the *significant demand* or *nature of office* criteria.

Main directory board signs (interior sign located near the entrance to a building or facility that provides information or direction to the public) and **directory signs** (an interior sign located near the entrance to a floor or other section of such buildings or facilities) that are posted in English and French are also used to communicate the availability of French language services. Likewise for bilingual **exterior signs** placed on buildings or facilities. Such signs are required in head or central offices and in other offices impacted by the *significant demand* or *nature of office* criteria.

Materials displayed in English and French in such offices also serve to indicate the availability of French language services.

Signage and materials display guidelines will be developed.

Publication formats

To facilitate effective delivery of French language services and to ensure that such services are readily available, the bilingual format is used for public information and usage materials (documents and forms).

Bilingual format means placing English and French side by side throughout the texts, in two columns on each page or flipside (on the reverse side of pages).

Separate language versions are acceptable if the document exceeds ten standard pages of text.

If so advised by the Francophone Affairs Secretariat, a summary translation of a public document may replace full text translation if the original document exceeds twenty standard pages.

Public Communication Methods

Notices to the public are most often issued in newspapers and periodicals, through radio and television broadcasts, through mail outs, over the Internet and through information kiosks or at public access points.

When a notice is issued it is preferable that it be issued in a bilingual format, however, some public notices may be delivered in separate English and French language format.

As the goal is to communicate to all language communities it is important to utilize the media that best reaches a particular language community and to utilize practices that reflect how language communities prefer to be communicated with.

GUIDELINES—Part 3 – HUMAN RESOURCES

The Government of the Northwest Territories is committed to an effective delivery and, where applicable, an active offer of French language services. It understands that employees capable of providing such services and appropriately trained, positioned, encouraged and supported can play important roles in ensuring services in French.

To facilitate the implementation of an effective or active offer of French language services, the GNWT strives to make effective use of members of its workforce who can adequately provide services in French as well as in English. It will provide for a formal method of objective assessment of the oral and written capacity in French of employees occupying bilingual positions. It also endeavours to increase its bilingual workforce as necessary according to community based needs and language service delivery plans.

A systematic process will be established for recruiting francophone personnel (professional and other) including, in the health area: physicians, nurses, technicians and pharmacists.

The GNWT pursues the above human resources objectives through various means and activities. They comprise appropriate planning, strategy development and implementation actions.

Planning for an Effective Offer of French Language Services – The Human Resources Factor

As outlined elsewhere in these Guidelines, each designated institution (an institution having FLS obligation under the OLA of the NWT) assesses its French language communications and services (FLCS) and develops an Operating Plan on FLCS with an Annual Plan component. Various areas such as communications (written, oral and electronic) and services involving interactions with clients are covered in these plans on FLCS developed using a template provided by the Francophone Affairs Secretariat. Specific objectives and actions are identified on an annual basis. A report is made at the end of each year indicating the implementation results of the plans.

The objectives, actions and reports address, among other issues, the human resources considerations pertinent to the provision and improvement of French language services (FLS).

The French Language Service Coordinator plays an important role in the planning of FLS and in the strategy development for the implementation of such services. He or she works with the appropriate personnel, including management, in carrying out his or her responsibilities.

Bilingual Positions and Teams

The designated institutions have different options with respect to their bilingual human resource planning.

They can:

- Designate specific positions as bilingual;
- Use bilingual teams with a sufficient number of bilingual personnel to adequately offer FLS;
- Consolidate bilingual staff in single window service centres to cover a range of services; or
- Use a combination of the above options.

In determining what positions are designated as bilingual or which teams require a bilingual capacity, the following points are taken into consideration:

- Positions that serve the public directly (they may encompass a receiving, clerical or professional capacity; they may involve interactions in person or at a distance (over the telephone or Internet));
- Positions that are located where the French speaking clientele has easy access to them; and
- Needs of the Francophone clientele are effectively addressed.

When a service provided by government institutions is delegated to a third party, the government institutions will ensure that official language service requests are observed.

French Language Proficiencies

When designating positions or teams as requiring a bilingual capacity, planners also specify the level of French language proficiency required. The first contact level, generally the reception level, often implies interactions that are usually straightforward and uncomplicated and may thus require only an intermediary level of French language proficiency. A professional level necessitating a delivery of services that is more complex may require sophisticated verbal and writing skills in the French language.

