

**Department of Families
Multi-Year Strategic
French Language Services (FLS) Plan
2018-2023**

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

Public Body

Department of Families

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PROFILE OF PUBLIC BODY

Vision:

The Department of Families is committed to improving the quality of life for Manitobans.

Mission:

In partnership with Manitobans, the Department of Families works to help keep children, individuals, families and communities safe and secure, while supporting citizen development, self-reliance, well-being and social inclusion.

Goals:

- To help keep children safe at home and supported within their families and communities.
- To help increase the safety and well-being of persons who are vulnerable at-risk or affected by family disruption.
- To promote and foster the healthy development of children, individuals, families and communities.
- To reduce wait times for families accessing early learning and child care.
- To increase the self-sufficiency, independence and inclusion in society for children and adults living with a disability.
- To reduce the depth, incidence and effects of low-income.
- To increase participation in the labour market and community.
- To increase the availability of quality, safe and affordable housing.
- To provide leadership and resources for the successful implementation of The Accessibility for Manitobans Act.
- To improve the quality, efficiency, equity and accessibility of the programs and services provided by the Department

Division Descriptions:

The Department's programs and services are budgeted under five main divisions:

- Administration and Finance Division
- Child and Family Services Division
- Community Programs and Corporate Services Division
- Community Service Delivery Division
- Manitoba Housing and Renewal Corporation

The Department of Families is responsible for a comprehensive range of social services and housing programs. Some of these programs and services are delivered directly by the Department, while others are provided in partnership with a variety of private organizations and community-based groups. The Department also supports the Disabilities Issues Office.

Administration and Finance Division

The Administration and Finance Division provides a broad range of financial services, central comptrollership, information systems service management and support, project

management, agency accountability and management control and accountability for the efficient and effective use of the Department's resources. The Division provides support to the Department and to external funded agencies. The Division also supports two independent offices: The Social Services Appeal Board and the Fair Practices Office.

Child and Family Services Division

The Child and Family Services Division provides funding and support to the four Child and Family Services Authorities and to community-based agencies providing a comprehensive continuum of early intervention, prevention and child protection and reunification services throughout Manitoba that contribute to the healthy social development of children, families and communities and in particular, to at risk children, youth and families. The Division administers centralized services of adoption, group care and the child and adult abuse registries. It also provides program and policy management, data analytics and evaluation for child and family services programs, including Family Conciliation Services.

Community Programs and Corporate Services

The Community Programs and Corporate Services Division provides policy and program direction, funding and support for the Early Learning and Child Care, Children's disABILITY Services, Family Violence Prevention and Employment and Income Assistance Programs. The Division provides centralized services to the Department in the areas of legislation and strategic policy, intergovernmental relations and information services and corporate services including business continuity planning, workplace safety and health, department training, French Language Services, accessibility coordination and space and accommodation planning. The division is accountable for the effective operations of the Adult Abuse Registry Committee on behalf of Manitoba Families and Manitoba Health, Seniors and Active Living. The Division also supports the Office of the Vulnerable Persons' Commissioner.

Community Service Delivery Division

The Community Service Delivery Division delivers most of the Department's social services, including child welfare services. In Winnipeg, the Department's services are delivered through Winnipeg Integrated Services, in partnership with the Winnipeg Regional Health Authority. The division provides policy and program support for the Community Living disABILITY Services as well as operates the Manitoba Developmental Centre.

Manitoba Housing and Renewal Corporation

The Manitoba Housing and Renewal Corporation (MHRC) is responsible for the development, delivery, management and administration of housing policies and programs. MHRC'S primary clients are households with low- to moderate-incomes who require assistance to meet their housing needs, including the homeless and those requiring specialized housing and support services. Programs are delivered directly or in partnership with private, non-profit and cooperative organizations and community-based service providers.

The Disabilities Issues Office

The Disabilities Issues Office (DIO) supports the minister responsible for Persons with Disabilities in ensuring the development of disability inclusive policies and programs, with a focus on The Accessibility for Manitobans Act (AMA) and accompanying accessibility standards. The DIO serves as the secretariat to the Accessibility Advisory Council and is charged with the administration of the AMA. The DIO supports communication between the disability community and government, helps identify priority issues, and contributes to policy change to enhance initiatives affecting Manitobans with disabilities. The DIO promotes positive attitudes about disability to help make Manitoba a more inclusive society.

