

towards the goal of integration must be evaluated, tested and transformed into practical reality without impairing the quality of service available to the Government and the Canadian people from established foreign operations. The new system must be developed harmoniously and above all keep its capacity for adapting to an evolving international situation.

As an important first step in the development of an integrated system, the Government has established a new Committee on External Relations at Deputy Minister level. This Committee will have the responsibility for guiding the process of integration during its initial phases and for advising the Government on such matters as the formulation of broad policy on foreign operations, the harmonization of departmental planning with the Government's external interests, the conduct of foreign operations, the allocation of resources for those operations.

At the same time the Government has established, as a sub-committee of the Committee on External Relations, a Personnel Management Committee. It will be charged with the responsibility for advising generally on the staffing of posts abroad and in particular for developing, to the greatest degree possible, co-ordinated and common policies on the recruitment of foreign service personnel, career development, classification and evaluation standards. The Personnel Management Committee will also concern itself with the formulation of programmes of rotation and secondment between the foreign service, on the one hand, and government departments, the business world, the academic community, on the other. Such a programme will ensure that foreign service officers will be familiar and sympathetic with the viewpoints, concerns and interests of all government departments and private organizations operating abroad.

A task force will report as soon as possible to the Committee on External Relations on the means necessary to integrate all the support services of the Government's foreign operations. As plans are developed they will be tested and put into effect, thereby enabling the Government to provide administrative support for foreign operations in a modern and realistic way.

Finally, the Government has decided that heads of post abroad must be given clear authority over all operations at the post in accordance with approved operational plans; and that the head of post must represent and be accountable for all departments' interests in his area of jurisdiction. This implies, as regards the selection of heads of post, increasing emphasis in future on managerial capabilities and knowledge of the full range of government activities abroad.