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Main Findings in Policy Analysis

- The findings of the assessment of overt language policies aimed at the promoted use of Gaelic in work practices suggests the benefit of setting plans that specify players, actions to be taken, and a timeline.

- Comparisons between overt policies of the public and private sector suggests there can be benefit accounted to the capitalist interests in the setting of achievable plans.

- The assessment of guidance documents for the creation of language policies indicated the utility of making planning commitments in the areas of Opportunity, Attitudes, Capacity and Miscellaneous; individual areas in which to target language use within these categories are outlined below:

    - Opportunity: Correspondence (letter), Email, Forms, Public Meetings, Reception, Telephone, Other dealings with public.
    - Attitudes: Advertising, Corporate Identity, Exhibitions, Press Notices, Printed Materials, Publicity and Advertising, Signage, Website.
    - Capacity: Computer System (e.g. ensure it has spellcheck capability in all the relevant languages), Instructions (e.g. provide employees with clear instructions so they know when and how to implement other plans within the language policy), Language Learning for Employees, Recruitment of Employees with skills the target languages, Upskilling (e.g. if existing employees are not literate in one of the target languages, provide them with training to build this literacy).

- Other plans that were recommended to be included in all overt language policies include: Measurables (i.e. specify how plans and the overall efficacy of the language policy will be evaluated), New Policies (i.e. ensure all new policies are consistent with the Language Policy), Third Part Agreements (i.e. ensure all contractors are asked to comply with the terms of the Language Policy).

Main Findings in Case Studies

- Our case studies involved observing work practices one Gaelic and one Welsh speaking café, as well as at one Gaelic and one Welsh speaking food stuffs supplier. Interviews were also conducted with representatives at each business with management as well as staff. Through interviews with representatives, the normality versus novelty of using Welsh and Gaelic, respectively, seemed evident.

- In all instances, there seemed to be positive attitudes toward the respective minoritised languages among the staff interviewed and a desire to use the language which was the driving force for sustained bilingual practices.

Main Findings in Short Business Survey

- A short survey was sent to 572 organisations, of which 142 valid responses were received, constituting a 24.8% response rate. Of these, 116 were private sector firms.
- The businesses reported that they cater to a wide range of clientele, including Scottish and locally-based customers.
- Most companies that responded to the survey had the internal capacity to provide service in more than one language, with only 25 indicating that they only used English for both internal and external practices (i.e. with other employees versus with clientele).
- English was reported as the most frequently used language for both internal and external practices. Gaelic was the second most frequently used language for both internal and external practices.
- Those respondents who reported to use Gaelic frequently observed that they did so because it was their home or community language, and that it amused tourists to hear the language, but they were also often of the opinion that for business to run smoothly a lingua franca was needed and that this should be English.
- Those respondents that used the language less frequently noted that while it would not be understood frequently and fluency was a concern, it was good to use Gaelic in business because it supported the 'life' of the language and respected the language as being a heritage language of Scotland.

Policy Relevance

- Overt language policies should be created by organisations seeking to have accountable and effective language practices.
- Where meso and micro language policies are intended to help implement a macro language policy, guidance documents should be provided to the relevant players to ensure consistency of goals.
- When authoring language policies, organisations should set individual implementation plans in the areas of Capacity, Opportunity and Attitudes, and aim to ensure that these are SMART (Specific, Measurable, Achievable, Realistic, Time-bound).
- Periodic measurement or progress reporting should be conducted on the implementation of language policies to ensure that agreed plans are being achieved and to 'troubleshoot' any unexpected consequences (i.e. unplanned planning) of the policies.

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Language dynamics
and management of diversity

CITIZENS AND GOVERNANCE IN A
KNOWLEDGE-BASED SOCIETY