

incorporated into agreements between employers and employees, impose certain limitations on the personal freedom of employees but, at the same time, offer to them the guarantee of being treated in an equitable way in similar situations.

The implementation of official languages policies in federal institutions has not escaped from these requirements and the Government has had to establish certain rules and administrative procedures in order to attain its policy objectives. On the other hand, the procedures related to official languages are not solely a question of administrative mechanics; they also attempt to guide human behaviour. In this as in other areas, if the cooperation and goodwill of individuals is not secured, there is every chance that the procedures will become inoperable.

The dilemma which always faces the Government is thus to reconcile respect for individual choice with the requirements for the effective management of a large organization. For example, it is very important to underline here that the second principle outlined above is subordinate to the first. If a public servant must be bilingual in order to serve the public in both official languages, it is clear that his or her 'right' to work in the official language of choice is more restricted than that of other employees whose functions do not require them to serve the same public.