

- R-10 That the Department compare the death rate of foreign service officers who died while on departmental strength with the death rate for comparable groups within the public service and, if the External Affairs rate is significantly higher, that the Department undertake some further research to determine whether any controllable aspects of the working environment in the foreign service could have been a contributing cause.
- R-11 That in view of the high attrition rate which obtains amongst female FSOs, the Department review its policies with respect to their employment and utilization to ensure that the needs of the foreign service and the principles of equal career opportunities for women are reconciled as far as possible.
- R-12 That the Department develop an appraisal system for senior officers in connection with a study of its needs and resources in the senior officer category and in connection with its development of a policy on early retirement.
- R-13 That in the interest of the foreign service in particular and the public service generally, the Department, in consultation with the central control agencies, prepare effective procedures for transferring to other government departments those officers who have become permanently non-rotational and whose capacities can best be developed in a non-rotational department.
- R-14 That in order to reduce the number of separations that represent a loss to the service,
- (a) that the Department institute regular procedures for enquiring into the reasons for FSOs separating from the Department;
  - (b) that such procedures include wherever possible an exit interview;
  - (c) that the Department arrange to give officers in the Personnel Branch training in the conduct of separation interviews; and
  - (d) that the appropriate officer in the Personnel Branch periodically prepare recommendations for remedial action based on records of separation interviews.
- R-15 That the Department retain its traditional policy and practice of recruiting the great majority of its new officers from the annual university competition; that any lateral recruitment policy developed as a short-term remedy for immediate shortages be adopted (if necessary in a modified form) as a continuing policy; and that to allay Recruiting