Leads: PCO, the Translation Bureau (PSPC)
The Privy Council Office and the Translation Bureau are working with various partners to test options for using artificial intelligence in translation with the aim of enhancing the efficiency of communicating in both OL.

The Working Group on the Centralization of Official Languages Resources is developing a one-stop window for official language resources and tools that will be available on the Language Portal of Canada.

The Interdepartmental Official Languages Learning Task Team has initiated pilot projects aimed at assessing and improving existing language training programs.

The Working Group on the Bilingualism Bonus was established to examine the modernization of official languages qualification standards. This group will consider how receptive bilingualism can be better recognized.

The Canada School of Public Service and the Treasury Board Secretariat have created a Working Group on Second Language Retention which is tasked with identifying best practices and innovative approaches to maintaining second language skills and meeting language requirements.

The Committee of ADMs on Official Languages (CADMOL) is exploring the expansion of the Inter-Institutional Second Language Program nationwide. Canadian Heritage will establish a pilot project in the NCR for its employees in 2019. Other regions could also offer it.

The Treasury Board Secretariat in collaboration with the Public Service Commission is studying a new system of language benchmarks that will align with a diverse and inclusive public service and better reflect the linguistic realities of all public servants, including those belonging to Employment Equity Groups.

The Treasury Board Secretariat is analyzing the impacts of raising the linguistic profile of bilingual supervisory positions to CBC, paying particular attention to issues related to possible difficulties in learning a second language among supervisors who have a disability or other employment equity groups.
Artificial intelligence for translation

For reference, see p. 22 of report - The Next level: Normalizing a culture of inclusive linguistic duality in the Federal Public Service workplace

That the Privy Council Office’s Innovation Hub launch an Official Languages Challenge to encourage innovative ideas to improve translation and learning tools.

- PCO and the Translation Bureau have engaged various stakeholders to test the application of emerging Artificial Intelligence (AI) technologies in the translation workflow, with the ultimate goal of achieving faster processing times, reduced costs, and high quality services.

- PCO and the Translation Bureau presented a brief update on progress at the September 25, 2018, CADMOL meeting.

- Pilot projects and other initiatives will be conducted over the next several months to test options and ensure that tools developed will include the necessary language quality gates and comply with accessibility standards and the Official Languages Act.

- The preliminary results will be presented at the January 2019 CADMOL meeting (to be confirmed).

- The project is scheduled to be presented to the Deputy Ministers Task Force on Public Sector Innovation in January 2019 (to be confirmed).
Leadership: Increase the use of both official languages in the workplace

For reference, see p. 18 of report - 
*The Next level: Normalizing a culture of inclusive linguistic duality in the Federal Public Service workplace*

### Detailed Information

<table>
<thead>
<tr>
<th>Status</th>
<th>Recommendations</th>
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<th>Additional Information (challenges/considerations)</th>
</tr>
</thead>
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<tr>
<td>Completed</td>
<td>Require federal institutions to include in their official languages plan elements on the promotion of bilingualism with ambitious and measurable objectives for official languages, in particular, language of writing and of meetings.</td>
<td>• The members of the Leadership Working Group have started analyzing the feasibility of building on practices already in place in some federal institutions to strengthen ties between performance / talent management and the promotion of an environment conducive to the use of both official languages.</td>
<td>• The group will identify and develop tools to support leaders in maintaining and using their second official language and in promoting the use of both official languages in the workplace.</td>
<td>• Successful implementation of leadership recommendations will require culture change within institutions with senior leaders leading by example to ensure that the concerns raised in the report are addressed.</td>
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<tr>
<td>Completed</td>
<td>Include language training as part of the employee learning plan template.</td>
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<td>Completed</td>
<td>Include a language component in the Performance Management Program for Executives and establish that a senior executive can only achieve a higher score in their performance appraisal when the language targets have been achieved and maintained.</td>
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<td>Completed</td>
<td>Include text in the letter of offer for executives that they must at all times comply with the language requirements of their position (i.e., achieve and maintain).</td>
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<td>Completed</td>
<td>Increase accountability for investments in training.</td>
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<tr>
<td>Completed</td>
<td>Support employees who demonstrate a commitment to learning and promoting bilingualism in the workplace.</td>
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### Expedite the process of assessing second language skills

**For reference, see p. 19 of report - The Next level: Normalizing a culture of inclusive linguistic duality in the Federal Public Service workplace**

