

**FRAMEWORK FOR THE DEVELOPMENT
OF FRENCH-LANGUAGE SERVICES PLANS
BY CHILD AND FAMILY SERVICES AUTHORITIES**

Last updated: January 2018

EXPLANATORY COMMENTS

The Francophone Community Enhancement and Support Act [web2.gov.mb.ca/laws/statutes/ccsm/_pdf.php?cap=f157], enacted in June 2016, requires that “Every public body must prepare and submit to the minister, at the time and in the form specified by the minister, a proposed multi-year strategic plan relating to the provision of French language services by the public body.” In addition, the Act states that: “A proposed plan for French language services that is submitted by a regional health authority under The Regional Health Authorities Act or a Child and Family Services Authority under The Child and Family Services Authorities Act is deemed to be a plan submitted under subsection (1).

In August 2002, the Legislative Assembly of Manitoba enacted The Child and Family Services Authorities Act [web2.gov.mb.ca/laws/statutes/ccsm/c090e.php], which established a new network for child and family services in order to better meet the needs of the First Nations and Métis communities. The founding principles of this new legislation are based on the recommendations made by the Aboriginal Justice Inquiry – Child Welfare Initiative. Under the Act, four child and family services authorities were established, namely two for First Nations communities, one for the Métis community and another for the general population. The mandate of these authorities is to oversee the child and family services agencies serving the clientele under their jurisdiction. The initial implementation of the legislation resulted in significant redeployment of staff. With respect to French-language services, this restructuring process presented both challenges and opportunities for innovation.

In December 2005, the provincial Cabinet passed the French Language Services Regulation (199/2005) [web2.gov.mb.ca/laws/regs/2005/199.pdf#page=1], which requires the four authorities to develop an annual French-Language Services (FLS) Plan and to submit it to the Minister of Family Services for approval.

The main components of the plan are set out in subsection 2(2) of the regulation. This provision reads as follows:

2(2) In a proposed plan, an authority must:

- a) describe its policy respecting French language services;
- b) describe the measures it will implement to ensure that child and family services are available and accessible in French to residents of designated areas;
- c) describe the measures that
 - (i) agencies mandated by the authority, and
 - (ii) designated agencies that are under the direction of that authority,

will implement to ensure that child and family services are available and accessible in French to residents of designated areas;

- d) describe the communication strategy it will use to publicize the availability and accessibility of its French language services;
- e) describe the process, actions and outcomes of the consultations taken under subsection (3);
- f) describe how it will consult with and ensure the involvement of French-speaking communities in designated areas in
 - (i) developing proposed amendments to the plan under section 4, and
 - (ii) preparing reports to the minister under section 5; and
- g) deal with any other matter and provide any other information that the minister requires.

Under the regulation, the authorities are responsible for establishing the parameters for the delivery of FLS by the agencies under their direction. Given the nature of their mandate, they are not however required to provide FLS themselves.

In developing their plan, the authorities may count on the support of the following entities:

- the Strategic Initiatives and Program Support Branch within the Department of Families;
- the Francophone Affairs Secretariat [www.manitoba.ca/fls-slf];
- Santé en français [santeenfrancais.com].

It should be noted that eighteen social services agencies were designated as bilingual in 1998 and that, along with the authorities, they benefit from the support services provided by Santé en français.

The above-mentioned regulation is largely based on the French Language Services Regulation (46/98) [web2.gov.mb.ca/laws/regs/pdf/r034-046.98.pdf], which applies to regional health authorities.

