

			MATURITY LEVELS				
MACRO CAPABILITY	CAPABILITIES	INDICATORS	LEVEL: Initial	LEVEL: Defined	LEVEL: Sustained	LEVEL: Measured and adjusted	LEVEL: Innovative
			The institution relies on its employees and their capacity to meet official languages obligations. The processes in place are limited or applied arbitrarily.	The institution has put a formal approach in place. Some processes and tools are defined, but there are still inconsistencies in their application.	The institution has standardized its processes and ensures that they are systematically applied. This level is based on accountability.	The institution has put mechanisms in place to review and improve its processes and their application. The processes are measured and adjusted, as needed.	The institution has processes in place that meet Government of Canada standards of excellence. The scope of the processes can extend beyond the organization. This level is based on leadership and innovation.
<b>A</b> <b>SERVICE DELIVERY AND COMMUNICATIONS WITH THE PUBLIC</b> The organization takes into account its official languages obligations when delivering services to and communicating with the public.	<b>A1. SERVICE DELIVERY:</b> The organization provides services to any member of the public, as well as federal employees, in both official languages, as required.	<b>A1.1 Availability of services in both official languages</b> The organization provides services in both official languages.	Employees are informed of the organization's obligation to provide services in both official languages.	<b>Previous level Met +</b> The organization has established an official approach to support its employees in providing services in both official languages.	<b>Previous level Met +</b> Employees are accountable and assessed on the provision of services in both official languages.	<b>Previous level Met +</b> Monitoring mechanisms are in place to confirm that employees provide services in both official languages. The information gathered through monitoring activities is used to correct shortcomings and improve awareness of the obligation and the provision of services in both official languages.	<b>Previous level Met +</b> The organization demonstrates leadership, innovation and creativity in providing services in both official languages. It shares best practices and publicly reports on its results.
		<b>A1.2 Active Offer</b> The organization makes an active offer of service in both official languages.	Employees are informed of the obligation to make an active offer of service in both official languages.	<b>Previous level Met +</b> The organization has established a formal approach to support its employees in actively offering services in both official languages.	<b>Previous level Met +</b> Employees are accountable for and evaluated on their active offer of service in both official languages.	<b>Previous level Met +</b> Monitoring mechanisms are in place to confirm that employees provide an active offer of service in both official languages. The information gathered through monitoring activities is used to correct shortcomings and improve awareness of the obligation and the provision of an active offer of service in both official languages.	<b>Previous level Met +</b> The organization demonstrates leadership, innovation and creativity in ensuring that employees are making an active offer of service in both official languages. It shares best practices and publicly reports on its results.
		<b>A1.3 Capacity to provide services in both official languages</b> The organization ensures that it has adequate capacity in terms of human resources to provide services in both official languages in accordance with its obligations.	Management has access to the information required for an overall awareness and understanding of the organization's capacity to provide services in both official languages.	<b>Previous level Met +</b> Management objectively determines the number of bilingual positions (and their linguistic profiles) needed to reach sufficient bilingual capacity in order to fulfill the organization's obligation to provide services in both official languages.	<b>Previous level Met +</b> The organization's procedures for scheduling and assigning employees take into account employees' linguistic profiles and the capacity needed to meet the obligation to provide service in both official languages.	<b>Previous level Met +</b> The organization periodically assesses needs and evaluates its capacity to provide services in both official languages. The information gathered through these activities is used to correct shortcomings and build the organization's capacity to provide services in both official languages.	<b>Previous level Met +</b> The organization demonstrates leadership, innovation and creativity in managing human resources to ensure that services are provided in both official languages. It shares best practices and publicly reports on its results.
		<b>A1.4 Understanding of the public's official languages needs</b> The organization understands the public's official languages needs and takes them into account when providing services.	The organization has identified the official languages needs, including those of the official language minority community (OLMC), of the public that it serves at national and regional levels.	<b>Previous level Met +</b> The organization has analyzed the impact of the substantive equality principle on its service design and delivery.	<b>Previous level Met +</b> The organization stays abreast of the official languages needs of the public, including those of official language minority communities (OLMCs). In addition, the organization takes into account the public's official languages needs when planning the provision of services.	<b>Previous level Met +</b> The organization evaluates the effectiveness of how it determines official languages needs (e.g. consultation process) as well as the processes it uses to ensure these are taken into account. The organization also identifies areas in need of improvement on an ongoing basis.	<b>Previous level Met +</b> The organization demonstrates leadership, innovation and creativity in understanding the public's official languages needs and taking them into account when providing services. It shares best practices and publicly reports on its results.