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| ![checkmark]    | Conduct an "OL reference check" to incorporate input from an employee’s superiors and colleagues in their language evaluation. | • The PSC explored potential gains to be realized by introducing an OL reference check (RC) for staffing purposes. Key considerations included impacts on assessment efficiency and effectiveness (e.g. validity and accuracy of assessments).  
    • This review concluded that using an RC for selection purposes would not achieve the desired outcomes. | • The PSC continues to explore other opportunities and innovative approaches intended to increase assessment efficiency. | |
| ![checkmark]    | Carry out a pilot project delegating authority to hiring managers to assess oral proficiency at the B level. | • Eleven federal institutions are currently participating in this pilot. To date, testing is complete or underway for 36 selection processes, 31 managers have completed at least one assessment and 51 candidates have been assessed.  
    • The pilot project’s operations are winding down in early December 2018. The PSC now has enough information to identify important trends. | • The data will be analyzed and key findings will be reported to PSC’s senior management at end of January 2019.  
    • Additional iterations of the approach that could be tested will be identified.  
    • Once finalized, the findings will be communicated more broadly to partners and key stakeholders. | • Employees will continue to have the option of being assessed by the PSC.  
• Implementation will require a substantial effort. |
## Awareness

**For reference, see p. 20 of report - The Next level: Normalizing a culture of inclusive linguistic duality in the Federal Public Service workplace**

### Status

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Progress/Results</th>
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<tr>
<td>Launch an awareness campaign to raise the number of students who know and support federal language of work requirements and are taking concrete steps to improve their second language skills.</td>
<td>• In collaboration with departments, agencies and Deputy Minister University Champions, the PSC continues its outreach activities with Official Languages Minority Communities (OLMC), academic institutions and community associations across the country, while working on a strategy to reach high school and language school students.</td>
<td>• The PSC is adapting its external promotional and informational programs to better promote bilingualism and attract bilingual and OLMC candidates through outreach events such as career fairs and information sessions.</td>
<td>• The Working Group on the Centralization of Official Languages Resources is working on a comprehensive directory of hyperlinks that will allow federal public servants to find, in a single access point the Government of Canada’s official languages resources. This will help to build awareness of Official Languages obligations.</td>
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<tr>
<td>Develop a recruitment strategy to increase recruitment of bilingual employees, and promote official languages on Public Service recruitment sites to make it easier for job seekers to find positions with language profiles that correspond to their current or future skills.</td>
<td>• The PSC developed a 2-year outreach plan for recruiting OLMC and bilingual candidates. The focus will be on partnerships with federal institutions, OL interdepartmental committees, as well as with academic institutions (high schools, community associations and language schools). • The PSC presented this recruitment strategy at OL interdepartmental committees across the country to inform, and better understand departmental needs and build partnerships. • Together with the Quebec Federal Council, the PSC organized a speed staffing event in Montreal aimed at increasing Anglophone and Visible Minority representation. 5 departments participated and 9 processes were advertised externally. Of the 2,510 applicants, over 37% identified English as their first official language, and 42% self-declared as a visible minority.</td>
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<td>Design and implement a mandatory component for all orientation programs for new staff to familiarize them with their language rights and obligations.</td>
<td>• A discussion with Persons Responsible for Official Languages will take place early in 2019 to discuss orientation programs already in place across federal institutions and explore options.</td>
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<td>Incorporate automated prompts and reminders on the rights and linguistic obligations of public servants in IT tools that they routinely use.</td>
<td>• TBS is currently identifying what exists in institutions. • Members of the Official Languages community were invited to share their tools and best practices on GCcollab.</td>
<td>• Automated prompts and reminders on OL obligations will be included in the discussion with the Persons Responsible for Official Languages in early 2019.</td>
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Establish an “OL: What Works” portal for the Public Service

For reference, see p. 18 of report - *The Next level: Normalizing a culture of inclusive linguistic duality in the Federal Public Service workplace*