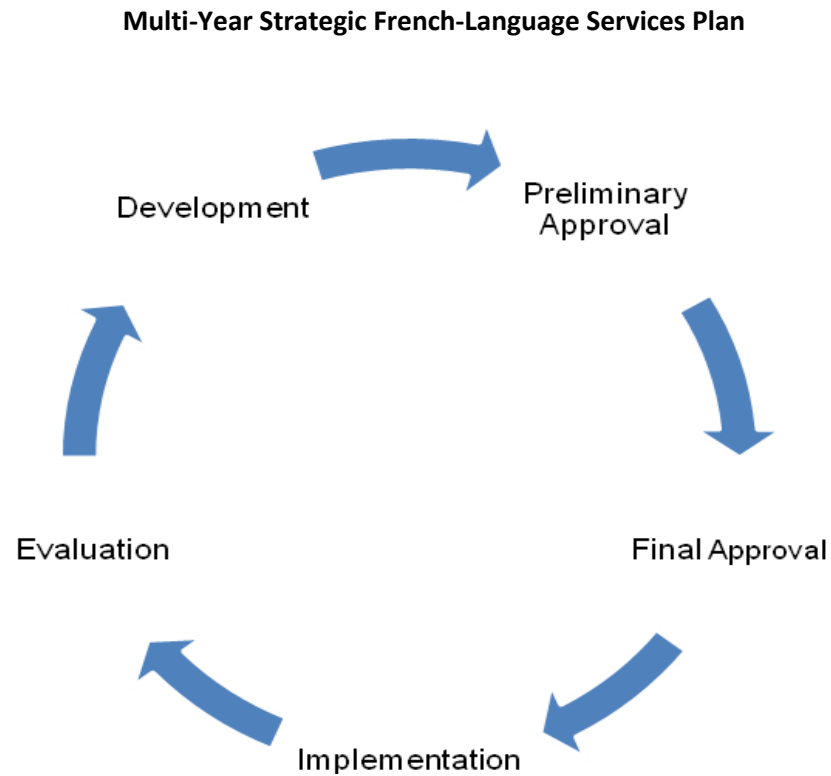
The purpose of this *Framework for the Development of French-Language Services Plans by Child and Family Services Authorities* is to simplify the work of the authorities. It is intended to serve as a guide for the development of a Multi-Year Strategic FLS Plan and FLS Annual Operating Plans and is meant to be used with flexibility. In consultation with Santé en français and the Francophone Affairs Secretariat, Authorities can therefore make such adaptations to the content of this guide as are warranted by their specific circumstances.

INTRODUCTION

The French-Language Services Plan consists of a Multi-Year Strategic Plan (see Section A) and annual operating plans (see Section B).

The Multi-Year Strategic FLS Plan is implemented by means of the annual operating plans.

The following diagram illustrates the planning cycle for the Multi-Year Strategic FLS Plan:



Section A

Template for the Development of a Multi-Year Strategic French-Language Services (FLS) Plan

20XX – 20XX

MULTI-YEAR STRATEGIC FRENCH-LANGUAGE SERVICES (FLS) PLAN

Authority:

Authority Contact Information:

Address

Postal Code

Telephone

E-mail

Date :

LIST OF AGENCIES UNDER THE DIRECTION OF THE AUTHORITY

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1. THE FRENCH-LANGUAGE SERVICES POLICY

Please read the French-Language Services Policy carefully prior to developing your Multi-Year Strategic FLS Plan: www.manitoba.ca/fls-slf/pdf/fls_policy.pdf.

2. DEVELOPMENT, APPROVAL, IMPLEMENTATION AND EVALUATION PROCESS FOR MULTI-YEAR STRATEGIC FLS PLAN

The development, approval, implementation and evaluation process for the Authority's Multi-Year Strategic FLS Plan consists of the following steps.

Initial Development:

1. Development of a draft Multi-Year Strategic FLS Plan by the staff of the Authority in close cooperation with the staff person responsible for social services matters at Santé en français. This draft Multi-Year Strategic FLS Plan should be directly linked to the Authority's general strategic plan.
2. Approval in principle by the Authority's Chief Executive Officer.