MULTI-YEAR STRATEGIC FRENCH LANGUAGE SERVICES (FLS) PLAN

NOTE:

Due to their specific structure, the Disabilities Issues Office and Manitoba Housing and Renewal Corporation are identified separately in this plan where actions vary.

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicators (Output)	Measurable Statement (Outcome)	Timeline
<p>1.1 ADMINISTRATION</p>	<p>1.2</p> <ul style="list-style-type: none"> • Review existing departmental FLS policies and update or create new policies and protocols as needed 	<p>1.3</p> <ul style="list-style-type: none"> • Review existing policies in other departments and other orders of government (e.g., City of Winnipeg) • Review existing internal Department FLS policies • Create policies and protocols as needed • Consult with Santé en français and Francophone Affairs Secretariat as necessary 	<p>1.4</p> <ul style="list-style-type: none"> • Summary table of cross-governmental FLS policies created • 100% of policies are up-to-date per the revision date noted in the policy • Policy on designated social service agencies created • Web translation policy created • Francophone Service Purchase Agreement policy created which respects the provisions of the Act regarding third party service providers • Communication protocols with all Child and Family Services Authorities created 	<p>1.5</p> <ul style="list-style-type: none"> • Policies and protocols around FLS in the Department of Families are: <ul style="list-style-type: none"> ○ Relevant to the Department's needs ○ Clearly written in a form that is accessible to all Department of Families staff <p>Well understood and applied by staff (see key result area 10.1 below - Active Offer)</p>	<p>1.6</p> <ul style="list-style-type: none"> • Policy review completed within six months of adoption of plan • Internal policy review completed summer 2017; to occur yearly thereafter • Web translation policy finalized within six months. • Designated agencies policy finalized within 18-24 months • Francophone Service Purchase Agreement policy created in year two of plan • Communication protocols with Child and Family Services Authorities on FLS issues created within 12-18 months of adoption of plan

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicators (Output)	Measurable Statement (Outcome)	Timeline
2.1 ADMINISTRATION	2.2 <ul style="list-style-type: none"> Implement multi-year strategic plan 	2.3 <ul style="list-style-type: none"> Monitor the implementation of this plan Create yearly operational plans Report on progress and provide updates on key performance indicators Participate in department-wide committees as needed 	2.4 <ul style="list-style-type: none"> Yearly operational plans Annual FLS reports Quarterly meetings with the Department's Executive Management Committee (EMC) Other outputs as listed in the rest of this plan 	2.5 <ul style="list-style-type: none"> The Department of Families is fully implementing and monitoring the progress of its FLS plan 	2.6 <ul style="list-style-type: none"> Yearly/ongoing Updates on implementation provided at EMC meetings on a quarterly basis
3.1 STAFF RECRUITMENT AND RETENTION	3.2 <ul style="list-style-type: none"> Develop further formal and informal FLS training opportunities for staff who currently speak (or want to learn) French 	3.3 <ul style="list-style-type: none"> Develop a repository of training, testing and practice tools to post on Department intranet site Explore satisfaction with previously available training opportunities Gauge interest in specialized training opportunities (e.g., a workshop to improve 'professional' language) Gauge interest in informal conversation groups or other opportunities for employees to practice French Continue to encourage staff to apply for formal French courses at Université de Saint-Boniface (USB) or Alliance Française (AF), or other training opportunities (e.g., sessions organized by the Francophone Affairs Secretariat) 	3.4 <ul style="list-style-type: none"> Repository of FLS training tools created on Department intranet site Survey of bilingual staff to assess needs Specialized training workshops held Informal mechanisms maintained or created to help bilingual employees practice their French, such as: <ul style="list-style-type: none"> Conversation groups Online tools Other needs as identified Number of staff taking advantage of informal mechanisms to practice French skills Number of staff attending formal training sessions, including courses at USB or AF 	3.5 <ul style="list-style-type: none"> Through formal training and informal learning, the Department of Families has increased its bilingual capacity by supporting bilingual employees and encouraging non-French speakers to learn the language 	3.6 <ul style="list-style-type: none"> Repository created in first six months of plan being approved Survey of bilingual staff created and administered within 12-18 months If interest is determined, specialized workshop held within 12 months and potentially every two years thereafter Informal conversation groups maintained on an ongoing basis Course applications collected on a twice-yearly basis; ongoing Discussions held within six months to determine needs of rural employees; ongoing

