

to facilitate operations within the Department in both languages;

- o expanding the use of follow-up services to the language training program, and self-education material available in the official languages resource centre;
- o increasing availability of all training and development programs in both languages;
- o developing a set of guidelines to encourage active use of both languages at meetings throughout the Department in Ottawa and at posts and ensuring these guidelines are applied at all levels;
- o examining the utility of a text revision service to encourage employees to write in both official languages;
- o reviewing and strengthening guidelines on the completion of the "Official Languages" section of appraisals in order to improve accountability of employees and managers for the use of both official languages;
- o ensuring employees are appraised in the language of their choice;
- o expanding the publicity given to Official Language program activities through the PAN notices and other communication tools;
- o reviewing official languages policies and practices annually in the Management Committee.

10. Improved Departmental performance in the various employment equity target areas including those called for in the Report on Barriers to Women in the Public Service (Beneath the Veneer). Objectives for a strengthened employment equity policy will include in the next 5 years attainment of representation of women in the management category of not less than the Public Service average and a doubling of representation in the Department for all other target groups.

Mechanisms for pursuing Employment Equity objectives will include:

- o Recruitment initiatives on both the non-rotational and rotational sides aimed specifically at target