Preliminary Approval:

3. Review of the draft Multi-Year Strategic FLS Plan by Santé en français' Social Services Management Round Table with the participation of the Francophone Affairs Secretariat. The Authority is consulted with respect to all amendments proposed by the Table.
4. Recommendation respecting approval of the Multi-Year Strategic FLS Plan submitted by the Social Services Management Round Table to the Santé en français Board of Directors.
5. Review and approval of the Multi-Year Strategic FLS Plan by the Santé en français Board of Directors. This is a high-level review with one of its main objectives being to ensure that all steps in the process set out in this document have been followed.

Final Approval:

6. Approval and signing of the Multi-Year Strategic FLS Plan by the Authority's appropriate senior officer or body.
7. Signing of the Multi-Year Strategic FLS Plan by the Executive Director of Santé en français.
8. Approval and signing of the Multi-Year Strategic FLS Plan by the Minister of Families and the Minister responsible for Francophone Affairs.
9. Approved Multi-Year Strategic FLS Plan returned to the Authority. The Francophone Affairs Secretariat keeps an updated file of all approved FLS Plans.

N.B.: Written communications between the authorities and Santé en français as to the approval of the plans shall be through their respective Chief Executive Officers.

Implementation:

10. The Multi-Year Strategic FLS Plan is implemented by means of FLS Annual Operating Plans (Section B).

Evaluation:

11. An evaluation of the Multi-Year Strategic FLS Plan is carried out during the final year of each multi-year cycle and the evaluation report is submitted to Santé en français and to the Francophone Affairs Secretariat (see number 10, page 20). The report is used to initiate the development of the subsequent Multi-Year Strategic FLS Plan.

3. BACKGROUND AND CONTEXT

- Provide the context for the Multi-Year Strategic FLS Plan, referencing policies, acts, regulations and reports as deemed appropriate.
 - Set out the history of the development and approval of your Authority's plan.
 - Indicate who participated in the development and approval process of your Authority's plan.
 - Insert the standard wording below, regarding the structure of Santé en français.
- Describe the structural relationship between your Authority, on the one hand, and Santé en français on the other.

Structure of Santé en français.

In October 2004, the government of Manitoba designated the Conseil communauté en santé du Manitoba (CCS) inc. - known as Santé en français since March 2014 - as the official representative of the Francophone community in the areas of health and social services. Santé en français plays a leadership and coordination role to foster access by the Francophone community to quality French language services in the areas of health and social services. The composition of the Board of Directors and various committees of Santé en français is based on the general philosophy that the membership of these bodies should include representation from government as well as health and social services agencies in order to promote dialogue and the development of solutions by all stakeholders together. The composition of the Board of Directors as well as the relationship between said Board and the various committees of Santé en français, including the Regional Round Tables, the Health Management Round Table and the Social Services Management Round Table, are set out in **Schedule C**.

The role of the Social Services Management Round Table includes, among other things, the following elements:

- Inform, support and advise Santé en français Executive Director regarding French language social services operational issues, especially with social service agencies.
- Provide a strategic and operational link between Santé en français, Child and Family Services Authorities, social services providers and government agencies.
- Review the FLS Plans prepared by the Child and Family Services Authorities or by designated Francophone or bilingual social services agencies and recommend their adoption to the Board of Directors of Santé en français.

Consultation of the Francophone community as under the regulation is carried out through the structures of Santé en français.

4. DEFINITIONS

Bilingualism

The ability to communicate proficiently in both official languages.

Source: WRHA Policy Statement

Bilingualism Required

The requirement to be able to communicate in both official languages, qualifying as a *bona fide* occupational requirement for a Designated Bilingual Position.

Source: WRHA Policy Statement

French-Language Services Coordinator

An individual within a designated public body who has particular and specific responsibilities under the French-Language Services (FLS) Policy and policy guidelines for the overall implementation of French language services.

Source: Government of Manitoba's *Guidelines Manual for the Implementation of FLS*

Act

The Child and Family Services Authorities Act.

Agency

Entity acknowledged as such under The Child and Family Services Act and responsible for delivering child and family services under the aegis of an Authority.

