

nication—qualities, it is believed, that can only be developed, not taught. When public servants are given leave for further education, it is not to increase their international knowledge but to develop a functional specialty. In short, without a general Saskatchewan perspective on the international area, there is apparently no impetus for the public service to use the staffing process to increase the government's ability and capacity to cope with international pressures.

The last management process to be examined is that of evaluating activities. The project nature of most international activity means that there is no regular evaluation except for the annual review by the government's Budget Bureau, which is also the only outside body that does any evaluating. However, because international activity is usually only a minor part of an official's job, this evaluation is not considered to be of major importance.

#### **Basis of evaluation**

Within the provincial departments, evaluation appears to be on the basis of whether or not projects are successful. Criteria against which to evaluate projects do not exist in any formal sense. As long as ministers are not embarrassed, citizens do not complain, one or two new ideas are obtained from the international contract, or data and statistics are generated, it appears that the activity is considered to be a success. Corrective action is not normally possible, and the only people informed of such activities are an official's immediate superiors.

The management perspective has thus revealed that we need to go into greater detail than hitherto with respect to the international activities of provincial governments. The functional perspective, listing such activities as education, welfare, energy, imputes a possible equality and a significance to each function that may or may not square with reality. All functions are not of equal importance, either within a particular provincial government or between provincial governments. Since there is always a variety of ways that a government can organize itself to perform the functions it chooses, it is necessary to examine the actual organization and its manage-

ment processes before reliable conclusions can be drawn.

It must be remembered that this article has dealt strictly with Saskatchewan government departments and not with the province's Crown corporations. The production and distribution activities of the latter can be expected to be managed differently, especially when the international activity is much greater than 5 per cent of its operations. For example, the newly-formed Potash Corporation of Saskatchewan has planned its activities on the basis of both short- and long-range forecasts of world supply and demand, has organized itself for its international activity through locating its main sales office in Atlanta and the majority of its warehouses throughout the United States, has hired staff familiar with international marketing, and has its operations evaluated externally by its annual profits earned round the world. The "profit environment" of Crown corporations is quite distinct from the environment of government departments, whose international activities were the subject of this essay.

The "*ad hoc*cracy" of the Saskatchewan government approach leads to the conclusion that it is one thing to say that the Canadian provinces are involved in international affairs but quite another to say that this is a significant matter to the individual province. In the particular example of the government of Saskatchewan, international activities can be said to cost approximately \$2 million a year. This would appear to be a sizeable amount of money, whose expenditure should be carefully planned and regulated. However, it is only one-sixth of 1 per cent of the government's annual budget, and over five-eighths of it is a lump-sum payment to the matching-grants program. This means that only one-sixteenth of 1 per cent of the government of Saskatchewan's annual budget supports the international activity of its public servants. Just how high a profile the international affairs of Saskatchewan should have is, of course, a matter for debate. At the moment, the Saskatchewan government has chosen to leave international affairs largely to the federal Department of External Affairs. This is probably the decision of most other Canadian provincial governments as well.

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