



French Language Services (FLS)
Annual Operating Plan
Instructions

TABLE OF CONTENTS

1. The French Language Services (FLS) Committee
2. Development, Evaluation of the Draft, Approval, Implementation and Evaluation Process
3. The French Language Services (FLS) Annual Operating Plan
4. Evaluation of the Preceding Fiscal Year's French Language Services (FLS) Annual Operating Plan

A model of the FLS Annual Operating Plan can be found on page 6.

1. THE FRENCH LANGUAGE SERVICES (FLS) COMMITTEE

In order to develop, implement, review and evaluate the FLS Annual Operating Plan, each public body should have in place an FLS Committee. It is recommended that this committee include the FLS Services Coordinator – who should ideally be the Committee Chairperson - and Branch and/or Division Heads. It would also be useful to have a Policy Analyst with some planning background as well as a representative from Human Resources, whose presence will be particularly relevant for all staffing issues. 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 objective when developing the FLS Annual Operating Plan is to have as much program area knowledge as possible among the members on the committee. This will ensure that all areas of activity are taken into consideration when determining the different elements of the plan and establishing priorities. Given the more detail-orientated nature of an annual plan (as opposed to the macro-level information which is the basis of the Multi-Year Strategic FLS Plan), the committee may decide to consult with program managers and directors in order to get their input. Requesting feedback from frontline and other staff can help paint a more complete portrait of what the public body is doing and how it needs to do to move forward. It is also important that the committee has the necessary authority and credibility to ensure the implementation of the FLS Annual Operating Plans.

The FLS Committee should be prepared to meet on a regular basis, especially in the beginning stages of plan development.

2. DEVELOPMENT, EVALUATION OF THE DRAFT, APPROVAL, IMPLEMENTATION AND EVALUATION PROCESS

The development, evaluation of the draft, approval, implementation and evaluation of the French Language Services (FLS) Annual Operating Plan of the public body proceed as follows:

Development:

1. Development of a draft FLS Annual Operating Plan by the FLS Committee based on data and resources provided by the public body. This draft FLS Annual Operating Plan should be directly linked to the objectives of the public body's Multi-Year Strategic FLS Plan.

Evaluation of the Draft:

2. The Francophone Affairs Secretariat may review, revise and assess the draft FLS Annual Operating Plan, in light of the public body's Multi-Year Strategic FLS Plan.

Approval:

3. Approval of the FLS Annual Operating Plan by the public body's senior executive.
4. Approval and signature of the FLS Annual Operating Plan by the most senior manager of the public body (Deputy Minister or CEO).
5. The public body sends the signed FLS Annual Operating Plan to the Francophone Affairs Secretariat.

Implementation:

6. The initiatives and actions set out in the FLS Annual Operating Plan are used annually to implement the Multi-Year Strategic FLS Plan.

Evaluation:

7. An evaluation of the FLS Annual Operational Plan is carried out at the end of each fiscal year by the FLS Committee and presented 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 year's FLS Annual Operating Plan.

3. THE FRENCH LANGUAGE SERVICES (FLS) ANNUAL OPERATING PLAN

The FLS Annual Operating Plan should provide concrete guidelines for your public body's efforts with regard to French language services in the coming year. It should follow the strategic objectives set out in the public body's Multi-Year Strategic FLS Plan.

Key Result Areas: The key activities (areas of work) which need to be accomplished in order to achieve its FLS objectives.

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.

Key Performance Indicator(s): The 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 public body's plan.

Timeline: In some instances, this may be an ongoing project, which will be continued beyond the duration of the FLS Annual Operating Plan. However, you are asked to provide a more detailed schedule whenever possible, with an expected completion date (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 public body's Procedures Manual').

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

MODEL OF A FRENCH LANGUAGE SERVICES (FLS) ANNUAL OPERATING PLAN

Key Result Area 1: Delivery of French language services in the context of the Active Offer

Work To Be Completed	Action Steps	Key Performance Indicator(s) (Output)	Measurable Statement(s) (Outcome)	Timeline
Creation/maintenance of a bilingual website	<ul style="list-style-type: none"> • Establish priority plan for translating current web material • Ensure all new material relating to services and programs is translated • Create informal ‘oversight’ team to make monthly checks of specific French web pages to make sure they match the English version 	Translated pages available to the public	<ul style="list-style-type: none"> • Electronic information is easily accessible in French • French website is of comparable quality to the English • Usage statistics for French web pages will increase 	<ul style="list-style-type: none"> • Priority plan should be ready by end of April • Translation of current material will be ongoing as of May • Translation of new material will be as necessary (ongoing) • ‘Oversight’ team should be in place and have their first meeting by beginning of June
Ensure Active Offer signage is in place	<ul style="list-style-type: none"> • Make an inventory of all public areas in designated offices • Make an inventory of all signage in the public areas of designated offices • Translate bilingual signs where necessary • Ensure Active Offer (<i>Bonjour-Hello</i>) signs are available 	Ratio of bilingual to unilingual signs in designated offices	<ul style="list-style-type: none"> • French-speaking clients will be encouraged to ask for service in French • Bilingual nature of designated offices will be clearly visible 	<ul style="list-style-type: none"> • Inventory of designated offices should be completed by June • Inventory of signage will start in July (ongoing) • Translation of signs will start in July (ongoing) • Active Offer signage should be ordered by late-June