Active Offer

The set of measures taken by designated public bodies to ensure that French language services are evident, readily available, easily accessible, and publicized, and that the quality of these services is comparable to that of services offered in English.

Source: Government of Manitoba's *Guidelines Manual for the Implementation of FLS*

Plan

The Authority's FLS plan.

Designated Bilingual Position

A position that must be filled by an individual who speaks both official languages and who is able to adequately deliver "comparable service" in French in accordance with the requirements of the FLS Policy, the active offer concept and the FLS Plan of his or her designated public body.

Source: Government of Manitoba's *Guidelines Manual for the Implementation of FLS*

Bilingual Format

The “bilingual format” as it pertains to forms means that the English and French texts are printed side-by-side or one after another throughout the form. As for public information documents, “bilingual format” means:

- parallel, dual-column format;
- back-to-front (i.e. with English on one side of page and French on the other);
- head-to-tail (i.e. with each version is upside down in relation to the other).

Source: Government of Manitoba’s *Guidelines Manual for the Implementation of FLS*

Linguistic Profile

Description of linguistic skills required in each official language. This includes a proficiency level for speaking (oral expression), comprehension (listening skills), reading and writing, as applicable for a Designated Bilingual Position.

Source: WRHA Policy Statement.

Regulation

The French Language Services Regulation (199/2005), passed pursuant to the The Child and Family Services Authorities Act.

Designated Region

Region in which French language services are offered as indicated in the schedule to the regulation.

Comparable Service

The provision of a service in French equivalent in quality, availability and accessibility to that offered in English.

Source: Government of Manitoba’s *Guidelines Manual for the Implementation of FLS*

French Language Services

The set of written, verbal, audio-visual and electronic communications in the French language by which a designated public body provides information or assistance to the members of the Francophone community in Manitoba, and which are comparable to its English language communications.

Source: Government of Manitoba’s *Guidelines Manual for the Implementation of FLS*

5. PROFILE OF THE AUTHORITY

Set out the principal characteristics of your Authority and the agencies under its direction.

Provide information on the following, in particular:

- The Authority's vision, mission and guiding principles;
 - The Authority's organizational chart;
 - The Authority's internal FLS policy;
- The composition of the Authority's FLS Committee
(in terms of the positions held by the members rather than their names);
- The Francophone clientele of the agencies under the direction of the Authority;
- All other relevant information pertaining to services affecting the Francophone population.

6. OVERVIEW OF CURRENT STATUS

Describe the current status of the agencies under the direction of the Authority with respect to the implementation of the FLS Policy, including the concept of active offer. This analysis will be used in developing and implementing the Multi-Year Strategic FLS Plan. The description should include:

- Accessibility of French language services (access to bilingual staff and bilingual documentation);
 - How services meet the needs of Francophone community;
 - Participation of FLS Coordinator in working groups and committees of the Authority;
 - Orientation of new employees to the FLS Policy and related legislation;
 - Training of employees (language training, responsibilities regarding the implementation of the FLS Policy and related legislation).
-

7. GUIDING PRINCIPLES

Identify the Authority's guiding principles with respect to French language services.
Examples follow, which can be adapted in relation to the Authority's particular circumstances:

The following principles, developed in close collaboration with the Francophone Affairs Secretariat and Santé en français' Social Services Management Round Table, will guide the Authority in its implementation of FLS based on the active offer concept.

