

### Recruitment of Specialists

The speaker said he was sympathetic to the requirement of the Department of External Affairs of keeping positions available at headquarters for rotation of people now abroad. However, there was a growing complexity of administrative responsibility in government, particularly in the fields of financial administration and personnel administration. External Affairs, in common with all other departments, would have to build up a corps of specialists of its own. It could not continue to depend on generalists if it was to fulfil its responsibilities. It would need officers who had specific training in these fields. This was a manpower utilization problem for the Department. Unless departments built up their own specialized talent equal to the purpose, the Commission could not assign the staffing and classification responsibilities to them and, equally, the Treasury Board could not delegate financial management responsibilities.

The Commission was telling other departments that their load of manpower planning, their share of collective bargaining and their problems of wage and salary administration were such that they needed a personnel director as a specialist reporting to the Deputy Minister. For External Affairs there would be a continuing dilemma. There was no point in being doctrinaire. There were extremist supporters of the specialist role and extremist supporters of the generalist role. There needed to be accommodation in a department such as External Affairs to achieve a workable solution.

### Professional Status of F.S.O.'s

The Foreign Service Officer has emerged as a person having a professional quality in the sense that Judge Brandeis used the term — a person whose training is intellectual in character and one whose skill is less important in his work than are his intellectual capabilities. However, the Foreign Service Officers are drawn from various disciplines at the under-graduate and graduate level and do not have a common academic preparation. The issue might be confused if the F.S.O. classification were viewed from the standpoint of the outside legal or statutory definition of professional.

The speaker said he didn't want to be controversial, but he mentioned that he has asked his staff to look at the possibility of setting up a special section in the administrative category to accommodate the Foreign Service; a section that would lead on into the executive category. There was some merit in keeping the professional category precise, limited to groups which had a distinctive professional calling, such as doctors and lawyers, and for whom there could be exact outside counterparts for purposes of salary determination.