

Flexibility will be introduced in other areas of program application as well. For example, units working in French will be established where the manager considers that French is, or could be, a viable language of work; where there is an immediate requirement to staff a given bilingual position with an incumbent who meets the required second-language proficiency, mechanisms are in place to allow this to be accomplished; and the linguistic profile of bilingual positions will reflect the required proficiency in each skill in order to fulfill the responsibilities of a given position. New 'work instruments' will be made available simultaneously in both official languages. Existing work instruments will be required in both official languages where necessary in order to provide effective services to the public, where directly related to the health or safety of individuals, and in other cases where the item has some long-term use and/or relatively wide distribution.

7. The Delegation of Authority and Accountability to Departments and Agencies

In order to overcome problems previously associated with the inevitable shortcomings of strong central administration of official languages policies and programs, Deputy Heads of departments and agencies will be given delegated authority for a number of program areas which are presently the responsibility of central agencies.