

Second Official Language Development Pilot (SOLDP)

Problem Statement:

SSC lacks methods to supplement the existing training and other mechanisms to enable participants to satisfy the advanced official language (OL) requirements.

Persona #1 : Christine

- PG-04 (Senior Procurement Officer)
- English first language
- BBB level aiming for CBC
- Has attempted 2 evaluations in written comprehension and oral expression, but was not successful in attaining the C level
- Part time French training, but not interested in learning French
- 12 years public service
- Heavy workload
- Four kids
- Acting PG-05 from time to time
- Limited exposure to French in work and private life



Goals	Challenges
<ul style="list-style-type: none">• Wants to be promoted to PG-05 within the next year• Obtain CBC with minimal effort/training/time commitment• Pass the exam, not focus on actually speaking properly• Be able to travel to French countries	<ul style="list-style-type: none">• Does not work in second language• Lack of motivation• Conflicting priorities, guilt of letting team down• Training is not focused on conversational French so she can't communicate with colleagues• Exam does not reflect real life interactions - it is an interrogative interview• Her mental health is stretched due to being overworked• Lack of support in her language development from management beyond allowing language training• Class structure not appropriate for her personal learning style• Inconsistency among instructors means that some are more effective than others• Gets stressed when being evaluated• No continuity in training between sessions

<p>Values</p> <ul style="list-style-type: none"> • Work/life balance for her mental health • Family over work • Teamwork • Efficiency • Fairness and equity • Opinion of her bosses • Being judged on merit not on linguistic profile 	<p>Fears</p> <ul style="list-style-type: none"> • Letting the team down with workload • Failing the test again • Speaking French in front of peers, clients, etc. • Missing on career opportunities, stalling at her level • Will have to put in continued effort to maintain her level (it's never-ending) • Not being able to complete her homework and being forced to drop out of the training • Believes that manager favours bilingual employees for opportunities and assignment of work
<p>Expectations</p> <ul style="list-style-type: none"> • More career opportunities / promotion • Managers to alleviate workload and be flexible regarding schedule during language development (i.e., training) • Once she obtains the level, she won't have to continue training 	<p>Measures of Success</p> <ul style="list-style-type: none"> • CBC in less than 2 attempts and with part-time training • Having the linguistic profile so she can apply for any promotion. • Being able to maintain her level

Persona #2: Sam

- PG-03 (Procurement Officer), just promoted
- English essential position
- First language is English
- Was assessed as BBB upon commencement with the public service, but oral result is expired
- Has been taking part time French training when manager allows
- Been working at the government for 5 years
- Eager to learn French
- Spouse is French
- Very busy with operations and learning their new position
- Non binary person



<p>Goals</p> <ul style="list-style-type: none"> • Become fluently bilingual and not just according to the government standard • Have regular conversation with partner and be able to support kids who are in French school • Move up to PG-06 within 5 years 	<p>Challenges</p> <ul style="list-style-type: none"> • Work environment is in English • Not comfortable asking the manager for support to practice French outside of training and manager does not actively offer it • Just got promoted so new responsibilities conflict with language training • Quality of language training is not consistent • Has not been tested in over five years • Not familiar with the current test format • Social anxiety with group training – would prefer individual training
<p>Values</p> <ul style="list-style-type: none"> • Bilingual work environment • Family, home environment • Respect of learning pace • Supportive work environment • Team effort – language training is a team effort • Contributing actively to the organization – becoming valuable contributor in a bilingual organization • Integrity – does not want others to think they have wrong motives to learn French 	<p>Fears</p> <ul style="list-style-type: none"> • Worried that something unconscious in their brain makes it impossible for them to learn • Missing out on opportunities to advance • Not be able to communicate in French with family • Coming across as demanding – since CBC is not required for their current role • Missed opportunities in acting roles if they don't get the levels • Feeling left behind • worried they won't get CBC or will lose their BBB • being judged or slowing down the pace

	<p>during meetings if they try to speak French</p> <ul style="list-style-type: none"> • Instructor may not be the right fit
<p>Expectations</p> <ul style="list-style-type: none"> • To be provided with more opportunity to work in French • Fully supported by manager and team to improve French competencies • Team and manager initiate French conversations • More choices for type of training • Sufficient time for training – enough to learn something • Realistic timelines to reach goals • Adding reward system (can be simple recognition, certificate, etc.) in learning to keep the motivation going • Management encourages putting *I am practicing French* in email signatures • Being taught all of the French language, day to day talk, slang, work, etc. 	<p>Measures of Success</p> <ul style="list-style-type: none"> • Peers feel comfortable keeping conversations in French • Can keep up in French conversations without being judged or slowing down the meetings • Ability to help kids with French homework • Manager recognition in PMA for using French more regularly and balance their workload with training

