

individual bilingualism only where currently needed for the effective delivery of services to the public or to public servants. Managers will be encouraged to reorganize duties in such a way that the required services will be provided, wherever possible, by public servants working in their first official language rather than by public servants working in both official languages. This approach to the nature of the bilingual institution should ensure that the required bilingual capacity would still be available wherever needed, but its method of achievement revised. Thus, there should be more opportunities available for public servants who wish to remain unilingual and to pursue a career within the Public Service in their first official language.

Two cautionary comments should be mentioned at this point. Firstly, while it is anticipated that there will be a reduction in the number of bilingual positions, nevertheless a large reduction should not be anticipated since priority consideration must be given to the effective delivery of the services provided by federal institutions. Secondly, these services are numerous and varied and although arrangements would permit the majority of employees to work in their preferred official language, there will still be a number of situations where an employee will have to work in both official languages because of the nature, level or location of a particular position.