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information activity to seek and adopt new techniques and avenues offering the hope of greater impact and effectiveness. Such officers would be non-rotational and would find their career ladder not in External Affairs but in the range of opportunity offered by the general Civil Service public information activity. Such officers should be expected to work in this Department for five to ten years but would eventually leave us in due course to fill a higher position in some other department. On this understanding, I think the lure of the FSO category could be resisted and these specialized officers retained in their specialized capacity. In terms of staffing there would be the advantage that the Division would suffer less from perennial shortages in the EAO and FSO classes. It has been the fate of Information Division to be understaffed (nothing unique in the Department) but also to be inadequately staffed in terms of quality. Too often, employees who have failed to fit in elsewhere have landed in Information Division (as a former Head of Personnel I hasten to assume my share of blame!) and very new officers have been required to fill positions calling for greater experience. The presence of a number of non-rotational officers, therefore, could ease the staffing difficulty.

13. It seems important that a greater effort be made to provide more training in public information to junior officers - EAO's and FSO's - in Ottawa during their probationary period to enable them to take on information tasks abroad more quickly, more expertly and with greater confidence. Many of these officers receive some months of in-training in the Information Division but