The language proficiency categories (basic, intermediate and advanced) are those defined by the Department of Human Resources in consultation with the Francophone Affairs Secretariat. The levels so defined may be those utilized by the federal government. The Human Resources Plan can provide for norms and principles to that end.

Testing to determine the French language proficiency of existing employees or of candidates for designated bilingual positions or teams is done through the mechanisms developed by the Department of Human Resources or using the services and experts of the federal government.

Recruitment of Bilingual Personnel (creative approaches and systematic processes)

When working on its plans re FLCS, the designated institution looks at how best to utilize existing bilingual capacities in the workforce. It also develops strategies for the recruitment of bilingual staff as required for existing positions and teams or for envisioned future needs.

The recruitment of bilingual personnel (professional and other), including, in relation to health services, physicians, nurses, technicians and pharmacists, necessitates creative approaches and systematic processes such as those presented in the points which follow.

In order to facilitate the recruitment of bilingual staff, a variety of special initiatives are considered and appropriate implementation strategies have been developed. These include:

- Working with the community to identify potential bilingual candidates studying or working in NWT or elsewhere;
- Offering bursaries (under return of service arrangements) to bilingual students undertaking or pursuing studies in certain fields such as health or the social services;
- Making presentations on bilingualism in the government workforce at career fairs in French and immersion schools;
- Using summer placement of bilingual students and bilingual internship programs to entice bilingual individuals to jobs where their bilingualism will be useful;
- Creating work-experience programs that will place students from French and immersion schools in settings where FLS is provided;
- Developing internship programs, involving on-the-job assessment and training, to create opportunities for “non-qualified” employees to acquire experience and training leading to their eventual qualification for particular designated bilingual positions;
- Developing and maintaining registries of bilingual employees and professionals to better identify existing bilingual capacity in the workforce; and
- Establishing FLS employee committees to brainstorm and advise on bilingual human resource issues.

When recruiting for a designated bilingual position, the following procedural elements are respected:

- The job description indicates the French language proficiency requirements (oral comprehension, speaking, reading and, if necessary, writing);
- The position is advertised, bilingually, on the GNWT website and in the appropriate local newspapers and, if necessary, national newspapers and is advertised in French in L’Aquila;
- The selection committee includes language proficiency in the factors to consider in the pre-selection of candidates for the job interviews;
- The selection committee includes at least one bilingual person able to assess, according to predetermined methods, the language proficiency of candidates;
- Follow-up French language proficiency evaluations may be necessary;
- Job offers spell out, as may be required, any conditions that must be met within specified timeframes in the area of French language training and language proficiency improvements; and
- Provision of appropriate orientation of FLS for the recruited candidate to a bilingual position.

Retention of Bilingual Staff

FLCS Plans also identify the institution's strategies for the retention of bilingual staff. That can be done through a variety of special initiatives. Options may include:

- Developing policies and organizational cultures that value bilingual skills (e.g. advertisements and interviews are bilingual);
- Encouraging and providing professional development opportunities in French;
- Recognizing and crediting bilingual skills in job interviews and in job evaluations;
- Creating work environments where bilingualism is valued; and
- Encouraging and facilitating language training and improvement of French language capacity.

French Language Training

Plans on FLCS also outline strategies regarding the use of French language training to improve capacity to offer FLS. There are several options:

- Use French language training to improve language proficiency of staff in designated bilingual positions or of staff on bilingual teams;
- Use intensive training when FLS is required fairly quickly and use longer-term training when capacity is to be built up over time;
- Bring instructors in or send staff to be trained elsewhere; or
- Use federal or another equivalent French training program.

French Language Services Environment

Planning for the improvement of FLCS requires looking at ways of facilitating the creation of work environments conducive to an effective delivery and, where applicable, the active offer of FLS.

Best practices may include:

- Organize and carry out appropriate orientation sessions regarding the effective delivery and active offer of FLS for employees (including management) responsible for or involved with the planning and delivery of FLS;
- Ensure sensitization/coaching of all front-line employees regarding their roles in responding to French language communications from the public or in using referral systems to provide the appropriate responses; and
- Develop/use videos or other tools to provide the required training on the effective delivery and the active offer of FLS.

Plans on FLCS also ensure the use of referral systems to support the offer of French language services.

The referral system is an effective means by which employees, unable to provide an adequate service in French when dealing with a contact in that language in person or over the telephone, use a predetermined network of bilingual employees to respond promptly to the communication in French.