		<b>A1.5 Contracts and agreements with third-party service providers</b> The organization ensures that its language obligations are met when it provides its services through third parties.	Contracts and agreements with third-party service providers clearly reflect the official languages obligations to which they are subject.	<b>Previous level Met +</b> Agreements with third-party service providers clearly identify the specific actions required of the third-party service providers, the performance monitoring mechanism and indicators, and the consequences of not fulfilling the official languages obligations.	<b>Previous level Met +</b> The organization oversees or monitors third-party performance based on the language clauses in the contracts, by applying the mechanism detailed therein.	<b>Previous level Met +</b> The organization takes action to respond to the results of its monitoring activities in order to address shortcomings and ensure continuous improvement.	<b>Previous level Met +</b> The organization demonstrates leadership, innovation and creativity in complying with its language obligations when providing its services through third parties. It shares best practices and publicly reports on its results.
		<b>A2. Public Communications:</b> The organization provides communications and information to the public in both official languages, as required.	<b>A2.1 Media environment</b> The organization considers its language obligations in its relations with the media.	Language obligations are informally considered in the organization's media relations.	The organization's general communications approach fully incorporates language considerations in terms of the media and formats the organization uses to inform the public.	<b>Previous level Met +</b> The organization has monitoring mechanisms to ensure that the methods set out in the general communications approach are effectively put in place.	<b>Previous level Met +</b> To ensure continuous improvement, the organization periodically evaluates its capacity to provide information to both majority and minority official languages communities through its chosen media platforms and formats.

	<p><b>A2.2 Special events</b> The organization considers its language obligations when organizing or participating in special events for the public (e.g. fairs, exhibitions, press conferences).</p>	<p>Language obligations are informally considered when the organization organizes or participates in special events.</p>	<p>The organization's general communications approach fully incorporates language considerations to enable the organization to organize or participate in special events while complying with its language obligations.</p>	<p><b>Previous level Met +</b> The organization has monitoring mechanisms to ensure that the methods set out in the general communications approach are effectively put in place.</p>	<p><b>Previous level Met +</b> The organization periodically evaluates its capacity to take its language obligations into account when organizing or participating in special events and corrects any shortcomings identified.</p>	<p><b>Previous level Met +</b> The organization demonstrates leadership, innovation and creativity in complying with its language obligations when organizing or participating in special events. The organization shares best practices and publicly reports on its results.</p>
	<p><b>A2.3 Publications</b> The organization considers its language obligations when developing and delivering information for the public. This includes reports, guides, forms, employment offers, call for tenders, tweets, chat, etc., in print or electronic format (e.g. Web sites, social media).</p>	<p>Language obligations are informally considered when the organization develops and delivers information for the public.</p>	<p>The organization's general communications approach fully incorporates official languages elements to enable the organization to develop and deliver information for the public, including OLMCs, in accordance with its language obligations.</p>	<p><b>Previous level Met +</b> The organization has monitoring mechanisms to ensure that the methods set out in the general communications approach are effectively put in place.</p>	<p><b>Previous level Met +</b> The organization periodically evaluates its capacity to take its language obligations into account when developing and delivering information for the public and corrects any shortcomings identified.</p>	<p><b>Previous level Met +</b> The organization demonstrates leadership, innovation and creativity in complying with its language obligations when developing and delivering information for the public, including OLMCs. The organization shares best practices and publicly reports on its results.</p>
