

- (c) Education Opportunities - It should be possible to increase the availability of education designed to improve the qualifications of staff members already in the Government Service. In some instances this should be provided without cost to the employee and even on a subsidized basis. Some encouragement can be drawn from the fact that the Treasury Board now contributes toward the cost of fees for certain courses. Fees have been paid, in part, for instance, for public administration courses at Carleton University, and it is possible that in future the full cost of fees may be borne for certain other courses, such as the Personnel Administration Course.
- (d) Development of Managers - Much of the trend toward efficiency in Government operations will be dependent on the success achieved in developing good managers. Management training, in particular, is of importance and all departments should endeavour to encourage and stimulate the development of management talents within their ranks.
- (e) Allowances for Training - So far there has not been too much encouragement to those who wish leave of absence for extended periods to undergo further study and training to improve their educational level. The Government should perhaps not only pay fees but consider granting substantial living or educational allowances to encourage deserving, able employees to further their education. If safeguards are necessary, they can be invoked.
- (f) Early Retirement - Sometimes an employee reaches the stage where his effectiveness is considerably reduced and the ideal solution would be early retirement. Under present circumstances, departments are not able to adopt a strictly honest approach to these problems which are bound to arise and which are sometimes quite a hindrance to effective manpower utilization and development.

Above all, there will have to be a major change in attitude on the part of many people and I might add that those to whom I refer are not all at senior levels. A manpower planning programme can only be effective in a positive climate where there is bold imaginative leadership. Manpower planning requires courage on the part of those responsible because many of the decisions which have to be made are difficult and many of the interviews with employees are unpleasant. A programme can only survive and flourish if its objectives are clear and if there is honesty in purpose and equitable treatment for all.