GUIDELINES, PART 4 – PLANNING AND REPORTING

Government and Department and Agency Systems and Responsibilities

Fulfilling the obligations and meeting the goals of the Government respecting French language communications and services requires a thorough and deliberate planning, monitoring, reporting, and evaluation system at both the Government and department and agency levels. At the Government level, the Minister Responsible for Official Languages has the responsibility to develop and implement these systems. At the department and agency level, the responsible Minister must ensure the development and implementation of a department and agency system that is compatible and complementary to the overall Government system.

In carrying out his or her responsibilities the Minister Responsible for Official Languages is supported by the Francophone Affairs Secretariat and the department and agency Ministers are supported by their respective Deputy Heads and French Language Service Coordinators.

During the planning, monitoring, reporting and evaluation phases, the Francophone community can be consulted or involved in various processes (see Part 6–Consultations).

Planning Components

Both long term strategic planning and regular annual planning related to long term operating planning are essential components of the systems required.

The department and agency plans respecting French language communications and services must be compatible with and complimentary to the overall Government plans on French language communications and services. The department and agency will consult with the Francophone Affairs Secretariat in developing its language plans to ensure this is achieved.

The schedule for the planning process should be structured to facilitate consultation with the Francophone community, but it must also effectively integrate with the primary planning and budgeting system of the Government.

Such consultations may serve to:

- Underline the priorities of the Francophone community in the NWT and its long and short term goals and objectives related to the development and vitality of that community in the NWT, taking into account up front the particular and different needs of French and English language communities;
- Determine the most appropriate and effective role for Government in helping the community to achieve its development goals and objectives;
- Inventory and evaluate the effectiveness of current Government supports and services to the community; and
- Determine the changes required to existing supports and services and what new supports and services are required for Government to fully meet the objectives of the OLA and to fulfill its role in helping to achieve relevant community goals and objectives.

Long Term Strategic Plan

A Government of the Northwest Territories strategic plan regarding French language communications and services (FLCS) is required with due attention to the legislative and regulatory framework, and adoption of guidelines for the better administration of services to the French language community.

The Government Strategic Plan on FLCS will:

- have a forward planning horizon consistent with overall Government planning;
- will reflect government wide policies, goals, objectives and actions;
- adhere to specific strategic planning and reporting guidelines developed by the Government;
- ensure measurable program and service level goals;

- ensure consultations with the Francophone community for advisory purposes regarding French language communications and services;
- ensure thorough environmental assessments at the department and agency level, including establishment of relevant baseline information regarding such matters as current French language communications available, French language service delivery locations and methods, bilingual human resources available and their language proficiency levels and Francophone community priorities;
- provide for an effective delivery of French language services (direct service, service at a distance, active offer, use of interpreters, etc.) as required throughout the organization and for all pertinent program activities;
- include a human resources component addressing the designation of positions or teams as bilingual as well as bilingual staff recruitment, retention and language development and training;
- include a monitoring and reporting system by which progress can be annually assessed and reported publicly; and
- be made public.

Annual Plans

The Department and agencies shall prepare annual plans respecting FLCS.

The FLCS Annual Plan will:

- be based on the Government Strategic Plan on FLCS;
- flow, in the case of the department and agency Annual Plan, from an Operating Plan developed by the department and agency using the assessment it did of its French language communications and services as a base;
- be coordinated with the Government's annual planning and budgeting process;
- adhere to specific annual planning and reporting guidelines issued by the Government;
- take into consideration, if applicable, the results of consultations with the Francophone community;
- focus on spheres that are key to effective French language services, namely communications (written notices to the public), service delivery locations and methods and bilingual human resources;
- specify measurable objectives and actions against which success and progress will be measured and publicly reported;
- specify any changes or adjustments to the monitoring and reporting system; and
- be made public.

Planning Process and Schedule

Strategic Plans

The initial Government Strategic Plan on French Language Communications and Services will apply for a period of five years.

Thereafter, the Government Strategic Plan on FLCS shall be revised and renewed so as to effectively link into the Government's regular strategic four-year planning cycle.

Representatives of the French language community will be consulted in the revision of this plan.

The Government Strategic Plan on French Language Communications and Services shall be developed in consultation with the Francophone Affairs Secretariat.

The Plan shall be submitted to and approved by Cabinet and comply with the current protocol with the Standing Committees of the Legislative Assembly respecting their review of major strategic and policy initiatives.

