

EXTRACT FROM "FOREIGN POLICY FOR  
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"ORGANIZING FOR THE SEVENTIES"

"To meet the challenges of coming decades, to be equipped to take advantage of new opportunities, to keep abreast of the rapid evolution of events, the Government needs a strong and flexible organization for carrying out its reshaped foreign policy. The pace of change renders more complex and urgent the problems of planning and implementing a coherent policy aligned with national aims. New staffing structures and modern management techniques are called for.

The Government has decided that there should be maximum integration in its foreign operations that will effectively contribute to the achievement of national objectives. An integrated management system cannot be established immediately or easily. Each theoretical step leading towards the goal of integration must be evaluated, tested and transformed into practical reality without impairing the quality of service available to the Government and the Canadian people from established foreign operations. The new system must be developed harmoniously and above all keep its capacity for adapting to an evolving international situation.

As an important first step in the development of an integrated system, the Government has established a new Committee on External Relations at Deputy Minister level. This Committee will have the responsibility for guiding the process of integration during its initial phases and for advising the Government on such matters as the formulation of broad policy on foreign operations, the harmonization of departmental planning with the Government's external interests, the conduct of foreign operations, the allocation of resources for those operations.

At the same time the Government has established, as a sub-committee of the Committee on External Relations, a Personnel Management Committee. It will be charged with the responsibility for advising generally on the staffing of posts abroad and in particular for developing, to the greatest degree possible, co-ordinated and common policies on the recruitment of foreign service personnel, career development classification and evaluation standards. The Personnel Management Committee will also concern itself with the formulation of programmes of rotation and secondment