



# Bulletin

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## INTEGRATION OF SUPPORT SERVICES FOR FOREIGN OPERATIONS

The Secretary of State for External Affairs, Mr. Mitchell Sharp, announced on January 19, that effective April 1, responsibility for the provision of support services for most departments and agencies at all diplomatic and consular posts and in most Federal Government offices abroad would be assumed by the Department of External Affairs. This decision was forecast in the recent foreign policy review *Foreign Policy for Canadians* as a means of providing support services for foreign operations in the most effective way.

Such services include financial and personnel administration; the management of properties, supplies, equipment and *matériel*; travel arrangements, and the provision of clerical, stenographic and certain translation services. The staff of the integrated support-services system will include about 2,100 employees of the Department of External Affairs and some 1,000 employees of other departments and agencies who will be transferred on April 1 to the Department of External Affairs, together with budgetary resources totalling nearly \$10 million previously allocated for this purpose by the other

departments and agencies. Staff of the Department of Industry, Trade and Commerce, Manpower and Immigration, National Defence and National Health and Welfare are involved in the change.

The integration does not involve all the employees of the Canadian Government engaged in a supporting role in foreign operations. For example, the inclusion of persons employed in support of operational military formations is not considered practicable. In addition, the support services of agency corporations such as Atomic Energy of Canada Ltd. and proprietary corporations (Air Canada, the Canadian Broadcasting Corporation, and Polymer) have not been included.

Integration is under the supervision of the Interdepartmental Committee on External Relations (ICER), a committee of deputy ministers.

### ORGANIZING FOR THE SEVENTIES

The following relevant extract is from *Foreign Policy for Canadians*, which was published on June 25, 1970:

"To meet the challenges of coming decades, to be equipped to take advantage of new opportunities, to keep abreast of the rapid evolution of events, the Government needs a strong and flexible organization for carrying out its reshaped foreign policy. The pace of change renders more complex and urgent the problems of planning and implementing a coherent policy aligned with national aims. New staffing structures and modern management techniques are called for.

"The Government has decided that there should be maximum integration in its foreign operations that will effectively contribute to the achievement of national objectives. An integrated management system cannot be established immediately or easily. Each theoretical step leading towards the goal of integration must be evaluated, tested and transformed into practical reality without impairing the quality

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