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| Completed    | That the Public Service Commission of Canada, the Canada School of Public Service and the Treasury Board Secretariat build on existing work to establish an “OL: What Works” portal for the Public Service to coordinate the dissemination and exchange of best practices and intervention tools that are currently in use. | • The Working Group on the Centralization of Official Language Resources is working on a one-stop window for official language resources for public servants. This platform will be available on the Language Portal of Canada, which is consulted more than 4 million times each year.  
  • To date, the Working Group has identified the categories of the resources to be centralized on the Portal and has started building the inventory.  
  • The Working Group will pool the resources on official languages and coordinate the development of the one-stop window in view of its first launch in September 2019, the year that will mark the 50th anniversary of the *Official Languages Act*. The launch will include a government-wide promotion campaign to encourage public servants to use the one-stop window during the course of their daily work.  
  • The one-stop window will be updated and enhanced regularly, until a full centralization of resources is achieved in 2020-21.  
  • The Working Group will also develop a strategy to continually promote, maintain and improve the one-stop window so that it remains a practical and relevant tool. | • Resources will include: official languages promotion and awareness tools, best practices, policy instruments, resources to learn French or English as a second language and to help maintain second language skills.  
  • The Canadian Cultural Program for Learning English and French as Second Languages (see recommendation 8) will eventually be accessible on the Language Portal and will link to many language tools across the Portal’s different modules. |
# Training – Annual Official Languages Plan

For reference, see p. 21 of report - *The Next level: Normalizing a culture of inclusive linguistic duality in the Federal Public Service workplace*

<table>
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| Completed    | That all federal institutions be required to have an annual Official Languages Plan to improve the language skills of its employees, including employees at offices based in unilingual regions and those who belong to employment equity groups. | • The Task Team, which includes over 30 departments, is examining how to improve the capacity for and effectiveness of official language learning to meet current and future needs.  
• The Task Team has developed an interdepartmental framework (decision tree) which could be used by federal institutions to prioritize access to language training.  
• It has initiated pilot projects aimed at assessing and improving existing language training programs, including:  
  - a communication strategy to demystify language requirements at the “B” and “C” levels and generate reflection on language retention;  
  - an initiative to provide French second language training adapted to Indigenous culture;  
  - a learner-centred holistic approach to provide adequate support for well-being and mental health all along the learning process. | • Discussions will take place early in 2019 to determine how the interdepartmental framework could be disseminated government-wide and/or incorporated into existing policy and tools.  
• Results of an analysis to better understand the success rate trends in language evaluations will be presented to the CADMOL in January 2019.  
• As pilot projects are in the initial phases, regular updates will be provided to the CADMOL. | • The work of the Task Team supports both recommendations 6 and 8.  
• A gradual approach to implement this recommendation should be adopted to allow institutions to assess associated costs, effort and resource requirements.  
• The working group is chaired by two co-chairs (one representative from Employment and Social Development Canada and one representative from Immigration, Refugees and Citizenship Canada). |
Training – Study and Tools

For reference, see p. 21 of report - *The Next level: Normalizing a culture of inclusive linguistic duality in the Federal Public Service workplace*

### Detailed Information

<table>
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<td>✔️</td>
<td>That the Canada School of Public Service conduct a comparative effectiveness study of the various second language teaching methods that are or could be offered to employees, particularly taking into account the needs of members of employment equity groups.</td>
<td>• The TBS and the CSPS have identified the need for an environmental scan of existing second language teaching methods, taking into account the needs of members of employment equity groups. The parameters are being established.</td>
<td>• As a first step, the TBS, the CSPS and the PSC will support the Inter-Departmental Diversity and Inclusion Committee in examining language barriers for the recruitment of Indigenous executives into the public service.</td>
<td>• The TBS and the CSPS will also build on the expertise and knowledge of the Interdepartmental Official Languages Learning Task Team, particularly in the context of its pilot project to provide French second language training (at the “BBB” level) adapted to Indigenous culture.</td>
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<td></td>
<td>That Public Services and Procurement Canada work collaboratively with the Canada School of Public Service to develop tools and offer language training in all regions of Canada, including the adoption of new approaches and innovative technologies.</td>
<td>• The Technical Advisory Group on Procurement Tools for Language Training, which includes approximately 30 members responsible for language training across various federal institutions, is defining the best methods to put in place new procurement tools. • The current procurement tools for language training have expired or will expire in March/April 2019. PSPC is in the process of putting in place new temporary standing offers for language training in each region.</td>
<td>• In the spring of 2019, the Technical Advisory Group will issue a Request for Information to seek industry input on issues such as offering language training programs, quality assurance and language proficiency assessment and performance-based measures. • By the end of 2021, the Group is aiming to implement new procurement tools that will help increase the quality of training provided to public servants.</td>
<td>• The Technical Advisory Group is chaired by PSPC and the CSPS. • PCH is also continuing its efforts to establish the Canadian Cultural Program for Learning English and French as Second Languages (see recommendation 8).</td>
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# Training – Personal account

**For reference, see p. 21-22 of report - The Next level: Normalizing a culture of inclusive linguistic duality in the Federal Public Service workplace**

