



**Multi-Year Strategic
French Language Services (FLS) Plan**
Instructions

INTRODUCTION

The French Language Services (FLS) Plan consists of a multi-year strategic plan which is best implemented through the use of annual operating plans.

The following diagram illustrates the planning cycle for the FLS Plan:

French Language Services Plan

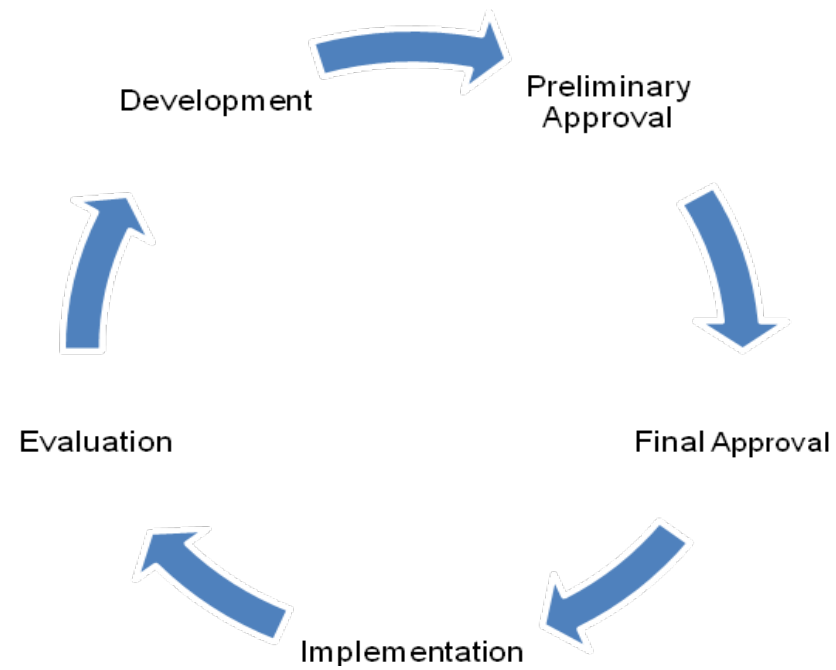


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THE FRANCOPHONE COMMUNITY ENHANCEMENT AND SUPPORT ACT

In June 2016, the Manitoba Government enacted the [Francophone Community Enhancement and Support Act](#). This Act provides a framework for enhancing the vitality of Manitoba's Francophone community and for supporting and assisting its development. Highlights of the legislation include:

- establishing a Francophone Affairs Advisory Council to advise and make recommendations to the Minister responsible for Francophone Affairs;
- modernizing the mandate of the Francophone Affairs Secretariat;
- requiring public bodies to prepare multi-year strategic plans related to the provision of French language services (FLS);
- requiring a report on the work of the Secretariat and the Advisory Council, and progress made by public bodies to implement their FLS plans to be tabled annually.

The Act sets out the elements which need to be included in the Multi-Year Strategic FLS Plan. The relevant section states:

Contents of plan

11(2) In its proposed plan, the public body must describe

- (a) the priorities of Manitoba's Francophone community in relation to the public body's French language services;
- (b) the public body's capacity to provide French language services;
- (c) the provision of French language services by the public body as they relate to its policies, programs and services including those programs and services provided by third parties on its behalf;
- (d) the provision of French language services by each administrative tribunal that falls within the public body's mandate;
- (e) other measures to be taken by the public body to enhance the vitality of Manitoba's Francophone community and to support and assist its development; and
- (f) any matter required by regulation or the minister.

THE FRENCH LANGUAGE SERVICES (FLS) POLICY

Please read the French Language Services (FLS) Policy carefully prior to developing your public body's Multi-Year Strategic FLS Plan. You can find a copy of the FLS Policy on the Francophone Affairs Secretariat website, [here](#).

DEFINITIONS (*Source: Guidelines Manual for the Implementation of French Language Services*)

You can find a list of terms frequently used in the implementation of the FLS Policy [here](#).

DEVELOPMENT, PRELIMINARY APPROVAL, FINAL APPROVAL, IMPLEMENTATION AND EVALUATION PROCESS

The development, preliminary approval, final approval, implementation and evaluation process for the Multi-Year Strategic French Language Services (FLS) Plan of the public body is as follows:

Development:

1. Development of a draft Multi-Year Strategic FLS Plan by the FLS Committee, with the assistance of Policy Analysts from the Francophone Affairs Secretariat. The draft Multi-Year Strategic FLS Plan is based on data and resources provided by the public body, and should be directly linked to the public body's general strategic plan.
2. Approval in principle by the public body's senior executive.

Preliminary Approval:

3. Review, revision and evaluation of the draft Multi-Year Strategic FLS Plan in light of The Francophone Community Enhancement and Support Act, and of Manitoba's FLS Policy, by a team led by the Francophone Affairs Secretariat. The draft Multi-Year Strategic FLS Plan may be provided to the Francophone Affairs Advisory Council for its advice and recommendations.

