

of diverse climatic and medical, geographical, cultural and linguistic conditions.

In 1976, the number of External Affairs employees increased slightly owing to growing pressure upon those responsible for managing and co-ordinating the foreign operations of the Canadian Government. At the end of the year, the rotational component consisted of 786 officers and 1,375 "support staff", of whom 453 officers and 898 staff were serving abroad. Offices abroad engaged 2,283 local employees, whose services were available to the foreign operations of all federal departments and agencies. There were 1,070 non-rotational officers and others working at External Affairs headquarters in Ottawa.

During 1976, numerous courses were organized for employees on new assignment at home and abroad. A pre-posting training course prepared rotational employees for work abroad, and monthly orientation programs helped recruits adapt to a new work environment in Ottawa. A new pre-posting briefing centre offered a variety of information materials about life abroad and ran a number of workshops on matters such as health, safety and intercultural relations. Instruction was provided in 25 foreign languages, from Arabic to Urdu. Courses in management and supervision were also provided for employees at all levels.

Advanced language programs in French and English were initiated to help employees in Canada and abroad improve their ability to work in and serve the public in both official languages.

The Department continued during 1976 to ensure that all its employees received fair and equitable treatment under the terms of the Foreign Service Directives and the other terms and conditions of employment that affect employees in Ottawa and abroad. Of particular importance to employee-employer relations was the Bureau's role in the administration of the 26 collective agreements between the Department and its employees and in the effective operation of the External Affairs Joint Council, a labour-management committee estab-

lished in 1975 to consult on matters relating to all aspects of employment in the Department.

Budget

The Department's approved budget for the fiscal year ending March 31, 1977, of \$241.5 million consisted of operating and capital expenditures and grants, contributions and transfer payments to national and international organizations. The sum of \$160 million was requested for operating expenditures to enable the Department to carry out its responsibilities for the management and co-ordination of foreign operations. Included in this category were expenditures for salaries, wages and personnel costs for departmental and post employees (\$90.8 million), rental of properties abroad (\$18.3 million), and a variety of costs associated with the conduct of foreign relations. Travel and communications represented a large portion of the Department's non-salary operating expenses. To provide efficient communications, including courier services between headquarters and posts abroad, \$8.7 million was needed. The costs of moving departmental personnel to and from posts abroad, both on routine duty and in travelling with dependants, amounted to \$14.9 million.

The capital budget of the Department consisted of \$11.2 million for the regular replacement of equipment, vehicles and furniture and \$17.8 million for the acquisition or construction of property. The latter sum was intended to permit the Department to effect long-term savings through the planned acquisition of property abroad for chanceries, official residences and staff accommodation.

A large part of the total of \$46.9 million identified as *grants, contribution and other transfer payments* consisted of payments resulting from Canada's membership in a number of international organizations. The sum of \$26.0 million was required to meet the mandatory costs of Canadian membership in the United Nations and its Specialized Agencies, and included \$4.2 million as Canada's assessed share of the expenses of the United Nations Emergency Force in the Middle East.