	<p><b>A2.4 Advertising</b> The organization considers its language obligations in its advertising campaigns. (e.g. advertisements, purchasing ad space or airtime in any media).</p>	<p>Language obligations are informally considered in the organization's advertising campaigns.</p>	<p>The organization's general communications approach fully incorporates language considerations to enable the organization to plan and implement advertising campaigns that meet its language obligations.</p>	<p><b>Previous level Met +</b> The organization has monitoring mechanisms to ensure that the methods set out in the general communications approach are effectively put in place.</p>	<p><b>Previous level Met +</b> The organization periodically evaluates its capacity to take its language obligations into account in its advertising and corrects any shortcomings identified.</p>	<p><b>Previous level Met +</b> The organization demonstrates leadership, innovation and creativity in complying with its language obligations when planning and implementing advertising campaigns. The organization shares best practices and publicly reports on its results.</p>

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<b>B</b> <b>GOVERNANCE, LEADERSHIP AND STRATEGIC DIRECTION</b> Official languages obligations are embedded into the governance of the organization and integrated into its strategic direction. In addition, leaders foster, support and promote official languages as a core value of the organization, and ensure the respect of official languages obligations.	<b>B1. LEADERSHIP AND ORGANIZATIONAL CULTURE:</b> Official languages are fully integrated into the organizational culture, and leadership is strong.	<b>B1.1 Leadership and commitment to official languages</b> The organization's leaders lead by example and show their commitment to official languages in order to promote and foster respect for official languages across the organization and ensure the proper management of official languages.	The organization has basic mechanisms (e.g., official languages champion or unit) for managing its official languages responsibilities.	<b>Previous Level Met +</b> The required conditions (support, leadership and approval authority) are in place to enable the official languages champion to fulfill the role. The mandate and responsibilities of the official languages unit must help the champion to advocate for official languages in all disciplines and at all levels of the organization.	<b>Previous Level Met +</b> Mechanisms are in place to ensure that the official languages champion and unit develop and conduct activities that foster respect for and use of both official languages across the organization at the executive, management and employee levels.  An official languages vision is developed and shared with all employees.	<b>Previous Level Met +</b> The activities conducted by the official languages function (official languages champion and unit) and the strategies used to promote the official languages vision are monitored periodically and adjusted to correct identified shortcomings.	<b>Previous Level Met +</b> The organization demonstrates leadership, innovation and creativity in the measures taken by its leaders to lead by example and show their commitment to official languages, in order to promote respect for official languages. It shares best practices and publicly reports on its results.
		<b>B1.2 Official languages governance instruments</b> The organization uses governance instruments, such as guidelines, directives, policies and committees, to ensure that its official languages obligations are taken into account when programs and activities are implemented.	Through its governance instruments, the organization recognizes its official languages obligations with respect to the implementation of programs and activities.	<b>Previous Level Met +</b> The organization has guidelines, directives and policies that govern its programs and activities and help it to take its official languages obligations into account.	<b>Previous Level Met +</b> The organization periodically reviews its governance instruments and accountability mechanisms, and makes any necessary adjustments.	<b>Previous Level Met +</b> The organization demonstrates leadership, innovation and creativity in developing governance instruments and implementing measures to promote compliance with its official languages obligations. It shares best practices and publicly reports on its results.	
	<b>B2. STRATEGIC AND OPERATIONAL PLANNING:</b> Official languages obligations are incorporated into the organization's priorities and long-term planning.	<b>B2.1 Resource allocation</b> The organization ensures that sufficient resources (e.g., financial, human) have been allocated to comply with its official languages obligations.	Official languages resources within the organization are allocated informally, and all planning is done informally and on an ad hoc basis.	The people responsible for official languages within the organization are consulted on an ad hoc basis when planning for resources.	The people responsible for official languages within the organization actively participate in the resource planning cycle. In addition, there are formal links between official languages objectives and the allocation of resources to achieve these objectives. In other words, the organization can demonstrate that it plans effectively to achieve its official languages objectives.	<b>Previous Level Met +</b> The organization evaluates whether it has sufficient official languages resources to meet its needs.	<b>Previous Level Met +</b> The process for allocating resources for official languages is reviewed periodically so that it reflects the organization's approach to resource planning. The organization shares best practices and publicly reports on its results.