Final Approval:

4. Review of the revised Multi-Year Strategic FLS Plan by the public body's senior executive.
5. Approval of the Multi-Year Strategic FLS Plan by the public body's most senior manager (Deputy Minister or CEO) and Minister.
6. Multi-Year Strategic FLS Plan submitted to the Francophone Affairs Secretariat.
7. Public body's Multi-Year Strategic FLS Plan recommended to the Minister responsible for Francophone Affairs by the Secretariat.
8. Approval of the Multi-Year Strategic FLS Plan by the Minister responsible for Francophone Affairs.
9. Approved Multi-Year Strategic FLS Plan returned to the public body. The Francophone Affairs Secretariat retains an updated file of all approved FLS plans.

Implementation:

10. The Multi-Year Strategic FLS Plan should be implemented by means of FLS Annual Operating Plans.

Evaluation:

11. In accordance with the Francophone Community Enhancement and Support Act, the public body must provide information to the Minister responsible for Francophone Affairs (at the time and in the form specified by the Minister) about the implementation of its approved Multi-Year Strategic FLS Plan and the progress made under it. The public body will provide information each fiscal year to the Francophone Affairs Secretariat about its accomplishments and actions under the Multi-Year Strategic FLS Plan to be included in the Annual Report on French Language Services.
12. An evaluation of the Multi-Year Strategic FLS Plan should be carried out at the end of each fiscal year and submitted to the public body's senior executive. These evaluations will be used to modify the Multi-Year Strategic FLS Plan when necessary, and to initiate the development of the subsequent Multi-Year Strategic FLS Plan. At the end of the Multi-Year Strategic FLS Plan, it will be evaluated by the FLS Committee, submitted to the public body's senior executive for approval, and then presented to the Francophone Affairs Secretariat.

THE FRENCH LANGUAGE SERVICES (FLS) COMMITTEE

In order to develop, implement, review and evaluate the Multi-Year Strategic FLS Plan, each public body must establish a permanent FLS Committee.

This committee should include the FLS Coordinator (who will act as Chair), a Policy Analyst, and Division Heads.

N.B. For public bodies without a full-time FLS Coordinator, it is recommended that a Policy Analyst from the Francophone Affairs Secretariat be a member of the FLS Committee.

The Committee should meet on a regular basis. When Division Heads are unable to attend, they should arrange to send a delegate with authority to act on their behalf. It may on occasion be necessary to include a Human Resources Manager in meetings where staffing issues are being discussed.

PROFILE OF THE PUBLIC BODY

In the first section of the Multi-Year Strategic French Language Services (FLS) Plan, you will be asked to provide an outline of the main characteristics of your public body. This should include the vision and mission statements, and a brief list of the public body's priorities. A description of divisions, boards and agencies should be provided, along with any acts, regulations and policies that may affect French language services and Manitoba's Francophone community. An up-to-date organizational chart should be attached to the plan.

OVERVIEW OF THE CURRENT STATUS

Describe the current status of your public body with respect to the implementation of The Francophone Community Enhancement and Support Act and 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 achievements in such areas as:

- Accessibility of services in French (designated positions, bilingual capacity among staff, bilingual websites, bilingual signage, bilingual documentation and advertising campaigns, etc.)
- How services meet the needs and priorities of the Francophone community
- The provision of French language services by the public body, including programs and services provided by third parties on its behalf and by administrative tribunals that fall within the public body's mandate
- Orientation of new employees with regard to the Francophone Community Enhancement and Support Act, the FLS Policy and the concept of Active Offer
- Ongoing training of all staff (with specific reference to French language training, and awareness of their responsibilities regarding the implementation of the Act, the FLS Policy and the concept of Active Offer)

This information should be provided in a succinct, clear manner (ideally in bullet form), indicating exactly how the public body is assuming its responsibilities under the Act and the FLS Policy.

INFORMATION TO INCLUDE IN THE MULTI-YEAR STRATEGIC FRENCH LANGUAGE SERVICES (FLS) PLAN

The Multi-Year Strategic FLS Plan should provide a road-map for your public body's future efforts with regard to the implementation of French language services, based on the concept of Active Offer and in accordance with the FLS Policy and the Francophone Community Enhancement and Support Act. It should follow the priorities set out in the public body's own strategic plan. If a priority is Health and Wellness, for example, and one of the objectives is to inform Manitobans about healthy locally-grown food choices, then ensuring that the capacity exists to deliver the program in French should be a priority for the Multi-Year Strategic FLS Plan as well.

Key Result Areas: The key activities (areas of work) which need to be accomplished in order to achieve its FLS objectives. These areas can be denoted as follows: Delivery of French language services in the context of the Active Offer; Cooperation with the Francophone community; Promotion and Awareness activities.

Work to be Completed: The work that needs to be done to further these key result areas.

Action Steps: The individual activities to be carried out under each heading of work. These do not need to be in-depth or overly detailed (those descriptions should be kept for the FLS Annual Operating Plan), but rather should offer a general view of the types of processes which need to be undertaken in order to complete the work which makes up the Key Result Areas.

Key Performance Indicator(s): Measurable output linked to the project/task. E.g. 'Number of words translated' could be the Key Performance Indicator for the Work to be Completed 'Ensure bilingual information is available to the public'.

