

prehensive, up-to-date information from Ottawa and elsewhere on a regular basis as well as dossiers on the individuals and organizations available for presentation abroad. The latter material should be sent to the various contacts within their posted countries, particularly impresarios, government agencies, universities and other organizations which regularly import presentations from other countries. To complement this, Canadian embassies abroad should maintain resource libraries of books, periodicals, slides, films and other reference materials on various aspects of Canadian culture for use by embassy officials and the general public. These materials should help cultural relations officers in particular and embassy officials in general to service their contacts as well as focus on target audiences on a consistent and strategic basis.

A decade ago, there was an acute shortage of trained cultural personnel in Canada. However, over the last decade, many fundamental advances have been realized in this field. Most prominent among these have been the gains that many organizations have recorded in training effective personnel. The time has come to tap this growing mine of talent in order to record international gains in the cultural field over the next decade similar to those that have been recorded domestically in this field over the past decade.

As far as the recruitment of personnel is concerned, a number of recent internal changes within the Department of External Affairs have made it easier for the Department to attract and retain suitable personnel. Foremost among these changes have been the streaming system, the non-rotational system, and the secondment system. Prior to the introduction of the streaming system, it was not possible to retain the appropriate personnel. No sooner did officers in the diplomatic service become acquainted with the unique problems of cultural development than they were shifted to some other area of diplomatic work. With the introduction of the streaming system, it is now possible for diplomats to specialize in cultural relations without necessarily being compelled to move to another area of diplomatic work if their real interest is in cultural affairs. At the same time, through the introduction of the non-rotational system, it is possible for designated, non-rotational officers in the cultural field to stay in Ottawa rather than being posted abroad. This should help to alleviate the constant complaint that there is little continuity in administrative personnel in Ottawa. Finally, the secondment principle can be utilized to advantage to secure the necessary personnel outside the diplomatic service in those areas where it is not available within the service. Fortunately, this personnel exists in many institutions and agencies across the country such as in the various federal and provincial departments and agencies concerned with cultural affairs, in artistic, athletic and recreational organizations, in universities and in professional and voluntary associations. There is much to be learned from France in this regard. As a country which has probably had more success and experience in the field than any other country, France has made, and continues to make, excellent use of the secondment principle. Today, the bulk of its counsellors and attachés are secondments for two or three years from other government departments and the private sector. The French recognized long ago that secondments were one of the best means of building up France's artistic, scientific, academic and technical relations abroad.

As far as the training of personnel is concerned, effective training programs should be instituted without delay. These training programs should be designed to take into account the different types of personnel who are needed to