

be enhanced after their IO experience.¹⁵ Dissatisfied with what respondents perceive as a lack of interest or appreciation in Canada for IO experience, only 1 in 15 feel that an employer in Canada could provide a satisfying career.

Respondents indicate a need to remain working for an IO—only 1 in 3 keep touch with their former Canadian employer (fig. 9). However, of the 40 per cent not in contact, half feel that they should be. A conclusion drawn from these results is that career development is important but respondents doubt that, with their IO experience, they will be valued more in Canada. As evident in respondents' comments, Canadian employers and/or the GOC have not been effective in changing that perception.

Suggestions provided to alleviate the criticisms—mostly directed at the GOC—include the GOC increasing the use of short term secondment or access to LWOP status so that more Canadians can work on a more timely and flexible basis in an IO. The GOC, through the PSC, should take an active role in the re-entry process by resourcing at levels sufficient to...

- (a) increase contacts with the IO and their Canadian employees through more visits, and, in cooperation with EAITC, through more use of Canadian Missions by supporting their intelligence gathering responsibility as well as their corporate mission to serve Canadians abroad;
- (b) provide information bulletins at regular intervals which would:
 - create a forum for linkage
 - provide domestic employment opportunities, and
 - describe amendments and changes in key areas like income taxes and pensions;
- (c) include Canadians employed at IO in the Preparatory Briefing and Debriefing programs available in EAITC and

CIDA; and

- (d) determine with the responsible departments means and procedures for Canadians abroad to contribute to CPP/QPP and Unemployment Insurance.

¹⁵. 'don't know' 40%; 'yes' 38%; 'no' 22%.