		<b>B2.2 Planning processes and alignment with activities</b> Strategic and operational planning takes official languages fully into account. Official languages obligations are adapted and incorporated into the strategic planning process, such as the budget, operational planning, resource allocation, and performance measurement.	Any alignment between official languages obligations and strategic planning processes is coincidental.	There is an official languages strategy, but it is not fully integrated into strategic and operational planning.	<b>Previous Level Met +</b> The official languages strategy is fully integrated into the organization's overall strategic and operational planning process.	<b>Previous Level Met +</b> The organization periodically assesses its official languages needs and follows up in order to adjust the official languages strategy.	<b>Previous Level Met +</b> A single planning process is in place for overall strategic planning and for official languages strategic planning. Official languages issues are an integral part of the organization's reflections on its strategic directions. The organization shares best practices and publicly reports on its results.
	<b>B3. PUBLIC POLICIES AND PROGRAMS:</b> Policies and programs take official languages obligations into account.	<b>B3.1 Public policy design</b> The organization takes official languages into account when designing programs or initiatives, when modifying or eliminating them, and particularly when requesting authorization or funding for implementing them (Cabinet, Treasury Board or equivalent).	The people responsible for official languages are consulted on an ad hoc basis when programs or initiatives are being designed, when they are being modified or eliminated, and when authorization or funding requests are being prepared for them.	The people responsible for official languages are actively and systematically involved in the process of designing programs or initiatives, of modifying or eliminating them, and of preparing authorization and funding requests for them. Official languages considerations that are retained are documented and costed.	<b>Previous Level Met +</b> The organization has tools and mechanisms to ensure that official languages considerations are included when designing programs or initiatives, when modifying or eliminating them, and when preparing authorization and funding requests for them. Monitoring mechanisms are in place.	<b>Previous Level Met +</b> The organization evaluates its processes for designing programs or initiatives, and for modifying or eliminating them, in order to optimize its capacity for integrating official languages considerations. Adjustments are made to correct identified shortcomings.	<b>Previous Level Met +</b> The organization demonstrates leadership, innovation and creativity in taking official languages into account when designing programs or initiatives, and when modifying or eliminating them. It shares best practices and publicly reports on its results.
		<b>B3.2 Decision-making processes for programs</b> The organization takes official languages into account when it makes decisions for program implementation (e.g., changes to eligibility criteria or to service points, how information is communicated to a target group).	Official languages are either not considered or are considered on an ad hoc basis when decisions are made for program implementation.	Decision-making rules are in place to ensure that all program decision-making processes include official languages considerations.	<b>Previous Level Met +</b> The organization monitors the way in which the decision-making rules are used to incorporate official languages considerations into all of its program decision-making processes.	<b>Previous Level Met +</b> The organization periodically evaluates the extent to which its decision-making rules enable it to take official languages considerations into full account in all of its program decision-making processes. Adjustments are made to correct identified shortcomings.	<b>Previous Level Met +</b> The organization demonstrates leadership, innovation and creativity in ensuring that program implementation takes official languages into full account. It shares best practices and publicly reports on its results.

		<p><b>B3.3 Positive measures within programs</b> The organization's programs support the development of official language minority communities (OLMCs) and foster the full recognition and use of English and French in Canadian society.</p>	<p>The organization recognizes that it has an obligation to support OLMC development and to foster the full recognition and use of English and French in Canadian society. It is committed to taking positive measures to meet this obligation through its programs.</p>	<p><b>Previous Level Met +</b> The organization has identified the relevant OLMC stakeholders in relation to its mandate or programs. It makes sure to identify OLMC needs in relation to its programs. It also considers how its programs can promote the full recognition and use of English and French in Canadian society.</p>	<p><b>Previous Level Met +</b> Decision-making rules are in place to ensure that the program decision-making processes include criteria for taking OLMC needs into account and to define how its programs (e.g., contribution programs, programs administered by third parties) can support OLMC development and foster the full recognition and use of English and French in Canadian society. The defined means are included in the program progress plans. This includes identifying measures and developing a "Part VII reflex".</p>	<p><b>Previous Level Met +</b> The organization monitors the way in which the decision-making rules are used to ensure that OLMC needs are considered and how the measures defined in program progress plans that aim to support OLMC development and foster the full recognition and use of English and French in Canadian society are implemented. Adjustments are made to correct identified shortcomings.</p>	<p><b>Previous Level Met +</b> The organization demonstrates leadership, innovation and creativity in taking positive measures. It shares best practices and publicly reports on its results.</p>
