

probably not coping badly in comparison with other foreign ministries. Several of the countries that have recently been reviewing the structure, organization and staffing of their foreign ministry have sought information about Canadian practices which they regard as interesting and possibly worth emulating. Nevertheless, the feeling persists in Ottawa that a good deal more needs to be done to improve the capacity of the Department to meet the exigencies of the times.

#### B. Personnel Requirements

It is characteristic of the functions of External Affairs, as suggested earlier, that they mesh with a very wide range of government activities and are concerned with the way government activities relate to one another and to world events. This is particularly so in the vitally important policy role. The field of personnel management offers various possibilities for pursuing the long-recognized requirement for closer integration of External Affairs in the Government system in Ottawa, which is now an over-riding necessity if the Department is to play effectively the role demanded by present circumstances. A greater degree of continuity on the job and expertise in certain subjects is widely thought to be required, especially among the personnel of those units that work most closely with the other departments of Government. Table VI summarizes the results of a study of turnover and expertise among divisions of External Affairs. It suggests that the levels of continuity in many important bureaux are low. With due recognition that External Affairs' main responsibility is to maintain expertise in international relations and that it cannot hope to match the depth of specialization in many other departments, recruitment, training, career planning and assignment policy will probably have to take more account of the requirement for continuity in Ottawa. Exchange of personnel with other Government agencies might be developed more systematically than in the past and it might be desirable to staff a significant number of positions in the Department in Ottawa with specialists who are not members of the foreign service but who belong to some other professional group in the Public Service. The Canadian Department of External Affairs seems to have made less use of such personnel than many other foreign ministries. The system of rotational foreign service cannot, of course, be abandoned and it is more important than ever that personnel abroad serve periodically at home. This system has definite advantages in bringing fresh minds and new areas of knowledge to bear on the problems of policy development at headquarters. It is also apparent that for many positions at home and abroad, External Affairs will continue to require personnel who are well-rounded in their knowledge of Government activities and not narrowly specialized.

Other departments and agencies of Government must play their part in ensuring that External Affairs is an agency fully capable of