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicators (Output)	Measurable Statement (Outcome)	Timeline
		<ul style="list-style-type: none"> Consider the needs of rural and northern employees when reviewing and preparing training opportunities 	<ul style="list-style-type: none"> Number of rural and northern employees taking part in training Number of training sessions held in rural areas 		
4.1 STAFF RECRUITMENT AND RETENTION	4.2 <ul style="list-style-type: none"> Ensure a range of effective measures are being use to recruit bilingual applicants 	4.3 <ul style="list-style-type: none"> In collaboration with Human Resources and senior management, ensure that all job postings listing French as a preferred skill are prepared and communicated effectively, for instance by: <ul style="list-style-type: none"> Making effective use of social media Making effective contact with the francophone community Tapping into informal networks Create eligibility lists on all bilingual competitions Management will be encouraged to include “French as an asset” in job descriptions for all public-facing non-designated positions with a view to increasing the capacity to deliver equal services to the Francophone community 	4.4 <ul style="list-style-type: none"> Number and percentage of French preferred competitions successfully filled Number and percentage of French preferred competitions successfully filled on first posting Eligibility list available to management Number of new jobs that include “French as an asset” for non-designated positions. 	4.5 <ul style="list-style-type: none"> The Department of Families is successful in filling advertised positions with qualified bilingual applicants in a timely manner 	4.6 <ul style="list-style-type: none"> Ongoing Positions successfully filled tracked annually, aim for 100% by end of year five of the plan Positions filled on first competition tracked Annually, aim for 100% by end of year five of the plan Eligibility list created in year one; ongoing

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicators (Output)	Measurable Statement (Outcome)	Timeline
		<p>Managers will be referred to FLS “Guidelines for Determining the Linguistic Profile of Designated Bilingual Positions and Assessing the Proficiency of Candidates/ Incumbents” in order to assess that qualified bilingual candidates</p>			
<p>5.1 STAFF RECRUITMENT AND RETENTION</p>	<p>5.2</p> <ul style="list-style-type: none"> • Undertake review of designated bilingual positions 	<p>5.3</p> <ul style="list-style-type: none"> • Find information on changes to designations between versions of the inventory • Work with division/branch representatives to review existing designated positions in given areas and determine whether they are adequate, based on community needs and departmental capacities. • Community needs could include: <ul style="list-style-type: none"> ○ Existing French population ○ Growth opportunities (e.g., Division scolaire franco-manitobaine school in Thompson and expanded definition of “francophone” in the Act) • Departmental capacities could include: <ul style="list-style-type: none"> ○ Ability to meet existing demand for FLS ○ Capacity for adequate backup in case of absence 	<p>5.4</p> <ul style="list-style-type: none"> • Internal Families record of changes to designations is created and maintained • Updated list of bilingual designated positions to reflect community needs and Departmental capacities • Designations created or moved based on evidence and best use of resources • Number of new designated positions created based on need • Accurate tracking of designated bilingual positions in SAP <p>Disabilities Issues Office:</p> <ul style="list-style-type: none"> • Designated position added to Disabilities Issues Office (DIO) • DIO strategic plan includes section on planning for FLS capacity 	<p>5.5</p> <ul style="list-style-type: none"> • Bilingual designated positions in the Department of Families make the best use of Departmental capacities in meeting the needs of the francophone community. 	<p>5.6</p> <ul style="list-style-type: none"> • Review begun in year one, completed by end of year two • Record of changes to designations created in year one and maintained on an ongoing basis • SAP records reviewed annually to ensure accuracy, aim for 100% accuracy by end of year two • FLS component added to DIO strategic/operational plans as of end of year one • Bilingual position added to DIO by end of year five