The financial resourcing component of the strategic language plan shall be subject to review and approval by the Financial Management Board and must adhere to the *Financial Administration Act* provisions respecting appropriations.

Once reviewed and approved by Cabinet, the Financial Management Board and, as required, by Standing Committees, the Government Strategic Plan on FLCS shall be made public.

Annual Plans

Department and agency Annual Plans on FLCS shall be required each year upon these Guidelines coming into force.

The annual plans shall be developed in consultation with the Francophone Affairs Secretariat and be submitted in conjunction with the Government's regular business planning and budgeting process.

The department and agency Annual Plan arises from the Operating Plan on FLCS that it will develop within a timeframe not exceeding one year after the Government Strategic Plan on FLCS comes into effect.

Consultations geared to obtaining Francophone community advice on relevant parts of draft plans must precede submission of the annual plans for approval; the Francophone Affairs Secretariat facilitates such consultations.

Monitoring and Reporting

The annual language plans of departments and Agencies will include measurable objectives and actions against which progress will be assessed and publicly reported on a regular basis.

Monitoring and Accountability

The Minister Responsible for Official Languages and each Minister responsible for a department and/or agency shall ensure that regular monitoring of progress on the objectives and actions established in the strategic and annual language plans for which they are responsible occurs. Their appropriate respective staff will provide support for the carrying out of this responsibility.

Effective monitoring requires a formal monitoring system by which predetermined information is collected, verified, compiled and analyzed. Each strategic and annual language plan is to include a description of how this monitoring system is structured and maintained on an ongoing basis.

During the year, the Francophone Affairs Secretariat will regularly follow-up with departments and agencies on progress being achieved and discuss potential corrective action.

Reporting

Progress on the objectives and actions of plans on FLCS shall be reported annually. If any progress report identifies that planned progress is substantially lacking, an explanation shall be provided and corrective measures identified.

Using the template provided by the Francophone Affairs Secretariat and related to the Annual Plans, department and agency progress reports shall be submitted to that Francophone Affairs Secretariat which shall compile the reports into a consolidated report for publication purposes.

The Minister Responsible for Official Languages shall issue reporting guidelines respecting timing, content and format to departments and agencies from time to time.

GUIDELINES, PART 5 – AUDITS AND EVALUATIONS

The Program Review Office of the GNWT Department of Executive coordinates periodic reviews of specific programs and services to clarify and confirm mandates, determine program effectiveness and recommend modifications, such as elimination, reduction or service improvements.

Systematic Audits

There will be systematic audits of French language communications and services applicable to all government institutions.

- The Francophone Affairs Secretariat will ensure that such an audit is carried out regularly and that a report on the audit is made public. It will develop a system for the audit and report in consultation with the French Language Service Coordinating Committee.
- The system will facilitate a focused assessment or audit of any matter pertaining to French language communications and services. The audit may concentrate on a specific issue or a few questions advanced by the French Language Service Coordinating Committee or resulting from consultations with the Francophone community.
- The Francophone Affairs Secretariat will proceed to implement the system and have audits carried out after having obtained the approval of the Deputy Ministers Committee in charge of the Government Strategic Plan on French Language Communications and Services and of the Minister Responsible for Official Languages.

Evaluations

The quality and adequacy of Government policies, plans and actions with respect to French language communications and services and progress towards planned goals and objectives shall be evaluated on a comprehensive government wide basis during the final year of each Government Strategic Plan on FLCS.

The following aspects will come into play when such evaluations are planned and implemented:

- The evaluator will be a person, firm or organization operating at arm's length from Government, selected by the Deputy Ministers Committee in charge of the Strategic Plan on FLCS in consultation with the Francophone Affairs Secretariat and the Francophone community and whose mandate will have been determined by that Deputy Ministers Committee in consultation with the Francophone Affairs Secretariat and representatives of the Community.
- Evaluations should be conducted in accordance with the Program Evaluation Standards as published by the Canadian Evaluation Society.
- The Francophone community shall be involved in the evaluation process.
- The results of evaluations shall be made public.

GUIDELINES, PART 6 – COMMUNITY INPUT

6A Consultations

The primary responsibility for maintaining the use and vibrancy of the French language and culture rests with the French language community itself. The Government is committed to support the French language community in the NWT to maintain the use and vibrancy of its language. In acting on this commitment the Government acknowledges that the Francophone community is in the best position to determine its own language needs and priorities.

