

### III UTILIZATION OF FOREIGN SERVICE OFFICERS

R-43

That with due regard to the generalist nature of the service, the Department develop a policy on orbital specialization to ensure that the service will have an adequate supply of officers with special knowledge and experience to meet the changing work requirements of the service; and that the particular abilities and interests of foreign service officers in special fields may be developed for the benefit of the foreign service as well as of the individual officer concerned.

Generalists  
versus  
Specialists

R-44

That the Department consider requiring officers as a matter of routine to prepare turnover briefs which would contain a full description of their job for the guidance of the next incumbent or any temporary replacement, thus obviating any requirement for the costly and inefficient overlaps between a departing officer and his successor.

Loss of  
time in  
job changes

R-45

That in co-operation with the Canadian International Development Agency, the Department carry out a work analysis study of aid work now done at posts abroad and of additional aid work which will have to be done within the foreseeable future in order to determine what classes of employee should be assigned to this work, from which departments they should be drawn, how they should be trained to do it and how the selection standards for any of the classes of employee concerned should be modified.

FSOs in  
non-FSO  
work

R-46

That the Department undertake a work analysis study of Cultural Affairs Division and cultural affairs positions at posts abroad to determine which jobs should continue to be filled by foreign service officers, which jobs should be filled by officers in the AS group, and which jobs should be filled by cultural affairs officers recruited, seconded or engaged by contract from outside the Department.