

- to leave undisturbed, first, the foreign policy and programme development roles at home of the different programme departments (i.e. to ensure that departments maintain their responsibility for the development and design of external programmes related to their own domestic policies) and second, the responsibility of the Department of External Affairs for developing, coordinating and implementing general external policy;
- to ensure that each of our posts abroad functions, and is seen to function, in its totality as representative of the whole of the Canadian Government rather than as a collection of individual representatives of individual departments;
- to allow Heads of Posts to be held fully accountable for their post programmes and operations by strengthening their control of the personnel resources dedicated to those programmes and operations and by ensuring that their career development has provided them with the broad experience and exposure necessary;
- to facilitate secondments and lateral transfers from the domestic service to the foreign service in order to eliminate artificial barriers to the best use of scarce resources and to ensure cross-fertilization between the domestic and foreign services at the level of potential and actual senior managers;
- to give to members of programme departments and agencies, such as, but not exclusively, Finance, Agriculture, Labour and CIDA, who are on foreign service the same status and advantages as Foreign Service Officers from the departments of External Affairs, IT&C, and Employment and Immigration; and
- to ensure the greatest possible opportunities for career development and promotion for all public servants engaged in foreign service work notwithstanding the nature of that work.

Apart from satisfying these objectives certain principles should be respected in any consolidation of the foreign service. In particular, any such scheme should