

that it was of little use for measuring work requirements: because of this the Department cannot be sure of the true dimensions of the officer shortage problem. In addition, important gaps in the personnel information resources must be made good. To facilitate proper career planning and to make possible an effective posting and assignment function the Department's appraisal and manpower inventory systems will have to be adapted to the proposed manpower planning system. The project team's recommendations therefore include a formal manpower planning programme covering the full spectrum of personnel and programme review activities.

In reviewing the Department's programmes related to staffing, the project team attached particular importance to the revision of selection standards to ensure that they conform to the current and anticipated work requirements of FSOs. In this connection the Department should add management aptitude to the selection standards. Apart from the basic requirement that the management of FSO work be in FSO hands, other demands for management ability in FSOs can be expected to increase steadily, partly because of the Government's policy of transferring some responsibilities from the central agencies to departments, partly because of the rapid increase in the size of the Department, and partly because of the growing need for co-ordination of Government activities abroad.

The project team concurred in the soundness of the Department's practice of taking most of its officer recruits from the university competition. They discerned an urgent need, however, for better training of selection board members and for more stability in the membership of the boards; for the more accurate setting of FSO recruitment targets and for better focussing of recruitment publicity on preferred potential candidates. The Department is also urged to maintain better separation records and to take steps to reduce remediable separations.

In the second major area of the enquiry -- training -- the project team first undertook a study in depth of the Department's work and work organization to determine the nature of the system for which FSOs are to be trained. This study indicated that the Canadian foreign service is a single-stream, generalist system, and that a suitable basic training for FSOs should therefore be comprehensive and designed to equip officers to handle work in any of the identified work areas. A radical new approach to FSO training is not required, therefore, but a strengthening and extension of practices now in force is indicated. The recommendations call for:

1. Much closer supervision of junior officers' assignments to ensure that they are meaningful and challenging;