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicators (Output)	Measurable Statement (Outcome)	Timeline
		<ul style="list-style-type: none"> ○ Capacity inside and outside of designated regions/positions ○ Other relevant considerations ● Work with Human Resources (HR) and the Francophone Affairs Secretariat to ensure that bilingual positions are identified in SAP ● Explore long-term plans to ensure capacity within the Department ● Conduct needs assessment to identify priority areas for the addition of designated bilingual positions (e.g., financial auditors who interact with organizations or communications staff at Manitoba Housing Communications Centre). <p>DIO:</p> <ul style="list-style-type: none"> ● Explore long-term plans to ensure bilingual capacity within the DIO 			
<p>6.1 STAFF RECRUITMENT AND RETENTION</p>	<p>6.2</p> <ul style="list-style-type: none"> ● Maintain inventory of French-speaking staff in the Department of Families 	<p>6.3</p> <ul style="list-style-type: none"> ● Verify accuracy of bilingual capacity inventory with divisions every six months ● Work with HR to develop a yearly self-declaration form to allow staff to self-identify equity and language information. ● Encourage staff to use the intranet phonebook to self-identify as bilingual 	<p>6.4</p> <ul style="list-style-type: none"> ● Up-to-date inventory is maintained ● Increased number of staff self-declaring as bilingual. ● Number and percentage of staff filling out self-declaration annually ● Increased accuracy of intranet phonebook compared to Departmental inventory. 	<p>6.5</p> <ul style="list-style-type: none"> ● The Department of Families has an accurate account of its bilingual staff and of non-French/English linguistic capacity 	<p>6.6</p> <ul style="list-style-type: none"> ● Capacity inventory updated every six months ● New self-declaration process created by end of year two ● Accuracy tracked annually. Aim for 80% accuracy by end of year one, 90% accuracy by end of year two, 100% accuracy by end of year three

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7.1 STAFF RECRUITMENT AND RETENTION	7.2 <ul style="list-style-type: none"> Study and produce recommendations on the challenges associated with working in French (“hidden workload”) 	7.3 <ul style="list-style-type: none"> Prepare project proposal and seek approval of senior Departmental management Undertake study Produce written report, including recommendations 	7.4 <ul style="list-style-type: none"> Study of “hidden workload” produced 	7.5 <ul style="list-style-type: none"> The Department of Families has a clear understanding of the challenges involved with doing work in French as well as a list of recommendations on how those challenges can be overcome 	7.6 <ul style="list-style-type: none"> Project approval within twelve months of approval of plan Research completed within 18-24 months of approval of plan Report produced within 24-30 months of approval of plan Potential application of recommendations ongoing of approval of plan
8.1 STAFF RECRUITMENT AND RETENTION	8.2 <ul style="list-style-type: none"> In collaboration with relevant stakeholders, explore common recruitment and retention challenges in the areas of health and social services 	8.3 <ul style="list-style-type: none"> Create working group of staff from Families and Health, Seniors and Active Living Seek out other government Departments with related concerns (e.g., social workers in the justice system) Expand working group as needed to include relevant community partners (e.g., Santé en français, Université de Saint-Boniface) 	8.4 <ul style="list-style-type: none"> Working group created Working group meetings held Recommendations produced 	8.5 <ul style="list-style-type: none"> In collaboration with the francophone community and with the Department of Health, Seniors and Active Living, the Department of Families is actively seeking ways to overcome challenges to recruitment and retention of bilingual employees in the long term 	8.6 <ul style="list-style-type: none"> Working group created in first year Ongoing

