

- vi) recruitment into the foreign service is through an open competition in which the three existing foreign service departments participate and from which each derives its own list of new Foreign Service Officers; and
- vii) promotion boards in each of the foreign service departments include some representation from the others.

These measures, however, still leave the problems outlined earlier largely unresolved. What is required is a systematic, concerted approach.

The objectives which foreign service consolidation should serve are the following:

- to contribute to improving the method of setting priorities and to improving the resource allocation process for foreign operations;
- to ensure the development of a pool of highly qualified career foreign service officers from whom Heads of Post and senior managers in the foreign service departments would be selected and to which other departments would have access as required;
- to ensure the best possible career development opportunities for members of the foreign service including the breadth of career experience necessary to the development of potential Heads of Post;
- to enhance the accountability of Heads of Post for post operations without diminishing the accountability of Deputy Ministers for programmes;
- to obtain maximum benefit from the limited resources allocated to foreign operations;