1. The government of Manitoba's FLS Policy and related legislation shall be the basis for all decisions and actions.
2. The Authority shall ensure that agencies under its direction provide French language services in a pro-active manner. To this end, the Authority shall ensure that:
 - Services in French are evident, readily available, and easily accessible to the general public, and are comparable to those provided in English;
 - Administrative policies, contracts for services from outside agencies, and the setup or reorganization of programs and services take into account the requirement that French language services be actively provided.
3. FLS and the active offer concept shall be supported by management, who will play a critical role in creating an ambiance, culture and milieu where employee and client interaction occurs in French.
4. The Authority shall ensure that the agencies under its direction create an FLS Coordinator position. Within each agency, the FLS Coordinator shall play a role of leadership and liaison to ensure as well as promote appropriate and consistent implementation of the active offer of FLS, and shall be assisted by members of the agency's management team.
5. The Authority shall ensure that the agencies under its direction deliver on-going education and awareness sessions to employees to encourage their commitment to the active offer concept.
6. The Authority shall ensure that the agencies under its direction shall make the public aware of their commitment to the active offer of FLS by means of promotional activities, articles, etc.
7. Programs, services, resources and public information in one official language shall have a parallel counterpart in the other official language, taking into account the targeted audience or area.

8. Partnerships with other authorities and community groups/organizations shall be encouraged to allow for collaboration on the implementation of French language services inter-regionally.
9. The Authority shall ensure that the agencies under its direction be innovative in creating an environment that is favourable to the recruitment of new bilingual employees.
10. As a general rule, designated bilingual positions shall be located in designated bilingual areas, pursuant to the government of Manitoba's FLS Policy.

8. MULTI-YEAR STRATEGIC FLS PLAN

Indicate the strategic directions and priority actions proposed by the Authority to ensure the full implementation of the FLS Policy. This strategic FLS plan should be linked to the Authority's general strategic plan.

The three strategic directions listed below are required. Others may be added.

A – STRATEGIC DIRECTIONS	B – PRIORITY ACTIONS (Please specify relevant years)
Active Offer (designated bilingual positions, publications, signage, etc.)	
Cooperation with the Francophone community	
Promotion and awareness activities	

9. APPROVAL AND SIGNING OF THE MULTI-YEAR STRATEGIC FLS PLAN

Chief Executive Officer, Authority

Date

Executive Director, Santé en français

Date

Minister of Families

Date

Minister responsible for Francophone Affairs

Date

10. EVALUATION OF MULTI-YEAR STRATEGIC FLS PLAN (to be completed at the end of each multi-year cycle)

The Multi-Year Strategic FLS Plan will be evaluated during the final year of each multi-year cycle and the evaluation report submitted to Santé en français and to the Francophone Affairs Secretariat.

The Santé en français' Social Services Management Round Table shall actively participate in the evaluation process.

The evaluation report must provide quantitative and qualitative data and cover the following items:

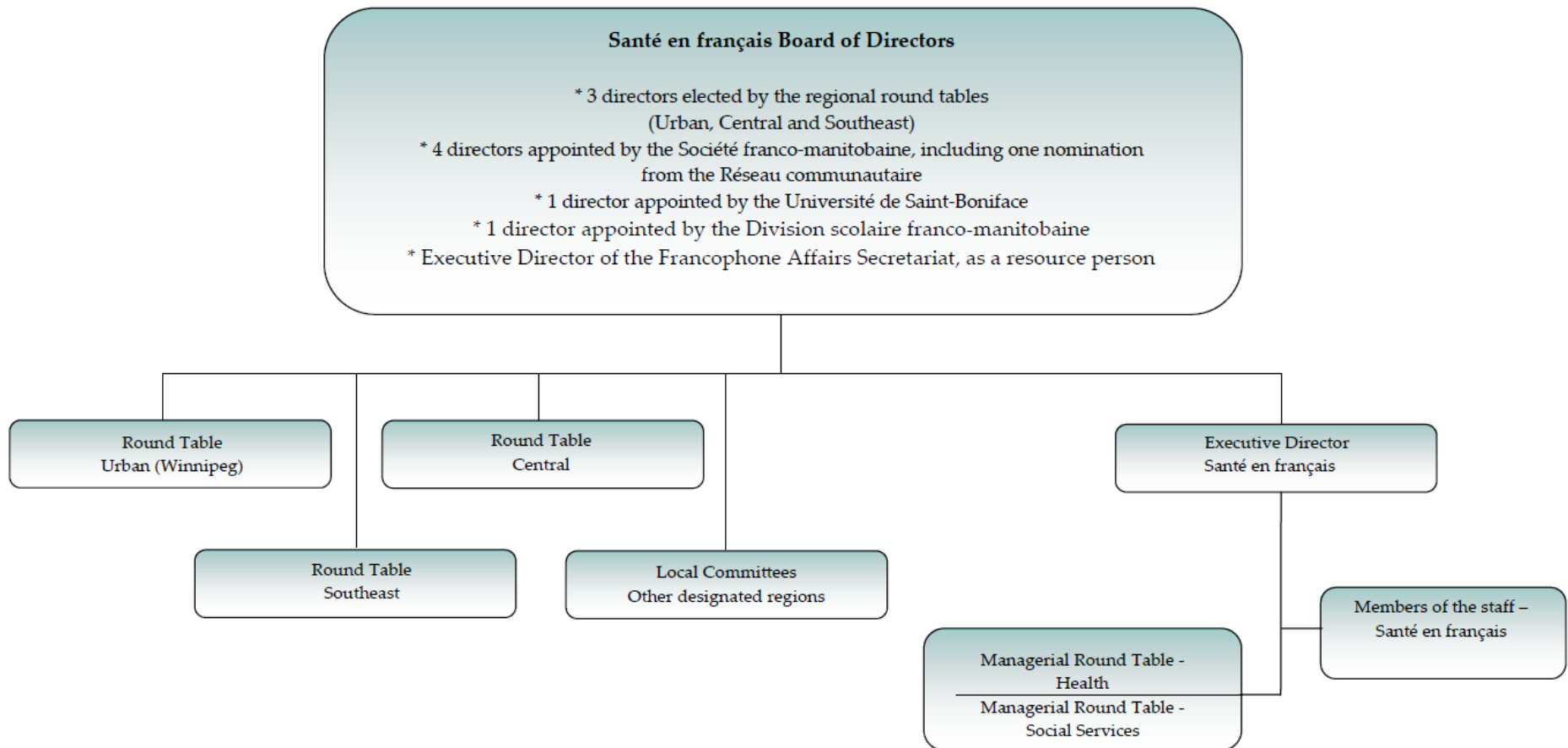
- Main features of the implementation of the FLS Policy by the Authority;
 - Delivery of services in the context of active offer;
 - designated bilingual positions (recruitment, orientation, training)
 - publications (including websites)
 - signage
 - Cooperation with the Francophone community;
 - Promotion and awareness activities;
 - Effectiveness of the plan (the extent to which the needs of the French-speaking community were met);
 - Major achievements;
 - Most important challenges.
-

Schedule A

ORGANIZATION CHART OF THE AUTHORITY AND AGENCIES UNDER ITS DIRECTION

SANTÉ EN FRANÇAIS ORGANIZATIONAL CHART

SCHEDULE C



Section B

Template for the Development of a French-Language Services (FLS) Annual Operating Plan

20XX – 20XX

FRENCH-LANGUAGE SERVICES (FLS) ANNUAL OPERATING PLAN

Authority:

Authority Contact Information:

Address

Postal Code

Telephone

E-mail

Date :

APPROVAL AND SIGNING OF THE FLS ANNUAL OPERATING PLAN

Chief Executive Officer, Authority

Date

1. COMPOSITION OF FLS COMMITTEE

In order to develop, implement, review and evaluate the FLS Annual Operating Plan, each Authority must establish an FLS Committee. It is recommended that this committee include the following individuals: the Chief Executive Officer of the Authority or his/her representative, senior officers of the agencies and the FLS Coordinator for each agency.

MEMBERS OF THE FLS COMMITTEE

Name	Position

2. FLS ANNUAL OPERATING PLAN

For each of the strategic directions included in the Authority's Multi-Year Strategic FLS Plan, please indicate the initiatives/actions proposed and their expected outcomes. Initiatives/actions may be related to the following: active offer (designated bilingual positions, publications, signage, etc.), collaboration with the Francophone community, promotion and awareness. The table may be added to as required.