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<p>9.1 ACTIVE OFFER</p>	<p>9.2</p> <ul style="list-style-type: none"> Ensure that Families staff are aware of the government of Manitoba FLS policy and Act, as well as Families FLS policies, that they know what it means for their work, and that they are applying that knowledge 	<p>9.3 FAMILIES:</p> <ul style="list-style-type: none"> Meet with divisional management teams and Executive Management Committee (EMC) to update on FLS policy/Act Undertake review of existing Active Offer training within Families Conduct Active Offer refresher sessions based on identified need Spread knowledge of FLS policies and protocols through Active Offer sessions Send out reminders to ensure staff are aware of policies related to FLS, (e.g., translation requests policy) <p>MHRC:</p> <ul style="list-style-type: none"> Include a section on FLS processes in the MHRC <i>Administrative Manual</i> 	<p>9.4 FAMILIES:</p> <ul style="list-style-type: none"> Meetings with management teams and EMC Active Offer training material reviewed and updated Number of Active Offer sessions conducted Reminder memos or circulars sent out Number of times policies opened or downloaded by Families staff Number of staff having taken new online Active Offer training module when it is launched by the Francophone Affairs Secretariat <p>MHRC:</p> <ul style="list-style-type: none"> Administrative Manual updated 	<p>9.5</p> <ul style="list-style-type: none"> All Department of Families staff have a clear understanding of the requirements of Active Offer and are implementing them in their work where relevant 	<p>9.6</p> <ul style="list-style-type: none"> Ongoing; initial meetings with EMC/Divisional management teams completed fall 2017 Active Offer training material review completed summer 2017. Ongoing; to be reviewed annually Active Offer sessions tracked annually Ongoing; number of reminders tracked annually. Ongoing; policy downloads tracked annually 100% of staff to have taken new online Active Offer training module within one year of launch <p>MHRC:</p> <ul style="list-style-type: none"> Administrative Manual update by end of year one
<p>10.1 ACTIVE OFFER</p>	<p>10.2</p> <ul style="list-style-type: none"> Conduct ongoing review to ensure that the Department is having public documents (including the website) published in both official languages 	<p>10.3 FAMILIES:</p> <ul style="list-style-type: none"> In collaboration with Families Web Unit, ensure that web pages are published and that a process is in place to review web pages periodically, including for the Disabilities Issues Office (DIO) 	<p>10.4 FAMILIES:</p> <ul style="list-style-type: none"> Percentage of the website available in French, including the DIO Number of public documents available in French Increased use of bilingual material where feasible rather than French *or* English (e.g. letterhead with both French and English rather than only one language) 	<p>10.5</p> <ul style="list-style-type: none"> The Department of Families makes increasing use of bilingual content where feasible and ensures that public documents are translated 	<p>10.6</p> <ul style="list-style-type: none"> Status of web translation tracked annually Ongoing Ongoing; number of translated documents tracked annually, including information on rush requests Ongoing; MHRC will communicate with tenants in the official language of their choice

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicators (Output)	Measurable Statement (Outcome)	Timeline
		<ul style="list-style-type: none"> • Work with staff to ensure content is translated, including: <ul style="list-style-type: none"> ○ Forms ○ Fact-sheets and pamphlets ○ Letterhead ○ Other content • Ensure that translation requests are coordinated in an effective manner <p>MHRC:</p> <ul style="list-style-type: none"> • On rollout, written correspondence will be issued to Manitoba Housing tenants in their official language of choice, by the new tenant and property management system being implemented circa 2018/19 • As needed, existing manual processes will continue to be used to ensure Francophone clients receive correspondence in French • Designated staff will continue to review, prioritize, translate and have relevant communications and materials available to clients who request correspondence in French, when the new tenant and property management system is fully implemented 	<ul style="list-style-type: none"> • Number of documents translated • Decline in the number of rush translation requests being received <p>MHRC:</p> <ul style="list-style-type: none"> • 50 most used tenancy related letters and forms to be available on the new tenant and property management system • Develop a directory of residences able to provide specialized services (e.g., disability) and francophone resources • Annual budget contains provisions for translation costs 		

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicators (Output)	Measurable Statement (Outcome)	Timeline
		<ul style="list-style-type: none"> Transition to a new website template to be completed by Business Transformation and Technology during 2017/18 Verify that currently translated websites are up to date and ensure translation of top level web pages Ensure translation is planned and budgeted at the beginning of the fiscal year <p>DIO:</p> <ul style="list-style-type: none"> Ensure translation of Accessibilitymb.ca website 			<ul style="list-style-type: none"> Progressive translation: Seek 100% translation by end of year two
<p>11.1 ACTIVE OFFER</p>	<p>11.2</p> <ul style="list-style-type: none"> Ensure the Department is using information technology (IT) as effectively as it can to offer FLS Ensure the Department has the data on FLS it needs to establish baselines and measure progress 	<p>11.3</p> <ul style="list-style-type: none"> Create a data/IT working group to study how the Department can better use IT to improve FLS and how the Department can collect data on FLS (e.g., clients served, documents requested) <p>DIO:</p> <ul style="list-style-type: none"> In collaboration with other Families employees, work to ensure technological complementarity between accessibility and FLS approaches 	<p>11.4</p> <ul style="list-style-type: none"> FLS Data/IT working group created Use of current electronic FLS tools (e.g., policies, web pages) tracked <p>DIO:</p> <ul style="list-style-type: none"> Number of Families documents that are both accessible and available in French 	<p>11.5</p> <ul style="list-style-type: none"> The Department of Families has a working group in place to study and make recommendations on the best ways to collect data and use IT processes to offer FLS 	<p>11.6</p> <ul style="list-style-type: none"> Working group created in year one Within three months of creation, working group establishes a work schedule, including deadlines for recommendation Ongoing follow-up as needed Number of FLS/Accessibility compatible documents reported annually