Measurable Statement(s): A statement, usually quantifiable, that is your actual measure of success (outcome). The Key Performance Indicators and the Measurable statement will be particularly useful when it comes to evaluating your plan.

Timeline: In some instances, this may be an ongoing project, which will be continued throughout the duration of the Multi-Year Strategic FLS Plan. However, you are asked to provide a more detailed schedule whenever possible (e.g. if your Work to be Completed refers to a project with a clear beginning and end – 'Update all past Fact Sheets' or 'Include FLS Guidelines in the public body's Procedures Manual').

Please be as specific as possible when creating your Multi-Year Strategic FLS Plan. Its elements should be clearly identifiable, reasonable, measurable and realistic (SMART = Specific, measurable, achievable, relevant, time-based).

Schedules

Complete Schedules A, B, C and D.

Note: Activate Schedules A and B within the template by double-clicking a cell in the document. This will enable the drop-down options.

- **Schedule A: Designated Bilingual Positions**

Identify the positions within your public body that are designated bilingual and specify under Position Status whether the position is filled by a bilingual incumbent, a non-bilingual incumbent or is vacant. Please state a reason under Comments for any vacant position or one filled by a non-bilingual incumbent.

- **Schedule B: Bilingual Capacity**

A public body's bilingual capacity includes all employees willing and able to provide services in French. Please list all positions occupied by such employees, excluding those already identified in Schedule A: Designated Bilingual Positions.

- **Schedule C: Agencies, Boards and Commissions**

Identify the number of Francophone representatives in each of your public body's agencies, boards or commissions.

- **Schedule D: Funding to Francophone Organizations**

Identify the funding, including in-kind funding, provided to Francophone organizations.

EVALUATION OF THE MULTI-YEAR STRATEGIC FRENCH LANGUAGE SERVICES (FLS) PLAN

Evaluation of the Multi-Year Strategic FLS Plan is an ongoing process: it is important to remember that the plan is a living document which needs to be updated on a regular basis in order to reflect change.

The annual evaluation of the Multi-Year Strategic FLS Plan will enable the public body to review and make adjustments as necessary.

At the end of the Multi-Year Strategic FLS Plan, a final evaluation will be undertaken. This will be presented in a report format and must be submitted to the Francophone Affairs Secretariat once it has been approved by the public body's senior executive. It should take into consideration the following elements:

- The main features of the implementation of The Francophone Community Enhancement and Support Act and the French Language Services Policy by the public body
- The delivery of services in the context of the Active Offer guidelines
- Human resources (recruitment, orientation, training)
- Cooperation with the Francophone community
- The overall effectiveness of the plan
- The major achievements of the public body with regard to French language services
- The most important challenges

EXAMPLE OF MULTI-YEAR STRATEGIC PLAN

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicator(s) (Output)	Measurable Statement(s) (Outcome)	Timeline
Delivery of French language services in the context of the Active Offer	Ensure bilingual information is available to public	<ul style="list-style-type: none"> ▪ Maintain bilingual website ▪ Ensure all advertising campaigns targeting general population are bilingual ▪ Maintain bilingual format of forms as necessary 	Translated versions available to the public (words translated per year)	French language services are readily available and easily accessible - orally, written and electronically - and of comparable quality to the English	Ongoing, as needed
	Promote the use of bilingual signage	<ul style="list-style-type: none"> ▪ Ensure Active Offer signage is visible at all public contact points in designated offices ▪ Ensure all official signs for the public are available in both French and English in designated offices 	Ratio of bilingual to unilingual English signs in designated offices		Ongoing; aim for 100% bilingual signage at all times
Cooperation with the Francophone community	Initiate annual consultations with Francophone community stakeholders re FLS needs	<ul style="list-style-type: none"> ▪ Establish ongoing contact with community organization leaders ▪ Initiate yearly meetings to discuss community needs 	Number of meetings/consultations held per year	Manitoba's Francophone communities are consulted on matters of concern to them, as are their English counterparts; their needs are heard and acted upon	To be held once a year

Promotion and Awareness Activities	Ensure all employees are aware of FLS Policy requirements and Active Offer	<ul style="list-style-type: none"> ▪ Schedule for new employees to take an Active Offer training session (e.g. every six months) ▪ Increase employee awareness of who is able to provide French language services within their branch/division (Referral List) ▪ Ensure all employees are aware of and implement an active offer greeting at designated offices ▪ Ensure all employees are made aware of the process to follow when faced with requests for service in French (especially unilingual staff working in designated offices) ▪ Include section on FLS processes in the public body's procedures manual 	Percentage of employees who have participated in FLS presentations per year	All public body's employees are aware of the FLS Policy and how it affects their work	Aim for 100% by the end of the five-year period
Promotion and Awareness Activities (cont.)	Pursue opportunities to work more closely with Francophone organizations	<ul style="list-style-type: none"> ▪ Continue to study innovative service delivery methods involving Francophone organizations (e.g. CDEM, Accueil francophone, Pluri-Elles, etc.) ▪ Use the Bilingual Service Centres to promote awareness of French language service delivery for the public body's programs 	Percentage of the public body's, divisional and branch procedure manuals containing chapter on FLS processes		