

senior echelons engaged in part-time or full-time French training, they will begin to find opportunities to use their language skills. There are many unanswered questions: What are the most effective methods of teaching? What standards should be adopted? Should we keep the one-hour-a-day procedure or provide other alternatives?

University Recruitment

The speaker said the Commission planned to do more to modernize its procedures in obtaining university graduates. The Government was still not competitive. External Affairs had an advantage in that there was a large degree of pre-determination on the part of the candidates who wanted to enter that Department. Many under-graduates have regarded the Foreign Service as a career objective. That may not be true for much longer in view of the other attractive opportunities. It is certainly not true of other types of government occupation. The graduate in the next few years will find himself in a seller's market. The Commission hoped to place university liaison officers in each area and to cultivate the university community during each year instead of on the occasion of infrequent visits. The university recruitment liaison officer would be attached to the regional offices of the Commission, but there would be an aggressive co-ordinator in Ottawa who would be in touch with the departments and who would see that the liaison work was carried on to the best advantage. There would need to be improved advertising and better recruiting booklets. It was also important to cut down on the time lag between the interview date and recruitment date. The initiative in this field could increasingly be carried by departments themselves.

Character Weaknesses

Mr. Carson said that the personnel administrators were not well trained or well informed on how to handle problems resulting from character weaknesses in employees. The difficulty arose partly from the fact that there had been little sharing of knowledge. He was appalled to find that after people were declared eligible in competitions, an obvious flaw would sometimes be brought to light which prevented the person from being confirmed in the position. This could lead to a most distressing situation. The system should be able to provide signals at once of any character weaknesses or special circumstances which might prevent the Commission from confirming an appointment.

Pension Plans

The whole philosophy of pension arrangements needed to be reviewed. The pension plans were designed to hold employees. They put pressure on people to stay in their existing job by relating the size of the pension