

tions as (1) selection and training of officers; (2) assignments to posts at home or abroad; (3) transfers and promotions; (4) correlation of salaries, allowances, leave regulations and similar matters; and (5) general administrative problems.

This Inter-departmental Committee should consist of six appointed members, three representatives to be named by each Department, with the Under-Secretary of State for External Affairs and the Deputy Minister of Trade and Commerce as members, *ex officio*.

As its first duty the Committee should conduct a detailed survey of the personnel of the External Affairs Service and of the Commercial Intelligence Service with a view to presenting proposals, to take effect at the time co-ordination is instituted, with regard to —

(a) which officers, if any, of each Service should be recommended for retirement;

(b) which officers, if any, of each Service should be recommended for transfer to another branch of the Public Service;

(c) which officers should be continued as members of the Co-ordinated Services.<sup>63</sup>

### 3. INTERCHANGEABILITY OF OFFICERS:

The officers of the two Services should be interchangeable so far as this can be attained. To permit this to be done, the ranks and salaries of the two Services should be correlated. Thus, the salary of a Counsellor should be the same as that of a Trade Commissioner of top grade. Admittedly, some difficulty would be encountered in the early stages of co-ordinated Service, but with common recruiting and uniform training of junior officers, this difficulty would soon disappear.

Complete interchangeability will be difficult at the outset, due primarily to lack of knowledge of officers of either Service of the detailed duties of the other, but this difficulty will be less acute than that which would be faced by recruiting personnel who have no knowledge of the Government Service or of procedure abroad. Thus, a senior Trade Commissioner who has had experience in a Legation would presumably be well qualified to serve as Consul General, or, if occasion required, as Counsellor. In general, Trade Commissioners would perform commercial work but they would be available as Counsellors or Secretaries under special conditions such as those in London, Pretoria, and St. John's, where Trade Commissioners are now acting as Secretaries to the offices of High Commissioners. With a change in the method of recruiting and basic training, co-ordination would become progressively more complete.

### 4. COMMON RECRUITING:

There should be common recruiting by means of competitive examinations, both written and oral, at such times as the Inter-departmental Committee may recommend. Appointments would be made to a classification such as "Probationary Officer, External Service" and after a probationary period in this grade

<sup>63</sup>La note suivante était écrite à côté de ce paragraphe:

<sup>63</sup>The following note was written beside this paragraph:

I've objected to this. N. A. R[OBERTSON]