

and FS-5) increased by 2% to reach a total representation figure of 29%. The proportion of Francophones in the Administrative and Foreign Service category remains at 26% among rotational personnel and has reached 27% among non-rotational personnel. Worthy of note was an increase of 2.5% of Francophones in the Technical category (EL) among rotational staff. However, as there were not many recruitment activities, the progress desired could not be achieved in this category or in the Scientific and Professional category. Francophone representation in these two categories is 14.5% and 12.5% respectively.

Analysis of appointments, promotions and departures indicates that the rate of departure of Francophone employees has gone from 3 to 5% while that of Anglophones remained steady at 4%.

A study of the factors that could explain a lower average salary among Francophones has revealed that over-representation of Francophone employees in the Administrative Support category accounts for about 75% of the salary inequality.

On the whole, the rate of representation of Francophones and Anglophones remained steady. There is, however, still a need to improve Francophone participation, particularly in the Technical category as well as in the Scientific and Professional. The main focus of our energies will continue to be recruitment.

INSTITUTIONAL SUPPORT

During the last fiscal year, the Department has sought to maintain an appropriate organizational structure by reinforcing the planning and evaluation functions, among other things. It has also adopted an integrated audit system as well as working to formulate new guidelines so as to ensure orderly implementation of the official languages policy.

Efforts in the coming years will be directed toward the setting up of mechanisms for the planning and co-ordination of demand for translation services, examination of the effectiveness of the language training program, and improvement of the bilingual capacity of employees by raising the profiles of required language proficiency as well as by hiring, more frequently, candidates who are already bilingual.