Government support to the Francophone community shall be determined through:

- regular and structured consultation with the Francophone community (formal consultation); and
- ongoing dialogue and exchanges at a working level (working partnerships).

Consultation

The Francophone community has established bodies and institutions through which it addresses language related matters. Providing such bodies and institutions have a clear mandate from the community, the Government will formally consult with them on French language related matters.

In establishing these consultation guidelines the Government is making no attempt to impose an obligation on the Francophone community to engage in consultation if it chooses to decline the invitation to participate in a formal consultation process.

The minimum standards of formal consultation are:

- The Minister Responsible for Official Languages shall formally meet at least once each year with representatives of the FFT and other organizations to discuss matters of importance to the community and the Government in relation to the development of the Francophone community and the delivery of French language services by the Government; and
- Where the Francophone community has established a sector forum or participates in a government established sectoral forum, the responsible department and agency Minister or delegated authority shall meet at least once each year with that forum to address matters of importance to that community and the department and agency, including the department and agency's Annual Plan on FLCS, related progress achieved, and related reporting content.

Elements of consultation could be:

- due notice of meetings be provided the parties (one month minimum but preferably scheduled well in advance by mutual agreement);
- formal agendas be jointly developed in advance of the meeting;
- interpretation services for the meeting be provided;
- meeting minutes be recorded, circulated and subsequently approved by the parties; and
- documented follow-up action lists be maintained and reported on.

Normally the Government will host and chair the meetings, but with the agreement of the parties these responsibilities can be shared between the Government and the Francophone community.

These consultation guidelines may be waived or modified by mutual agreement between the Government and the Francophone community should a more appropriate approach be suggested by the community.

Working Partnerships

Although consultation is important to build the trust and relationships necessary for a respectful and productive working relationship, 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 such things as research studies, policy development, program design, and actual program delivery.

The Francophone Affairs Secretariat will be alert for opportunities to partner with the Francophone community on projects and initiatives.

Departments and agencies are encouraged to involve the community directly in initiatives and projects in their sector.

6B Complaints

Situations may arise where a member of the public is dissatisfied with the non-availability, incomplete provision or the poor quality of French language services.

A formal complaint may be lodged by that member of the public to the Government Institution concerned via the French Language Service Coordinator of that Government Institution or via the Francophone Affairs Secretariat. In either case, the Coordinator and the Francophone Affairs Secretariat will work together to ensure appropriate follow-up to the complaint.

A Complaint Form, developed by the Francophone Affairs Secretariat, will be used to record any formal complaint filed in person, in writing, by e-mail or by phone. A complainant wishing to remain anonymous must request that at the time of formally lodging the complaint. His or her request for anonymity will be recorded on the complaint form and his or her identity will also be recorded but will not be divulged during the follow-up given to his or her complaint.

Nothing in the plan prevents a member of the public from accessing the Languages Commissioner of the NWT regarding a complaint.

Follow-up to a complaint involves:

- Determining the legitimacy of the complaint;
- Assessing legitimate problems with the appropriate authorities in the Government Institution concerned;
- Finding appropriate solutions and taking corrective actions as warranted;
- Informing the complainant, within 30 workdays of the receipt of the complaint, of the measures taken or undertaken with respect to the problem and of any results that may already have been obtained by corrective actions. The FLS Coordinator or the Francophone Affairs Secretariat, whoever received the complaint initially, does this communication to the complainant in writing and copies the other as well as the Deputy Head concerned on that letter.

PART C: OPERATIONAL FRAMEWORK AND MEASURES

COMPREHENSIVE PLAN CONSULTATION/ COOPERATION COMMITTEE

The GNWT has developed this comprehensive implementation plan for communications and services in all government institutions under the OLA which in particular provides for the creation of a consultation/cooperation committee bringing together representatives of the Government of the Northwest Territories (GNWT) and the Fédération franco-ténoise (FFT) to consult on the drafting, implementation, administration and promotion of the comprehensive plan.

The GNWT benefits from a Consultation and Cooperation Committee. The Committee is reflective of the two major phases that cover the mandate of the Committee.

For the Drafting Phase, the Committee shall be comprised of five members of the FFT, and three representatives of the GNWT, namely the Deputy Minister of Health and Social Services, the Deputy Minister of Human Resources, and the Deputy Minister of Education, Culture and Employment.

