

September 8th, 2011

Graham Fraser
Commissioner of Official Languages
Office of the Commissioner of Official Languages
344 Slater Street
Ottawa, ON K1A 0T8

Re: Air Canada Linguistic Action Plan – Communications with and Services to the Public – 2011-2014

Dear Mr. Fraser:

Please find enclosed our Linguistic Action Plan further to our May 17, 2011 response to your preliminary report on the audit of the delivery of English and French services to Air Canada passengers.

We are pleased to submit this Action Plan which addresses the concerns raised in your report. The Plan also will become a new reference tool for all Air Canada employees which will further assist us in meeting objectives. The Plan comprises six sections: Management's Commitment and Leadership, Recruitment, Communication and Training, Service Standards, Audits and Performance, and Communities.

One of the key elements of this Action Plan is the drafting of *Official Languages at Air Canada*, a new reference tool for all Air Canada employees. This publication will replace the current linguistic policy and will explain the roles and responsibilities of various individuals (including certain members of management, the champions and the linguistic coordinators), service standards, hiring procedures for new employees and resource persons, language proficiency levels for every position, rules for posting information, rules for active offers, various available language courses and their schedules, and our employees' own responsibilities.

Once again, we wish to thank your team for its collaboration throughout the audit process and reiterate our desire to work together to achieve our common goal of providing Air Canada customers with high-quality service in the language of their choice.

Sincerely,

Priscille Leblanc
Vice President, Corporate Communications
Champion of Official Languages

Susan Welscheid
Senior Vice President, Customer Service
Champion of Official Languages
Customer Service