<p><b>B4. REPORTING:</b> The organization's reporting activities have an "official languages lens".</p>	<p><b>B4.1 Performance management</b> The organization has a performance management program that includes annual performance objectives for all employees and managers that are specific to their official languages obligations (e.g., bilingual supervision, bilingual service to the public and employees, active offer, bilingual meetings) in relation to their positions, pursuant to the <i>Official Languages Act</i>.</p>	<p>Performance agreements include objectives related to the official languages obligations of employees and managers on an ad hoc basis.</p>	<p>The organization defines official languages performance objectives for each employee category. It also defines the resources needed to meet those objectives.</p>	<p><b>Previous Level Met +</b> Mechanisms are in place to ensure that official languages performance objectives are included in each employee's performance agreement and that the resources needed to meet those objectives are allocated.</p>		<p><b>Previous Level Met +</b> The organization periodically reviews the official languages performance objectives and resources and makes adjustments to correct any identified shortcomings.</p>	<p><b>Previous Level Met +</b> The organization demonstrates leadership, innovation and creativity in defining and including official languages objectives in its performance management program. It shares best practices and publicly reports on its results.</p>
	<p><b>B4.2 Program evaluation</b> The organization uses an "official languages lens" when conducting program evaluations.</p>	<p>The program evaluation unit recognizes the organization's official languages obligations.</p>	<p><b>Previous Level Met +</b> The program evaluation unit takes measures to identify official languages issues related to some evaluations but does not do so systematically.</p>	<p><b>Previous Level Met +</b> Respecting and promoting official languages are components the organization uses in developing its periodic evaluation plan. For all evaluations conducted under the plan, mechanisms are in place for identifying potential official languages issues. In other words, the organization plans all evaluations using an official languages lens.</p>	<p><b>Previous Level Met +</b> When the organization publishes the results of its evaluations, it highlights the findings related to official languages issues and ensures that progress plans specify measures to resolve these issues so that it can follow up to ensure that the measures are implemented.</p>		<p><b>Previous Level Met +</b> The organization demonstrates leadership, innovation and creativity in using an official languages lens when conducting program evaluations. It shares best practices and publicly reports on its results.</p>

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<b>C</b> <b>PEOPLE MANAGEMENT</b> The organization takes into account its official languages obligations when optimizing the workforce and the work environment to enable high productivity and performance, effective use of human resources and increased employee engagement.	<b>C1. HUMAN RESOURCES PRACTICES:</b> Official languages are integrated into human resources practices.	<b>C1.1 Linguistic profiles of bilingual positions</b> The organization establishes accurate linguistic profiles of positions by objectively determining the required level of second language proficiency after having objectively established that a position requires the use of both official languages.	The linguistic profiles of bilingual positions within the organization are established informally.	Managers have tools and procedures to establish accurate linguistic profiles of bilingual positions according to official languages requirements.	<b>Previous Level Met +</b> Monitoring mechanisms are in place to ensure that managers use the tools and follow the procedures for establishing the linguistic profiles of bilingual positions.	<b>Previous Level Met +</b> The organization periodically evaluates the linguistic profiles of bilingual positions, including the related tools and procedures, and corrects any identified shortcomings.	<b>Previous Level Met +</b> The organization demonstrates leadership, innovation and creativity in objectively establishing the linguistic profiles of bilingual positions. It shares its best practices and publicly reports on its results.
		<b>C1.2 Staffing bilingual positions</b> The organization takes the necessary measures to ensure that the established language requirements are met when staffing bilingual positions.	Imperative staffing of bilingual positions is the norm within the organization.	<b>Previous Level Met +</b> The organization's approach to staffing bilingual positions includes rules on imperative staffing. Rules are also in place so that the necessary measures are taken to ensure that the position's language requirements are met in exceptional cases of non-imperative staffing.	<b>Previous Level Met +</b> The organization periodically evaluates the effectiveness of its rules for non-imperative staffing and its capacity to staff imperatively. It analyzes any identified shortcomings and makes adjustments to correct them. The rules are modified, as needed.	<b>Previous Level Met +</b> The organization demonstrates leadership, innovation and creativity in staffing bilingual positions. It shares its best practices and publicly reports on its results.	