For the Implementation, Administration and Promotion Phase, the Committee shall be comprised of three members of the FFT, and three representatives of the GNWT, namely the Deputy Minister of Health and Social Services, the Deputy Minister of Human Resources and the Deputy Minister of Education, Culture and Employment.

It is recognized that representation may change due to circumstances such as changes in organizational assignments or appointments within the GNWT or within the FFT.

This document was drafted by the GNWT in consultation with the Comprehensive Plan Consultation and Cooperation Committee.

INITIAL DEPARTMENT AND AGENCY OPERATING AND ANNUAL PLANS

Departments and agencies will do an Assessment of their French language communications and services and submit the Assessment and their initial Operating Plan on FLCS, with an Annual Plan component.

PROCESS FOR THE DEVELOPMENT, APPROVAL, IMPLEMENTATION AND MONITORING OF OPERATING AND ANNUAL PLANS ON FLCS

Development and Review

Step 1:

- The departments and agencies perform the Assessment of FLCS and develop a draft Operating and Annual Plan on FLCS.

Step 2:

- The department and agency senior management group considers the Assessment and the Operating and Annual Plan and approval is given to the French Language Service Coordinator to present the documents to the Francophone Affairs Secretariat.

Step 3:

- The documents submitted are evaluated by a small team under the direction of the Francophone Affairs Secretariat and in light of the Guidelines on French language Communications and Services and of the Government Strategic Plan on FLCS. The team includes the department and agency FLS Coordinator. The Francophone Affairs Secretariat will inform the Deputy Head concerned of the evaluation results.

Final Revisions and Approval

Step 4:

- The department and agency senior management group reviews the evaluated results and any changes recommended; improvements are made to the plans as may be necessary. The Deputy Head returns the revised Assessment and Operating and Annual Plan to the Francophone Affairs Secretariat.

Step 5:

- The Francophone Affairs Secretariat forwards the documents with an accompanying critique to the Minister Responsible for Official Languages.

Step 6:

- Once signed by the Minister, the Assessment and Operating and Annual Plan on FLCs are submitted to Cabinet for approval.

Implementation, Monitoring And Reporting

Step 7:

- The implementation of the Annual Plan is ensured and/or carried out by all those with roles and responsibilities outlined in the Guidelines and others as may be appropriate.

Step 8:

- Monitoring and reporting as per the Guidelines are ensured according to the systems put into place by departments and agencies. Monitoring facilitates the annual planning of objectives and actions and the annual reporting of results and progress on the actions stated in the strategic and annual plans.

Reviews And Annual Plans

Step 9:

- Each year, the departments and agencies review the operating plan and drafts a new annual plan component within appropriate timelines.

Steps 2 to 6 are then followed for purposes of finalizing and approving the new annual plan.

The new planning is facilitated by regular monitoring, as well as by the systematic auditing called for in the Guidelines on French Language Communications and Services.

APPENDICES

APPENDIX A: PROPOSED TIMELINES

ACTIVITY	APPROXIMATE START DATE	APPROXIMATE DEADLINE
Development of Government Strategic Plan on French Language Services (FLS)	August 2009	Summer 2010
Discussions/consultations with Francophone community re Government's FLCS initiatives	September 2010	Ongoing
Adoption of Government Strategic Plan	Spring 2012	Summer 2012
Development of regulations for significant demand and nature of the office	Summer 2012	Summer 2013
Development of guidelines	Summer 2012	Spring 2013
Development of a Communication Plan	Summer 2012	Winter 2012-13
Development of Government 1st Annual Plan on FLCS	Fall 2012	Summer 2013