Key Result Area 2: Promotion and Awareness activities

Work To Be Completed	Action Steps	Key Performance Indicator(s) (Output)	Measurable Statement(s) (Outcome)	Timeline
Raising awareness among employees/Improving use of Active Offer techniques	<ul style="list-style-type: none"> • Organize Active Offer presentations in collaboration with the Francophone Affairs Secretariat • Hold lunchtime workshop on Active Offer using role-play, games and prizes • Create an FLS procedure document for frontline staff indicating processes to follow with French-speaking clients • Add section on FLS to the public body's orientation manual • Revise Referral List of bilingual employees and post it on the public body's intranet site 	<p>Percentage of employees who have participated in Active Offer presentations</p> <p>Percentage of branch orientation manuals with sections on FLS practices</p>	<ul style="list-style-type: none"> • All staff are aware of the provincial FLS Policy and how it affects their work • Staff are better equipped to deal with requests for service from Francophones • French-speaking clients request service with confidence and are satisfied with the service offered • Requests for service in French increase 	<ul style="list-style-type: none"> • Active Offer presentations should be scheduled so that all branches have had presentations by end of March (starting in April – ongoing) • FLS Procedure document for frontline staff should be completed by July • Section on FLS should be added to the public body's orientation manual by September • Referral list should be kept updated (ongoing)

4. EVALUATION OF THE PRECEDING FISCAL YEAR'S FRENCH LANGUAGE SERVICES (FLS) ANNUAL OPERATING PLAN

In order to assess the effectiveness of the measures taken to achieve the major objectives set out in the Multi-Year Strategic FLS Plan, the results for each work area indicated in the FLS Annual Operating Plan must be evaluated at the end of each fiscal year. The FLS Committee will present the evaluation in two parts: a table which can easily be summarized and used to help create the FLS Annual Operating Plan for the following year, as well as a narrative report (see examples below). The evaluation table should only identify measurable data, including a list of concrete actions undertaken for each area. The expected outcomes (as stated in the FLS Annual Operating Plan) and the actual outcomes for each area should also be indicated. A more qualitative evaluation (narrative report) with general information about challenges faced and proposals for future actions will also be presented. (N.B. This report may be used to provide information to the Francophone Affairs Secretariat for its Annual Report on French Language Services.) The evaluation will be submitted for approval to the senior executive of the public body.

EXAMPLE OF EVALUATION TABLE & NARRATIVE REPORT (Extract)

WORK TO BE COMPLETED: Creation and/or maintenance of a bilingual website		
<i>INITIATIVES/ACTIONS</i>	<i>EXPECTED OUTCOMES</i>	<i>ACHIEVED OUTCOMES</i>
<ul style="list-style-type: none"> i) Establish priority plan for translating current web material ii) Ensure all new material relating to services and programs is translated iii) Create informal 'oversight' team tasked with making monthly checks of French website to make sure it matches the English version 	<ul style="list-style-type: none"> • Electronic information is easily accessible in French • French website is of comparable quality to the English • Usage statistics for French Web pages will increase 	<ul style="list-style-type: none"> • 25% of website material now available in both languages

WORK TO BE COMPLETED: Raising awareness among employees/improving the use of Active Offer techniques

<i>INITIATIVES/ACTIONS</i>	<i>EXPECTED OUTCOMES</i>	<i>ACHIEVED OUTCOMES</i>
<ul style="list-style-type: none"> i) Organize Active Offer presentations in collaboration with the Francophone Affairs Secretariat ii) Hold lunchtime workshop on Active Offer using role-play, games and prizes iii) Create an FLS procedure document for frontline staff indicating processes to follow with French-speaking clients iv) Add section on FLS to public body’s orientation manual v) Revise Referral List of bilingual employees and post it on the public body’s intranet site 	<ul style="list-style-type: none"> • All staff are aware of the provincial FLS Policy and how it affects their work • Staff are better equipped to deal with requests for service from Francophones • French-speaking clients request service with confidence and are satisfied with the service offered • Requests for service in French increase 	<ul style="list-style-type: none"> • 75% of staff attended Active Offer training • Number of employees on Referral List has increased from 5 to 10 compared to previous year • Number of complaints related to FLS issues dropped from 6 to 1 compared to the previous year • Requests for service in French increased by 66% compared to the previous year

Example of a Narrative Report:

While the public body had hoped to increase the number of Web pages available in French, a reduction in its free word allocation from Translation Services and the introduction of three new programs requiring bilingual material meant that only new program material on the website could be translated. However, an action plan was established for future translation, including a priority document setting out timeframes for translating the site (the public body aims to translate all program/service material over the next three years). Those pages available in French received 650 hits (compared to 15,000 for the English). Once more pages are available in French, the public body intends to work on a strategy to encourage Francophones to navigate in French.

Employee awareness of the Manitoba’s FLS Policy, including the impact it has on their work, has greatly increased. While there are still certain challenges with regard to recruiting competent bilingual staff in technical positions, the number of employees who are now identified as bilingual and willing to provide the public body’s French language services has doubled. By tracking requests for service made by phone and in person, the public body has been able to measure a significant increase in requests for service in French, implying that improvements in the Active Offer as practiced across the public body are paying off.