

OFFICIAL LANGUAGES MATURITY MODEL (OLMM) BASIC STRUCTURE

MACRO CAPABILITIES	A. SERVICE DELIVERY AND COMMUNICATIONS WITH THE PUBLIC The organization takes into account its official languages obligations when delivering services to and communicating with the public.		B. GOVERNANCE, LEADERSHIP AND STRATEGIC DIRECTION 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.				C. PEOPLE MANAGEMENT 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.			
	A1. SERVICE DELIVERY The organization provides services to any member of the public, as well as federal employees, in both official languages, as required.		A2. PUBLIC COMMUNICATIONS The organization provides communications and information to the public in both official languages, as required.	B1. LEADERSHIP AND ORGANIZATIONAL CULTURE Official languages are fully integrated into the organizational culture, and leadership is strong.	B2. STRATEGIC AND OPERATIONAL PLANNING Official languages obligations are incorporated into the organization's priorities and long-term planning.	B3. PUBLIC POLICIES AND PROGRAMS Policies and programs take official languages obligations into account.	B4. REPORTING The organization's reporting activities have an "official languages lens".	C1. HUMAN RESOURCES PRACTICES Official languages are integrated into human resources practices.	C2. LEARNING, TRAINING AND DEVELOPMENT Learning, training and development activities take the needs of the organization and its employees into account in order to meet language obligations.	C3. LANGUAGE OF WORK AND PEOPLE MANAGEMENT The organization takes the necessary measures to meet its language-of-work obligations.
	A1.1 Availability of services in both official languages The organization provides services in both official languages. A1.2 Active offer The organization makes an active offer of service in both official languages. A1.3 Capacity to provide services in both official languages 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. A1.4 Understanding of the public's official languages needs The organization understands the public's official languages needs and takes them into account when providing services. A1.5 Contracts and agreements with third-party service providers The organization ensures that its language obligations are met when it provides its services through third parties.		A2.1 Media environment The organization considers its language obligations in its relations with the media. A2.2 Special events The organization considers its language obligations when organizing or participating in special events for the public (e.g. fairs, exhibitions, press conferences). A2.3 Publications 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). A2.4 Advertising The organization considers its language obligations in its advertising campaigns. (e.g. advertisements, purchasing ad space or airtime in any media).	B1.1 Leadership and commitment to official languages 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. B1.2 Official languages governance instruments 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.	B2.1 Resource allocation The organization ensures that sufficient resources (e.g., financial, human) have been allocated to comply with its official languages obligations. B2.2 Planning processes and alignment with activities 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.	B3.1 Public policy design 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). B3.2 Decision-making processes for programs 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). B3.3 Positive measures within programs 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.	B4.1 Performance management 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> . B4.2 Program evaluation The organization uses an "official languages lens" when conducting program evaluations.	C1.1 Linguistic profiles of bilingual positions 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. C1.2 Staffing bilingual positions The organization takes the necessary measures to ensure that the established language requirements are met when staffing bilingual positions. C1.3 Recruitment measures 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.	C2.1 Language training and language maintenance 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). C2.2 Training on language rights and obligations The organization provides training to managers and employees on their language rights and obligations.	C3.1 Supervision The organization ensures that supervision is consistent with language-of-work requirements. C3.2 Workplace The organization creates a workplace that respects official languages rights and obligations. C3.3 Learning activities in both official languages The organization respects language-of-work requirements in terms of learning activities. C3.4 Internal government communications 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. C3.5 Procurement and development of tools and technologies The organization takes language-of-work requirements into account when acquiring or developing tools and technologies to help employees in their daily tasks.