

Sabbatical Leave:

Even though the normal occupations of an employee of the Department should help in developing outside interests, there is still much to be gained by further encouraging diversification during the working career - gains both for the individual and for the Department. Already this is recognized in principle by the assignment of officers to various universities for a spell of duty, and by the arrangements for "Education Leave". However, this last appears to be more directed toward up-grading the employee's educational standards in order to improve his possibilities of advancement in the service.

I suggest that this question be looked at with a much wider perspective. Perhaps it may be argued that this does not really come within the terms of reference of this study, but since it is part of a solution looking at indirect preparation during the whole of one's career, I hope it will be considered seriously in the development of any pre-retirement programme.

In Section II and the related Appendix, reference is made to the way in which XEROX encourages its employees to apply for leave to join various relief organizations outside of the United States, while guaranteeing their promotion rights within the company. They argue that when such people come back they are better employees of the company. I suggest this same technique might be followed by the Department. Most officers, when posted abroad, almost of necessity mainly deal with and come to know their "opposite numbers" in the host country; they have little chance of mingling extensively with the general public. By spending time with these various relief organizations they will learn to look at the problems from "a worm's eye view" - not a bad lesson for a diplomat.

But this principle should be expanded. In Canada, we have few experts in some of the less familiar subjects not common to Canada - archaeology, ancient pottery, etc. In certain countries with a difficult language - such as Japan for example - where the