

### Language of work

To complete the process begun in 1979-1980, the Department will approach managers on a selective basis. From the data obtained from the survey of employees, managers will be invited to study with their staff the obstacles to the use of French as a language of work and to find ways of improving the situation (see pp.10,11). It will also ensure that the language proficiency requirements are raised for employees who perform personal and central services. Lastly, it will exercise better control over those mechanisms geared to promoting the use of French as a language of work.

### Participation

Evaluation of the current situation shows that there is still room for improvement of Francophone participation within the Department, more particularly in the Technical as well as the Scientific and Professional categories. However, as the Public Service Commission pointed out in its 1979 Annual Report. "Consolidation of the progress achieved as a result of efforts covering several years remains problematical, subject as it is to the impact of restrictions that have already been in effect for more than two years." Faced with such a situation, the Department is attempting to maintain participation at the desired level. Emphasis must therefore be put on "ad hoc" actions which, while limited in scope, will promote long-term changes.

### Institutional support

The Department will continue its efforts at drawing up guidelines that reflect its decisions and intentions in the official languages sphere. Further, the Department will continue to assign official languages administration to a centralized authority. On the other hand, the possibility of assigning management of certain activities in the Official Languages Program to other responsibility centres in the Department will be contemplated. It goes without saying that responsibility for and operational implementation of the program fall to the line managers. Lastly, the Department intends to give high priority to the setting up of mechanisms for the planning and co-ordination of demand for translation services. It will take a close look at the language training program in order to ensure its effectiveness and high efficiency. Among others, it will adopt measures to improve the bilingual capacity of employees, such as more frequent recourse to imperative staffing, the raising of the required linguistic proficiency profiles. An increase in human resources will reinforce the evaluation, audit and control functions.