		<b>C1.3 Recruitment measures</b> The organization takes measures to promote the equitable participation of English- and French-speaking Canadians in its recruitment processes. Recruitment processes refers to all activities intended to recruit new employees, such as job fairs, booths, competitions, etc.	The organization acknowledges its language obligations regarding recruitment measures. The organization takes measures informally and on an ad hoc basis to promote the equitable participation of both language groups.	<b>Previous Level Met +</b> Human resources advisors are aware of the language obligations related to recruitment measures. They have the necessary expertise in this area and provide advice to managers and supervisors.	<b>Previous Level Met +</b> Monitoring mechanisms are in place to ensure that managers systematically consult human resources advisors regarding recruitment measures to ensure equitable participation of both language groups.	<b>Previous Level Met +</b> The organization periodically evaluates its recruitment processes and the measures it takes to ensure equitable participation of both language groups. It corrects any identified shortcomings.	
	<b>C2. LEARNING, TRAINING AND DEVELOPMENT:</b> Learning, training and development activities take the needs of the organization and its employees into account in order to meet language obligations.	<b>C2.1 Language training and language maintenance</b> The organization understands its needs and its employees' needs* in terms of language training and language maintenance, and takes the necessary measures to meet them. * The organization's language training needs are not necessarily the same as those of its employees (e.g., employees' professional development for career advancement purposes vs. the organization's need to fulfill its language obligations).	The organization identifies its language training and language maintenance needs—as well as the measures to meet those needs—informally and on an ad hoc basis.	Some of the organization's units have a formal approach for periodically identifying their needs in terms of language training and language maintenance and for taking the necessary measures to meet them.	A formal and comprehensive approach is in place across the organization to identify its needs in terms of language training and language maintenance and to take the necessary measures to meet them.	<b>Previous Level Met +</b> The organization periodically reports on language training and language maintenance to ensure accountability.	<b>Previous Level Met +</b> The organization demonstrates leadership, innovation and creativity in identifying language training needs and providing that training to employees. It shares its best practices and publicly reports on its results. Language training is also an integral part of professional development programs and of short- and medium-term succession planning.
		<b>C2.2 Training on language rights and obligations</b> The organization provides training to managers and employees on their language rights and obligations.	The organization informs managers and employees of their language rights and obligations on an informal and ad hoc basis.	<b>Previous Level Met +</b> The organization provides training to managers and employees on their language rights and obligations.	<b>Previous Level Met +</b> Monitoring mechanisms are in place to ensure that managers and employees complete training on their language rights and obligations.	<b>Previous Level Met +</b> The organization periodically monitors the training provided and adjusts the allocated resources and monitoring mechanisms, as needed.	<b>Previous Level Met +</b> The organization demonstrates leadership, innovation and creativity in providing training to managers and employees on their language rights and obligations. It shares its best practices and publicly reports on its results.
	<b>C3. LANGUAGE OF WORK AND PEOPLE MANAGEMENT:</b> The organization takes the necessary measures to meet its language-of-work obligations.	<b>C3.1 Supervision</b> The organization ensures that supervision is consistent with language-of-work requirements.	The organization informs managers and supervisors with employees working in regions designated as bilingual for language-of-work purposes of their responsibility to use the official language of the employees' choice when carrying out their supervisory role.	<b>Previous Level Met +</b> Managers and supervisors have tools and resources to help them supervise employees working in regions designated as bilingual for language-of-work purposes in the official language of the employees' choice.	<b>Previous Level Met +</b> The performance agreements of managers and supervisors with employees working in regions designated as bilingual for language of work purposes include objectives tied to supervision-related official languages obligations.	<b>Previous Level Met +</b> The organization periodically verifies that its managers and supervisors meet their supervision-related official languages obligations. It conducts a detailed analysis of the results and corrects any identified shortcomings.	<b>Previous Level Met +</b> The organization demonstrates leadership, innovation and creativity in ensuring that employees who work in regions designated as bilingual for language of work purposes are supervised in the official language of their choice. It shares its best practices and publicly reports on its results.