APPENDIX B: ESTIMATED COSTS

Costs requiring additional or special earmarked funding April 2010¹

STRATEGIC FLCS PLAN ELEMENTS	Year 1 (2010-11)	Year 2 (2011-12)	Year 3 (2012-13)	Year 4 (2013-14)	Future Years or Ongoing
Consultation of Francophone community					
Comprehensive Plan Consultation Committee	\$ 50,000	\$30,000	\$20,000	\$10,000	\$10,000
Formal consultations as per Guidelines	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Francophone Affairs Secretariat					
Increased management responsibilities	\$40,000	\$41,000	\$42,000	\$43,000	\$44,000
Administrative assistant	\$70,000	\$72,000	\$74,000	\$76,000	\$78,000
Planning Facilitator	\$100,000	\$103,000	\$106,000	\$109,000	\$112,000
Contractual Work	\$50,000	\$52,000	\$54,000	\$56,000	\$58,000
Extra operating costs	\$25,000	\$26,000	\$27,000	\$28,000	\$29,000
Planning					
Assessment of FLCS	\$20,000				
FLCS Plan development	\$10,000	\$5,000	\$5,000	\$5,000	\$5,000
FLS Coordinators Increased FLS work time					
Health & SS (add ½ time)	\$50,000	\$52,000	\$54,000	\$56,000	\$58,000
Health Boards	\$75,000	\$78,000	\$81,000	\$84,000	\$87,000
Others	\$25,000	\$26,000	\$27,000	\$28,000	\$29,000
Extra resources needed	\$40,000	\$41,000	\$42,000	\$43,000	\$44,000
Bilingual Human Resources Facilitator					
Position costs	\$125,000	\$129,000	\$133,000	\$137,000	\$141,000
Operating costs	\$25,000	\$26,000	\$27,000	\$28,000	\$29,000

¹ The estimated costs are estimates that were developed in 2010 by M. Edmond Labossière, the expert-consultant that assisted the GNWT in the drafting of the Strategic Plan. The projections will be reviewed in greater detail once the implementation plan is completed.

STRATEGIC FLCS PLAN ELEMENTS	Year 1 (2010-11)	Year 2 (2011-12)	Year 3 (2012-13)	Year 4 (2013-14)	Future Years Or Ongoing
Bilingual Personnel					
Inventory	\$10,000				
Recruitment	\$25,000	\$125,000	\$100,000	\$100,000	\$100,000
Proficiency assessment	\$5,000	\$25,000	\$20,000	\$15,000	\$10,000
Language Training	\$5,000	\$25,000	\$25,000	\$25,000	\$25,000
Orientation re FLS	\$5,000	\$20,000	\$15,000	\$10,000	\$5,000
Services TNO				\$80,000	\$80,000
Communications					
Extra translation costs	\$50,000	\$300,000	\$300,000	\$300,000	\$300,000
Extra production costs	\$25,000	\$50,000	\$75,000	\$75,000	\$50,000
Extra publication costs	\$25,000	\$75,000	\$125,000	\$100,000	\$50,000
Extra signage costs	\$25,000	\$50,000	\$75,000	\$75,000	\$50,000
FLCS Reports		\$15,000	\$16,000	\$17,000	\$18,000
Promotional activities		\$20,000	\$25,000	\$25,000	\$20,000
Interpretation Services					
Provision	\$10,000	\$50,000	\$52,000	\$54,000	\$56,000
Evaluations	\$5,000	\$10,000	\$11,000	\$12,000	\$13,000
Training	\$5,000	\$30,000	\$31,000	\$32,000	\$33,000
Auditing & Evaluations					
Annual auditing			\$10,000	\$10,000	\$10,000
Evaluation in 4 th year				\$100,000	
TOTALS	\$905,000	\$1,481,000	\$1,577,000	\$1,738,000	\$1,574,000

Kĭspin ki nitawihtĭn ā nĭhĭyawihk ōma ācimōwin, tipwēsĭnēn.

Cree

Ŋerihł'ĭs dēne sŭlĭné yati t'a huts'elkēr xa beyéyati theŋa ŋat'e, nuwe ts'ēn yółti.

Chipewyan

If you would like this information in another official language, call us.

English

Si vous voulez ces renseignements en français, contactez-nous.

Français

Jii gwandak izhĭi ginĭk vat'atr'ijāhch'uu zhĭt yinothān jĭ', diits'āt ginohknĭi.

Gwich'in

Hapkua titiqqat pijumagupkit Inuinnaqtun, uvaptinnut hivajarlutit.

Inuinnaqtun

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Inuktitut

UVANITTUAQ ILITCHURISUKUPKU INUVIALUKTUN, QUQUAQLUTA.

Inuvialuktun

K'ēhshó got'ĭne xədá k'é hederi ŋedĭhtl'é yeriniwē níde dúle.

North Slavey

Edi gondi dehgéh got'ĭe zhatié k'ĕé edatł'éh enahddhē nide naxets'é edahí.

South Slavey

Tĭchọ yati k'ĕĕ dē wegodiĭ wek'ēhoĭzọ nēwọ dē, gots'ò goahde.

Tĭchọ