

## RECOMMENDATIONS

### I MANNING THE FOREIGN SERVICE

We recommend:

- |     |  |  |
|-----|--|--|
| R-1 | <p>That a training programme for officers who have joined the Department since 1964 be adapted from the training programme for new entry officers recommended in Section II, Recommendations 28 and 29 in order to accelerate the development of officers already in the service.</p>  | <p>Short-term remedies for FSO shortages</p> |
| R-2 | <p>That the Department initiate informal enquiries with other appropriate departments and agencies of the Federal Government (e.g. the Department of National Defence, Defence Research Board, Department of Finance, Department of Trade and Commerce, Department of Industry, Dominion Bureau of Statistics, Secretary of State Department, the Canada Council) to ascertain the possibility of borrowing up to approximately five officers per year for limited engagement tours with the Department.</p> |  |
| R-3 | <p>That the Department examine lists of officers available for assignment under the Career Assignment Programme to ascertain the possibility of placing up to three officers from the CAP programme in appropriate positions in the Department of External Affairs (including administrative positions to which FSOs might otherwise have to be assigned).</p>   |  |
| R-4 | <p>That a senior officer not engaged in operational duties (e.g. the Head of Inspection Services or the Head of the Academic Liaison Section) consult with Assistant Under-Secretaries and Heads of area and functional divisions once a year to determine the nature of projects which might suitably be handled by contract employees, particularly academic personnel on sabbatical leave.</p>  |  |
| R-5 | <p>That with due regard on the one hand to the advantages which some measure of lateral recruitment may</p>  |  |