

The Department, in order to run its overseas operations effectively, employs highly intelligent and motivated women into its secretarial service. These are women, whose interest, enthusiasm and initiative gradually lessen when they are asked to fill jobs in Ottawa which are not demanding enough for their capabilities and which, in addition, frustrate their ambitions or motivations for employment abroad. It is, therefore, concluded that the rotational cycle for STs should be revised so that employees with those special character traits so necessary for the successful foreign service can serve a greater proportion of their time abroad. Conversely those positions in Ottawa which require a different combination of qualifications should be filled on a non-rotational basis.

While it was found that ST separation rates for the Department are somewhat lower than those of the Public Service in general, it is believed that they might be reduced still further if proper utilization could be achieved, and if a new career structure and rotational cycle were provided. Higher morale resulting from these organizational changes would also increase the effectiveness of the employees concerned. Thus both the Department and the ST group are likely to benefit on various planes from the two major changes recommended by this study.

The major recommendations are formulated on the fact that the work associated with foreign service assignments, the conditions of employment and the characteristics and qualifications of employees who are successful in this work are significantly different from those in a static Canadian environment and that these special working conditions and job requirements do justify special treatment for the group of employees that fill them.