

It will be argued that courses offered by each Department have more appeal and will be more effective because the members of each Department have their own particular problems bred by the type of work and life they have had, plus the fact that the companionship of one's own fellow workers on such courses may lead to more productive discussions. I suggest that this argument should be put aside, certainly in the case of External Affairs. For those who are on the non-rotational list, their careers and life in Ottawa will not have been too much different from those of any other citizen, but for those on the rotational list, it is precisely because they will have to meet new situations in retirement that the fellowship of other Canadians attending courses should in itself start the "decompression" process.

Although those courses now being offered by other Departments are during working hours and at no charge to the attendees, it is surely difficult to justify such "largesse". To do so is to offer Civil Servants further benefits at the tax payer's expense, benefits which are not available to most non-Civil Servants. Most courses offered by private industry are at the end of the working day or one hour on, and one hour off. Moreover, when such courses are offered during working hours, this must be an admission that the Department concerned is over-staffed. There is the other consideration which is that, if such courses are offered without cost to the applicant and if that applicant is not prepared to lay out a nominal amount and attend on his own time, surely then he or she is not particularly interested in the content and is less likely to be affected by what the course offers. This may be a cynical approach, but that does not make it unrealistic.

There is also a danger that if each, or many more, Departments in Ottawa adopt their own courses, the quality will almost inevitably decline and the cost of operation increase considerably. There are not many experts available to give guidance on the subjects discussed. Certainly there are not many knowledgeable of the facts who can also develop the subject in such a way as