

## Security and intelligence

The Department has created a Bureau of Foreign Intelligence to collect, analyse and disseminate intelligence relating to the capabilities, intentions and activities of foreign governments, organizations and individuals. Its role is to provide the government and in particular the Department of External Affairs with timely, relevant and assessed intelligence which can help protect Canada's interests and facilitate the decision-making process in the conduct of our external relations. The Bureau is organized into four divisions responsible for political intelligence, economic intelligence, intelligence services and interviews.

The Security Services Bureau's responsibilities include the development of policy recommendations for the government on international co-operation against terrorism, managing the Operations Centre through which the Department responds to crises in any part of the world on a 24-hour a day basis, and co-ordinating the development of policy recommendations relating to the protection of internationally-protected persons in Canada. The Bureau manages both the Department's security program and its program to protect departmental employees and their dependants while they are serving abroad. The Bureau has been responsible for co-ordinating the implementation within the Department of the government's new security policy announced in June 1986.

## Personnel

The Personnel Branch is a service-oriented unit responsible for the recruitment, assignment, remuneration and working conditions of employees. Its services vary according to whether personnel are part of the rotational foreign service, in which there are 2 805 employees, are non-rotational and work only in Canada (1 304 employees), or are among the 3 665 employees engaged locally at missions abroad. The Branch also administers a large secondment program with other government departments and agencies. In 1986-87, there were 223 employees from other government departments and agencies seconded into External Affairs, while 118 External Affairs employees were working in other departments or agencies or in the private sector.

The services provided by the Personnel Branch require an ability to respond to both departmental and other issues which affect the Public Service as a whole. The Department continued to implement the government-wide policy of decreasing the size of the Public Service. The great majority of employees in the Department whose positions were affected were redeployed to other departmental positions or elsewhere in the Public Service.

A number of steps were taken to strengthen the ability of the Department to manage personnel in what is frequently a unique environment. The Public Service Commission obtained an exclusion order for the Department providing for the assignment of rotational employees in accordance with the Public Service Employment Act.

In order to improve the framework for the management of training to meet the evolving demands of the Department, a departmental training policy was developed and progress made in its implementation. Priority was assigned to foreign language training to ensure that foreign service personnel possess the language skills required for their positions.

In addition, the recruitment of foreign service officers was modified to provide a more comprehensive assessment of candidates. Over 200 trade officers were converted to the Foreign Service group to provide greater flexibility in the use of specialized knowledge and skills in the Trade Commissioner Service and to harmonize personnel management in the trade area. In keeping with the goal to improve its management and administrative capabilities, the Department continued to expand its complement of professional rotational administrative officers. In accordance with the government-wide policy of privatization, the section providing temporary duty travel services was privatized.

## Finance and administrative services

The Bureau of Finance and Headquarters Administrative Services is responsible for all aspects of financial management and administration: financial planning and analysis; accounting, auditing, commitment control, and other financial services; provision of a comprehensive advisory, control and reporting function for service contracts; headquarters accommodation services; and headquarters inventory data and materiel support. A prime function of the Bureau is to report on the budgetary operations of the Department. These are set out below.

### Budget

Departmental expenditures for the fiscal year 1986-87 totalled approximately \$827.9 million. This included operating and capital expenditures, grants and contributions and other transfer payments in connection with the Canadian Interests Abroad Program and the World Exhibitions Program.

Operating and maintenance expenditures of approximately \$598.2 million were incurred for the management and co-ordination of operations at headquarters and at missions abroad and included salaries, wages and other personnel costs, rental of properties abroad, travel, communications and costs for the conduct of foreign operations.

Capital expenditures of approximately \$69.5 million included \$12.6 million for the purchase and replacement of vehicles, furnishings and equipment and \$36.9 million for the Long Range Capital Program (LRCP). The objective of this program is to stabilize rental costs through increased Crown ownership of office and living accommodation abroad.

Expenditures of approximately \$160.2 million for grants, contributions and transfer payments were largely non-discretionary and arose from Canada's membership in such international organizations as the UN, NATO, OECD and the Commonwealth.