

taken and they will be intensified. Among others, a revised chapter, which will be incorporated into the Manual of Procedures, outlines responsibilities, guidelines and administrative procedures in the area of official languages. The Department ensures that publicity intended for the public is disseminated in minority language group media publishing in one of the official languages (see Goal 1.4, p. 20). To this end, directives have been issued to the responsibility centres concerned. It must be noted, however, that the Department rarely uses media announcements.

### 3. Capacity to meet demand

New procedures were implemented to determine the bilingual capacity of posts and an audit was made (see Goal 3.1., p. 22). According to the statistics (see Table VI), it can be concluded that the Department is in a position to provide the public the service it is entitled to in both languages. In fact, out of a total of 109 posts (some of which have multiple accreditation), 102 have reached the bilingual capacity sought. It is important to note that these statistics do not take into account the rotational personnel of other departments or government organizations (Industry, Trade and Commerce, CIDA, RCMP, Employment and Immigration, etc.). At many posts these organizations provide, in part, the services to the public and in addition complement the limited bilingual capacity of Departmental personnel at certain posts. Nevertheless, the Department's objective is to staff each post with a sufficient number of bilingual employees to serve the public in both official languages.

The Department has a total bilingual capacity of 60% among the rotational staff, a capacity which remained steady during the past year and generally satisfies the set requirements. It should be noted that 84% of the employees in the Foreign Service (FS) category are bilingual; this figure represents a slight increase over the previous year. Though 59% of the employees in the secretarial (SCY) group are bilingual, this capacity is 10% below the set requirements. Progress is therefore desirable on this point.

The analysis of the level of linguistic proficiency among the rotational personnel reveals that progress has been made during the past year. 53% of the foreign service (FS) officers have attained level C, which represents an increase of 4%. Among the support staff (SCY and CR), 29% are at level C, 30% at level B and 41% at level A. Since the quality of service to the public depends largely upon the linguistic proficiency of the bilingual incumbents, the Department believes that requirements in this area should be raised. In the revised plan, specific activities are indicated in this regard (see revised plan, Goal 1.2, p. 39).