

increased use of French will be particularly encouraged in departmental management committee meetings, interdepartmental meetings and other communications at senior levels across departments within bilingual regions.

3. The Nature of the Public Service as a Bilingual Institution

In the past the conception of the Public Service as a bilingual institution placed considerable emphasis on maximizing individual bilingualism. In addition, the requirement for individual bilingualism was based not only on the current need for the use of both official languages, but also on possible future requirements. This had a number of positive features in that services required by the public, or by public servants, were made available in both official languages in a relatively short period of time. However, some individuals were required to become bilingual but were often unable to use their new language skills on the job. In other instances, some opportunities were restricted for public servants who were unilingual, and wished to remain so, to work in their first official language.

One of the most frequent criticisms of the official languages programs in the Public Service is that there are too many bilingual positions for the provision of services. In future, the approach to the nature of the bilingual institution will be to require