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12.1 ACTIVE OFFER	12.2 <ul style="list-style-type: none"> Ensure that Families is doing everything it can to promote demand for FLS 	12.3 <ul style="list-style-type: none"> Create a strategy to increase demand for Families FLS among the francophone public 	12.4 <ul style="list-style-type: none"> A mechanism (e.g., ad campaign, communication strategy) for promoting FLS to the public is created Increasing requests for services in French over time The strategy for increasing demand includes specific ways of measuring demand 	12.5 <ul style="list-style-type: none"> The French-speaking public is aware of FLS in the Department of Families and actively uses them 	12.6 <ul style="list-style-type: none"> Ongoing Strategy for increasing demand for FLS created by end of year three On the creation of a strategy, requests for FLS tracked year by year
13.1 COMMUNITY ENGAGEMENT	13.2 <ul style="list-style-type: none"> Maintain relationships with community partners 	13.3 FAMILIES: <ul style="list-style-type: none"> FLS Coordinator to continue chairing Santé en français 'table des gestionnaires' Families staff hold public consultations/meetings in French where appropriate Periodic meetings held with existing community partners, including: <ul style="list-style-type: none"> Division scolaire franco-manitobaine Université de Saint-Boniface Pluri-elles Accueil francophone Fédération des Parents du Manitoba Société de la francophonie manitobaine Using Bilingual Service Centres as appropriate 	13.4 FAMILIES: <ul style="list-style-type: none"> Meetings attended Public consultations held MHRC: <ul style="list-style-type: none"> Track number of consultations held annually including Francophone community stakeholders DIO: <ul style="list-style-type: none"> Track number of consultations / presentations to francophone groups annually 	13.5 <ul style="list-style-type: none"> The Department of Families maintains good relations with existing community partners and is attuned to the community's needs 	13.6 <ul style="list-style-type: none"> Ongoing Meetings/consultations tracked on a yearly basis

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicators (Output)	Measurable Statement (Outcome)	Timeline
		<p>MHRC:</p> <ul style="list-style-type: none"> • Create and maintain a list of francophone community stakeholders • Create a strategy to work with Bilingual Service Centres to ensure MHRC services are available in designated regions <p>DIO:</p> <ul style="list-style-type: none"> • Create a list of francophone community stakeholders related to current and upcoming changes to standards under the AMA and set up schedule for meetings 			
<p>14.1 COMMUNITY ENGAGEMENT</p>	<p>14.2</p> <ul style="list-style-type: none"> • Seek out new partnerships 	<p>14.3</p> <ul style="list-style-type: none"> • Seek meetings with representatives of other non-traditional partners such as: <ul style="list-style-type: none"> ○ African Communities of Manitoba Inc. ○ Réseau Action Femmes ○ Réseau Communautaire ○ Conseil du développement économique des municipalités bilingues du Manitoba 	<p>14.4</p> <ul style="list-style-type: none"> • Meetings attended 	<p>14.5</p> <ul style="list-style-type: none"> • The Department of Families has established a relationship with all Families-related stakeholders in the francophone community 	<p>14.6</p> <ul style="list-style-type: none"> • Ongoing

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15.1 COMMUNITY ENGAGEMENT	15.2 <ul style="list-style-type: none"> • Gauge community satisfaction 	15.3 <ul style="list-style-type: none"> • Using the model of Regional Health Authorities as an example, prepare a survey to gauge satisfaction of francophones citizens with Department of Families services • Prepare a survey of stakeholder groups to gauge satisfaction with existing relationship with Families • Conduct surveys • Prepare analysis of results 	15.4 <ul style="list-style-type: none"> • Surveys and results 	15.5 <ul style="list-style-type: none"> • The Department of Families has a measurable demonstration of the level of satisfaction with the FLS it offers 	15.6 <ul style="list-style-type: none"> • Year two and every subsequent two years