Persona #3: Jean

- PG-04 (Senior Procurement Officer)
- First language is French
- Occupies a BBB position
- Has CCB levels, joined public service as BBB but through training and work environment, has improved
- In part-time training
- Been working at the government for 7 years
- 90% of his workday is spent working in English, but 95% of his private life is spent in French



<p>Goals</p> <ul style="list-style-type: none"> • Attain his C oral level in English • Lower his accent while speaking English • Improve his flow during a conversation, especially being able to get his idea across in a fast-paced conversation • Improve his confidence while speaking English • Move up to PG-06 within 3 years 	<p>Challenges</p> <ul style="list-style-type: none"> • Has had his oral expression tested 3 times but hasn't passed the exam at the C level • Although he understands English very well, he is less comfortable speaking English because he cannot keep up with the speed of the conversations • Quality of language training is not consistent • Frustrated as he is required to work in English but still can't pass the exam • Has trouble finding words in French because he works so frequently in English
<p>Values</p> <ul style="list-style-type: none"> • Bilingual work environment • Leaving work behind at the end of the work day (strong line between work and private life) • Being able to work in the language of his choice • French heritage and culture • Teamwork 	<p>Fears</p> <ul style="list-style-type: none"> • People will not understand him based on his accent and won't want to work with him • People thinking his ideas have no value because he can't get the right message out • People will think he's stupid because he can't pass the oral test at the C level, despite working in English • Worries his ability to write in French will decrease because he's out of practice • Worries his request for language training will be denied since he can 'train on the job' • Worries there won't be access to training since groups are not always available at his level of English

	<ul style="list-style-type: none">• His colleagues will be prejudiced against his future promotions
Expectations <ul style="list-style-type: none">• To be provided with more opportunity to work in French• Fully supported by manager and team to improve English competencies• Get same opportunities for training as his anglophone colleague• Bilingual environment does not mean he's the team's unofficial translator	Measures of Success <ul style="list-style-type: none">• Improve his accent and fluency so it is clearer that he is functionally bilingual• Spends a higher proportion of day working in his first official language• Pass his next oral evaluation at the C level

Persona #4: Thomas

- PG-6 (Manager)
- 8 employees – 3 are unilingual English, 4 are BBB, and 1 is CBC
- Busy operational procurement team
- 16 years of experience
- Detail oriented
- French is his first language
- Joined the public service fully bilingual (EEE)
- Has never taken language training as a public servant



<p>Goals</p> <ul style="list-style-type: none"> • Have bilingual employees without having to send them on language training • Retain all of his current team members • Staff vacant positions with employees that already meet the linguistic profile 	<p>Challenges</p> <ul style="list-style-type: none"> • Lack of interested candidates when he posts about openings in his team and of those that are interested, few are bilingual • Limited budget impacts who he can send on language training • Incredibly heavy workload to manage • No redundancy in team to allow employees to take time away from operational responsibilities • Most clients are English, therefore work is done in English • At least 3 of his employees are English essential – difficult to hold bilingual meetings • Balancing OL obligations with other equity considerations when staffing • Doesn't understand why language training needs to take so long to be successful
<p>Values</p> <ul style="list-style-type: none"> • Proud of French heritage • Cohesiveness amongst employees • Fairness – people who do not need training should not have to cover for those who do • Loyalty 	<p>Fears</p> <ul style="list-style-type: none"> • Losing employees to other departments • Not being able to promote employees or offer them acting opportunities • Management will come down on him because he can't deliver due to employees on training • Fears that unilingual employees will grieve his management if he insists on bilingual meetings • Investing in employee's training and losing them • Feeling obligated to hire an employee based on language levels and not based on their

	merit (because of lack of candidates and staffing restrictions)
<p>Expectations</p> <ul style="list-style-type: none"> • Employees on training can keep up with their workload • Employees should make efforts to practice their second language outside of work hours • Enterprise provides technical support to hold bilingual meetings or deliver bilingual products. 	<p>Measures of Success</p> <ul style="list-style-type: none"> • Having a bilingual team • Be able to hold bilingual meetings with his team • Manageable workload resulting from less time away owing to language training • Being able to send his team to training not related to language • Retaining his employees • Keep the team motivated