

also add the proposals we have designed to meet the training needs identified, and some proposals concerning related development needs.

191. At this point we should like to make two general observations as an introduction to our study of training needs. First, the criticisms we report should be kept in perspective. Many of the comments we heard, both in the group problem solving sessions and in the interviews, reflected adversely on Departmental policies and practices. These criticisms, however, were largely focused on early assignments in an officer's career, particularly the probationary period and to some but a lesser extent the first posting abroad. In general, however, the officers interviewed appeared reasonably content with the service and generally satisfied with their work and the opportunities which the career offered.

192. Secondly, we would like to indicate that our analysis of training needs has not suggested any major departure from present methods of developing foreign service officers. In general we can support the main characteristics of the Department's present approach to officer development. We see a strong need, however, for extending certain training activities and a pressing requirement to improve Departmental practices which are relevant to personnel development.

D. TRAINING PROPOSALS

The Apprenticeship Programme

193. The development of foreign service officers has traditionally been a career or professional apprenticeship process. For the individual officer this has involved the build up of a judgment capability in FSO work through knowledge and experience gained on the job. The process involves successively more complex and demanding assignments as the officer's judgment capability has developed. The key factors in this process have been the experience of the officer on the