		<p><b>C3.2 Workplace</b> The organization creates a workplace that respects official languages rights and obligations.</p>	<p>The organization is committed to creating a workplace that respects language-of-work requirements and fosters the use of both official languages. Managers and employees are aware of this commitment.</p>	<p><b>Previous Level Met +</b> The organization has established an official approach for supporting managers, supervisors and employees in creating a workplace that respects language-of-work requirements and fosters the use of both official languages.</p>	<p><b>Previous Level Met +</b> The organization has accountability mechanisms in place to ensure that measures are taken to create a workplace that respects language-of-work requirements and fosters the use of both official languages.</p>	<p><b>Previous Level Met +</b> The organization periodically evaluates its capacity to create a workplace that respects language-of-work requirements and fosters the use of both official languages. It conducts a detailed analysis of the results and corrects any identified shortcomings.</p>	<p><b>Previous Level Met +</b> The organization demonstrates leadership, innovation and creativity in creating a workplace that respects language-of-work requirements and fosters the use of both official languages. It shares its best practices and publicly reports on its results.</p>
		<p><b>C3.3 Learning activities in both official languages</b> The organization respects language-of-work requirements in terms of learning activities.</p>	<p>The organization recognizes that it has an obligation to ensure that in regions designated as bilingual for language of work purposes, professional training is provided in the official language of each employee's choice.</p>	<p><b>Previous Level Met +</b> Managers inform employees of their right to receive training in the official language of their choice. Managers also ensure that each employee's needs in this regard are effectively identified.</p>	<p><b>Previous Level Met +</b> The organization determines the resources needed to uphold its employees' right to receive training in the official language of their choice.</p>	<p><b>Previous Level Met +</b> The organization periodically evaluates its capacity to ensure that in regions designated as bilingual for language-of-work purposes, employees can receive training in the official language of their choice. Adjustments are made to correct any identified shortcomings.</p>	<p><b>Previous Level Met +</b> The organization demonstrates leadership, innovation and creativity in providing learning activities to employees in both official languages. It shares its best practices and publicly reports on its results.</p>
		<p><b>C3.4 Internal government communications</b> The organization ensures that communications within the organization and with other organizations respect language-of-work requirements. This applies to official communications made on behalf of a unit, branch or the organization as a whole and intended for a group of employees. Excluded: One-on-one communications between employees, communications between managers and employees, etc.</p>	<p>The organization informs its employees about language-of-work requirements that have to be met for internal government communications.</p>	<p><b>Previous Level Met +</b> The organization has established an official approach to support its employees in internal communications.</p>	<p><b>Previous Level Met +</b> Monitoring mechanisms are in place to ensure that the tools and procedures for internal government communications are used.</p>	<p><b>Previous Level Met +</b> The organization periodically evaluates the extent to which its tools and procedures enable it to ensure that its language-of-work requirements are met for internal communications. Adjustments are made to correct any identified shortcomings.</p>	<p><b>Previous Level Met +</b> The organization demonstrates leadership, innovation and creativity in taking language-of-work requirements into account for internal government communications. It shares its best practices and publicly reports on its results.</p>
		<p><b>C3.5 Procurement and development of tools and technologies</b> The organization takes language-of-work requirements into account when acquiring or developing tools and technologies to help employees in their daily tasks.</p>	<p>The organization takes language-of-work requirements into account on an informal basis when acquiring or developing tools and technologies to help employees in their daily tasks.</p>	<p>The organization has established an official approach for taking language-of-work requirements into account when acquiring or developing tools or technologies to help employees in their daily tasks.</p>	<p><b>Previous Level Met +</b> Monitoring mechanisms are in place to ensure that the tools and procedures for acquiring or developing tools and technologies for employees are used.</p>	<p><b>Previous Level Met +</b> The organization periodically evaluates its procurement and development processes for tools and technologies for employees and corrects any identified shortcomings.</p>	<p><b>Previous Level Met +</b> The organization demonstrates leadership, innovation and creativity in taking language-of-work requirements into account for internal government communications. It shares its best practices and publicly reports on its results.</p>