

- the small number of Francophones in the senior echelons of the federal bureaucracy;
- the fact that the level of bilingualism attained on language training by their bilingual colleagues does not enable them to work effectively in French.

Among Anglophones, the following three factors come first:

- the fact that the level of bilingualism attained on language training by their Anglophone colleagues does not enable them to work effectively in French;
- the impression that their bilingual Anglophone colleagues fear that they will be subject to ridicule if they attempt to use French communication skills they have not fully mastered;
- the impression that most of the time Francophones who wish to use French must go against practices which take for granted that English will normally be used.

Exhaustive analysis of the data gathered will make it possible to draw a more complete picture of the situation of French as a language of work.

2. Work instruments

Work instruments are generally available simultaneously in both official languages. However, precise instructions on the guidelines to follow in this regard have, nevertheless, been forwarded to managers (see Goal 9.2, p. 29).

3. Professional Development

Francophone employees were surveyed with the purpose in mind of identifying the factors that would explain their selection of English professional development courses offered outside the Department. This enabled us to determine that purely practical reasons, having nothing to do with a personal preference for English, were at the root of the matter (see Goal 5.1, p. 24).