

Summary of Findings

This study proceeded on the premise that the ST group turnover was high, morale was low and utilization was questionable. It became apparent rather early in the study that these major problems were inter-related and that each of them had a tendency to influence the others. It will therefore follow that the recommendations proposed are also closely inter-related and that even though most are specifically aimed at individual problems they will also affect other problem areas directly or indirectly. Thus, successful implementation will not be possible unless all major recommendations are accepted.

It was found that despite the feelings of the rotational ST group, their promotional opportunities compare very favourably with those in other departments. Also, while many STs feel that they could command higher salaries outside the Government, it should be noted that this occupational group is at the end of its salary review cycle and that new rates are now being bargained which will bring their salaries more in line with those of the private sector. Notwithstanding these observations, it was found that the work of a rotational foreign service secretary and the employees who are successful in this field cannot be compared in a normal fashion with most parallel positions in a static Canadian environment. It is therefore concluded that completely separate career structures should be established for rotational and non-rotational STs and that the rotational structure should allow for a reasonable career progression even for those who will stay with the Department for only five to ten years. This will necessitate a review and revision of the establishment and classification of positions at home and abroad.