

2. continue to develop with each EX individual language training plans to meet the CBC level; and
3. examine the integration into the performance review of EXs the assessment of their managerial obligations towards official languages.

Some missions have long been unable to offer services in both official languages, particularly from LES. While our stringent official language requirements on entry to the Foreign Service and Management/Consular streams will ensure a strong official languages capacity abroad in the longer term, it is not always the case in the shorter term. Specific action will be undertaken in 1998 to resolve this situation by addressing not only the immediate problem of unilingual staff but also by developing strategies for the longer term as follows:

1. examine with each mission options (including language training where required) to correct existing deficiencies;
2. conduct a comprehensive review of the hiring practices for LES positions requiring contact with the public (e.g. identification of language requirements, statement of qualification, selection standards etc.) and develop recommendations for the future recruitment of LES, according to the varying circumstances of local markets;
3. implement a formal system requiring HOMs to report annually to the centre, prior to the assignments exercise taking place, on the needs of their mission in bilingual staff for the coming year to ensure that it can adequately fulfil its official languages obligation to the Canadian public; and
4. review the department's official languages training policy to ensure best value for money in trying to meet our operational needs and official languages obligations, in light of diminishing resources.

4.3.2.2 Employment Equity

Our objective is a working environment supportive of the delivery of employment equity policies and programs through a more structured organisational (i.e. outside of HR) and policy framework. Our ultimate objective is to embed in our culture an integrated approach to employment equity in our day-to-day business.

4.3.2.2.1 Legislative and Regulatory Framework

The new *Employment Equity Act* and Regulations came into force on October 24, 1996. As of October 1, 1997, organisations must have suitable processes in place to ensure compliance.

The *Employment Equity Act* and Regulations require that we:

1. conduct a workforce survey;