

and procedures for departments which operate career foreign services;

- (7) other personnel measures have been instituted designed to ensure that foreign service officers will be familiar with the viewpoints, concerns and interests of all Government departments and private organizations operating abroad and aware of the relative position accorded these programs in the Government's priorities;
- (8) a coordinating structure has been established in the ICER, the Personnel Management Committee and the ICER Secretariat to oversee and promote the implementation of common policies and procedures.

The improvements the Government seeks to achieve include, *inter alia*, better coordination of policies affecting foreign relations; better integration of the management, programming and resource allocation processes for foreign operations; coordinated and ultimately common personnel policies covering public service employees abroad and improved efficiency in the utilization of financial and personnel resources, including restraints on the proliferation of separate "foreign services" on the part of numerous departments and agencies of the Canadian Government.

Progress in these various areas is constantly modifying the general framework within which the Government handles its foreign operations. The ICER intends to assess this management environment from time to time to determine what further measures may be necessary and feasible.

There are three main areas in which the ICER is endeavouring to work out new approaches to foreign operations management. These are:

Policy coordination

The ICER has been examining in some depth the question of policy coordination between headquarters departments with respect to foreign operations. On the basis of the policy coordination principles approved in April, 1972, procedures and mechanisms for coordinating policies are being scrutinized to ensure their effect-

iveness and steps are being taken to develop a rational approach to the creation and function of international units in government departments.

Country programs

The system developed since 1970 was intended to facilitate the formulation of Canadian policies and objectives *vis-à-vis* individual countries, as well as the regular evaluation of foreign operations. In the light of the experience gained thus far, the ICER is proposing to revise and improve the country program system through in-depth policy studies for selected countries, to be followed by a thoroughgoing review of the requirements for programs and the allocation of the entire package of personnel and financial resources. Such a project, focused on a limited number of countries in the initial instance, would help to ensure that resource allocation procedures were related as closely as possible to interdepartmentally agreed policies. Country studies may be supported by other studies, based on geographic regions or functional areas of the governmental interest abroad.

Personnel management

The Personnel Management Committee made progress on the development of coordinated personnel policies for foreign operations, particularly on the modification and classification standard for the Foreign Service Occupational Group to include Manpower and Immigration. This has allowed for the inclusion of the Manpower and Immigration officers in the foreign service group. A program of secondments of officers among the foreign service and domestic departments has been expanded, which resulted in a total exchange of 78 officers during 1972. The Committee's work now embraces the resolution of outstanding classification questions related to foreign operations, to the development or refinement of new and existing policies, procedures and techniques in the context of personnel mobility, and to the development of coordinated policies concerning employee evaluation and appraisal systems, promotion systems, career development and training, and the coordination of postings.