STRATEGIC DIRECTION 1: Active Offer (designated bilingual positions, publications, signage, etc.)		
<i>INITIATIVES/ACTIONS</i>	<i>EXPECTED OUTCOMES</i>	<i>TIMETABLE/ INDIVIDUALS RESPONSIBLE FOR IMPLEMENTATION</i>
STRATEGIC DIRECTION 2: Collaboration with the Francophone community		
<i>INITIATIVES/ACTIONS</i>	<i>EXPECTED OUTCOMES</i>	<i>TIMETABLE/ INDIVIDUALS RESPONSIBLE FOR IMPLEMENTATION</i>

STRATEGIC DIRECTION 3: Promotion and awareness activities		
<i>INITIATIVES/ACTIONS</i>	<i>EXPECTED OUTCOMES</i>	<i>TIMETABLE/ INDIVIDUALS RESPONSIBLE FOR IMPLEMENTATION</i>
STRATEGIC DIRECTION 4:		
<i>INITIATIVES/ACTIONS</i>	<i>EXPECTED OUTCOMES</i>	<i>TIMETABLE/ INDIVIDUALS RESPONSIBLE FOR IMPLEMENTATION</i>
STRATEGIC DIRECTION 5:		
<i>INITIATIVES/ACTIONS</i>	<i>EXPECTED OUTCOMES</i>	<i>TIMETABLE/ INDIVIDUALS RESPONSIBLE FOR IMPLEMENTATION</i>

**3. FLS ANNUAL OPERATING PLAN — EVALUATION FOR PRECEDING FISCAL YEAR
(To be completed during the fourth quarter of the fiscal year, for the period from April 1 – March 31)**

For each of the strategic directions contained in the Authority’s Multi-Year Strategic FLS Plan, please indicate the initiatives that have been carried out during the past year, the expected outcomes and the achieved outcomes.

The evaluation report will include qualitative and quantitative data and may refer to the following:

- Main features of the implementation of the FLS Policy by the Authority;
- Delivery of services in the context of active offer;
 - designated bilingual positions (recruitment, orientation, training)
 - publications (including websites)
 - signage
- Cooperation with the Francophone community;
- Promotion and awareness activities;
- Effectiveness of the plan (the extent to which the needs of the French-speaking community were met);
- Major achievements;
- Most important challenges.

Santé en français shall participate actively in the evaluation process, primarily through its staff person responsible for social services matters and its Social Services Management Round Table.

The table may be added to as required.

STRATEGIC DIRECTION 1: Active Offer (designated bilingual positions, publications, signage, etc.)		
<i>INITIATIVES/ ACTIONS</i>	<i>EXPECTED OUTCOMES</i>	<i>ACHIEVED OUTCOMES</i>

STRATEGIC DIRECTION 2: Collaboration with the Francophone community		
<i>INITIATIVES/ACTIONS</i>	<i>EXPECTED OUTCOMES</i>	<i>ACHIEVED OUTCOMES</i>
STRATEGIC DIRECTION 3: Promotion and awareness activities		
<i>INITIATIVES/ ACTIONS</i>	<i>EXPECTED OUTCOMES</i>	<i>ACHIEVED OUTCOMES</i>
STRATEGIC DIRECTION 4:		
<i>INITIATIVES/ACTIONS</i>	<i>EXPECTED OUTCOMES</i>	<i>ACHIEVED OUTCOMES</i>
STRATEGIC DIRECTION 5:		
<i>INITIATIVES/ACTIONS</i>	<i>EXPECTED OUTCOMES</i>	<i>ACHIEVED OUTCOMES</i>

Given the achieved outcomes identified above, please provide the following information for the past fiscal year. To the greatest extent possible, the information provided should be in a condensed format.

ACHIEVEMENTS:

CHALLENGES:

PLANNED IMPROVEMENTS: