

The second or indirect part, that is no less important, is made up of several proposals that require changes in attitudes as well as working conditions that go back to the time of recruitment. This second part requires no new machinery, but it does propose some fundamental changes such as changes in the probationary period at the start and a break-down in the almost iron-clad tenure. It provides for a radically expanded system of sabbatical leaves, for the tapering off toward the end of careers for those who find the pressures too great, for some sort of post-retirement liaison, and for a much greater use of the talent and experience of retirees after they have retired.

The report also goes into the responsibility of the Department towards its employees, and in Section IV sets out some guides concerning the responsibility. It also gives factual figures of the extent of the problem in terms of people reaching 65 within the next 20 years. The point is made that the relatively small numbers, rising from 13 in 1973 to 64 in 1987 should not be regarded as a measure of the problem; we should be concerned with providing adequate counselling as a means of improving morale. Moreover, it is important to consider also the hundreds of locally engaged people scattered all over the world; if we accept the principle that Civil Servants need guidance and help, so do these non-Canadians who serve Canada loyally and conscientiously. We must, therefore, adapt our policies to meet their needs as well.

In Section III (a), reference is made to the worries engendered by the erosion of pensions (despite the 2% annual cost of living increment) and suggests the Department should support any move to bring into effect the full cost of living adjustment (as is the case for the Old Age Security payments). The same section draws attention to an anomaly in the payment of the OAS to wives and recommends that the problem should be put right with the co-operation of Industry, Trade and Commerce and DM&I - the Departments having the most employees in Foreign Service.