<table>
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<td>✔️</td>
<td>That all federal institutions be required to create a personal language training account, enabling all employees to receive a certain number of hours of language training, in French or English, as a first or second language. For some employees, this could also include American sign language, langue des signes québécoise, or an Indigenous language.</td>
<td>• The Task Team has developed an interdepartmental framework (decision tree) which could be used by federal institutions to prioritize access to language training. &lt;br&gt;• PCH is continuing its efforts to establish the Canadian Cultural Program for Learning and Maintaining English and French as Second Languages. This free online and mobile service for learning and retaining English and French will help all Canadians advance their second official language proficiency at a self-paced. This commitment was confirmed in Budget 2018.</td>
<td>• Discussions will take place early in 2019 to determine how the interdepartmental framework could be disseminated government-wide and/or incorporated into existing policy and tools. &lt;br&gt;• The Request for Proposals was posted on the Government of Canada's Buy and Sell website. PCH has completed consultations with the industry to identify the key parameters of this future online offer and anticipates that the supplier selection process will take place in winter 2019. &lt;br&gt;• The program launch is scheduled for 2020.</td>
<td>• The work of the Task Team supports the implementation of recommendations 6 and 8. &lt;br&gt;• The Canadian Cultural Program for Learning English and French as Second Languages will support young adult immersion program graduates to retain proficiency and provide a larger pool of bilingual Canadians for public service recruitment. In addition, this free online and mobile service could be used as an additional tool by federal public servants who want to maintain their second language.</td>
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<td>✔️</td>
<td>Ensuring that all employees have access to a spell checker and grammar checker on their computer that is integrated with word processing and email software to improve their writing in both official languages.</td>
<td>• A discussion with the Persons Responsible for Official Languages will take place early in 2019 to explore which applications are already in use in federal institutions.</td>
<td></td>
<td>• The discussion with the Persons Responsible for Official Languages will take place early in 2019 to explore which applications are already in use in federal institutions.</td>
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**Timeline:** Medium Term (2020-2021)
**Maintain second language competencies**

*For reference, see p. 19 of report - The Next level: Normalizing a culture of inclusive linguistic duality in the Federal Public Service workplace*

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<tr>
<td>Completed</td>
<td>That federal institutions take measures to ensure that all employees in bilingual positions maintain their second language skills and meet the requirements of their positions.</td>
<td>• The CSPS and the TBS are establishing a Working Group on Second Language Retention to identify best practices and innovative approaches to maintaining second language skills and meeting language requirements.</td>
<td>• The working group will meet in January 2019.</td>
</tr>
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</table>
Inter-institutional second language practice program

That the Treasury Board Secretariat and Canadian Heritage support the improvement and maintenance of employees’ French or English skills by creating and managing an inter-institutional second language practice program. This program should enable employees of an institution to participate in short exchanges (micro-assignments) in offices where the predominant official language is different from their own, and enable employees to take part in a structured language mentoring or coaching system.

\[ \text{Timeline: Medium Term (2020-2021)} \]

**For reference, see p. 21 of report - The Next level: Normalizing a culture of inclusive linguistic duality in the Federal Public Service workplace**

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</table>
| Completed         | That the Treasury Board Secretariat and Canadian Heritage support the improvement and maintenance of employees’ French or English skills by creating and managing an inter-institutional second language practice program. This program should enable employees of an institution to participate in short exchanges (micro-assignments) in offices where the predominant official language is different from their own, and enable employees to take part in a structured language mentoring or coaching system | • Following the success of the first edition in 2016, the Atlantic Federal Council, supported by PCH (PCH – Atlantic Region), offered a new round of internships to federal employees with Francophone community organizations in fall 2018.  
• PCH, Prairies Region, established the program and internships were conducted within community organizations during summer and fall 2018.  
• PCH, North West Territories Region, launched a call for proposals to federal employees in fall 2018.  
• The inter-institutional program was presented during the national meeting of Network 42 (PCH in the regions) on November 28, 2018, and the Ontario Region has volunteered to offer the program to their employees. Discussions were held to determine the involvement of federal councils in the program’s deployment across the regions.  
• PCH Headquarters is developing a pilot project to offer the program to employees in the National Capital Region in 2019. | • PCH is currently working with the regions to build a generic toolkit to assist a region or a federal institution interested in implementing the program.  
• PCH will develop an approach to reach out to community organizations to encourage their participation.  
• PCH will seek out other federal institutions willing to implement the program.  
• The Ontario Region is interested in launching a program similar to the one in the Atlantic Region.  
• PCH could change the title of the program to a more representative one, including the community component. | PCH will review the data from the evaluation of the first edition of the program in the Atlantic region and will make recommendations, if applicable.  
• PCH will monitor the progress of the program in the Prairies and will analyze its success rate.  
• PCH would like to make presentations, soliciting existing networks in public service and federal institutions, to promote the program and encourage applications. |
### Receptive bilingualism

