

2. More appraisal and career planning communications;
3. An overhaul of the classroom training, particularly a major change in technique to establish more active participation by the junior officers than has been possible under the lecture system;
4. Scheduling of the classroom training to relate directly to the work which officers will be doing in the immediately ensuing period;
5. New content in the curriculum, particularly oral and written communications.

Other recommendations in the training field cover mid-career professional training, foreign language training policy, and management training. Measures to improve officer development are also proposed, including an exchange programme with other government departments.

Finally, a survey of the Department's practices in the utilization of FSOs was carried out in certain activity areas. This resulted in recommendations on the generalists versus specialists issue and the loss of time on job changes. Investigation revealed several instances of FSOs engaged in non-FSO work, duplication of effort between different organizational units and different levels of authority, and some short-fall in the proper use of support staff. The Department is urged to carry out further studies and to take other appropriate action.

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In accordance with their terms of reference the project team has dealt with their subject in relation to foreign service officers only. They have not touched on related subjects such as manpower planning for other occupational groups in the Department, or training for officers in the AS category or training for the wives of foreign service officers. The manpower planning procedures which the team has designed can readily be adapted to other classes of employee, and the Department has the capability of doing this now thanks to the establishment of the Personnel Planning and Development Division. A project similar to this present one is now getting under way for officers in the AS group.

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The texts of the project team's 53 recommendations follow. Discussion of the background of the recommendations and full details of the research are available in volume two, which will be of interest particularly to those who will be concerned with the implementation of the recommendations. Volume two contains in the appendix the summary and recommendations of Dr. Jackson's report, which report in turn constitutes volume three of the project report. Because of its technical nature volume three is not being reproduced in quantity.