**For reference, see p. 20 of report - The Next level: Normalizing a culture of inclusive linguistic duality in the Federal Public Service workplace**

<table>
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<td>✔️</td>
<td>That federal institutions promote <em>receptive bilingualism</em> by hiring people who demonstrate a basic ability to follow conversations and read documents in their second official language, or by offering and encouraging employees to participate in basic language training to achieve this level of comprehension.</td>
<td>• The Qualification Standards Working Group was established by TBS and the PSC (see recommendation 13).</td>
<td>• The Working Group will take into consideration receptive bilingualism when reviewing the qualification standards.</td>
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Repurpose the bilingualism bonus for the development of language skills

For reference, see p. 21 of report - *The Next level: Normalizing a culture of inclusive linguistic duality in the Federal Public Service workplace*

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| ![Completed](checkmark.png) | That the Treasury Board Secretariat initiate discussions with the National Joint Council to repurpose the bilingualism bonus to establish a new fund to be used exclusively for the development of non-executive employees' language skills, and co-managed with the bargaining agents. | • The CADMOL has discussed the complexity of the issues and timelines associated with implementing this recommendation.  
• TBS is assessing the feasibility and impacts of repurposing the bilingualism bonus. | • TBS is consulting key stakeholders (including the NJC) and considering possible options.  
• Any change to the bilingualism bonus would be subject to discussions and negotiations with the bargaining agents as it is part of the collective agreement. |  |
| ![In progress](progress.png) | | | | |
| ![Adjusted](adjust.png) | | | | |
| ![Not started](notstarted.png) | | | | |
That the Treasury Board Secretariat, in consultation with the Public Service Commission of Canada:
modernize the language qualification standards for bilingual positions to ensure that the standards align with the functional expectations for daily tasks, and allow a distinct measure for basic oral and written comprehension.

- The Qualification Standards Working Group was established by TBS and the PSC to explore the modernization of the language qualification standards. The updated qualification standards will align with a diverse and inclusive public service and better reflect the linguistic realities of all public servants, including those belonging to employment equity groups.

- As an initial step, TBS and the PSC will conduct a preliminary needs assessment in one federal institution.

- The results of the needs assessment will be presented to the CADMOL in spring 2019.

- A decision on whether or not to expand the assessment to other federal institutions will be made by CADMOL.

- The Working Group will also consider ways to promote receptive bilingualism within the public service (linked to recommendation 11).

- Modernization of the Official Languages Qualification Standards will require substantial time and effort.

### Status | Recommendation | Progress/Results | Next steps | Additional information (challenges, considerations)
---|---|---|---|---
Completed | | | | -
In progress | | - The Qualification Standards Working Group was established by TBS and the PSC to explore the modernization of the language qualification standards. The updated qualification standards will align with a diverse and inclusive public service and better reflect the linguistic realities of all public servants, including those belonging to employment equity groups. | - As an initial step, TBS and the PSC will conduct a preliminary needs assessment in one federal institution. | - The Working Group will also consider ways to promote receptive bilingualism within the public service (linked to recommendation 11). |
Adjusted | | - Modernization of the Official Languages Qualification Standards will require substantial time and effort. | | |
Not started | | | | |
### Linguistic profile for supervisory positions

For reference, see p. 19 of report - *The Next level: Normalizing a culture of inclusive linguistic duality in the Federal Public Service workplace*

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</table>
| Completed    | That the Treasury Board Secretariat, in consultation with the Public Service Commission of Canada take action to increase the linguistic profile for bilingual supervisory positions to a superior proficiency level (e.g., CBC or equivalent). | • TBS continues to analyze the impacts and is paying particular attention to issues related to possible difficulties in learning a second language among supervisors who have a disability or other employment equity groups.  
• TBS has reviewed data which indicates an overall positive trend in the number of bilingual supervisors in bilingual regions at or above the CBC level. | • TBS, supported by a focus group comprised of representatives from federal institutions, will assess policy options and identify steps towards a phased implementation if policy changes are to be made. | • The work underway to advance the implementation of all language of work recommendations will help to maintain and build on this positive trend. |

**Timeline:** Long Term (as of 2021)