

specialist administrative officers to strengthen the effectiveness of post administration. Implementation of this decision was well underway at the end of the year, with a competition for the first group of positions already started and with training programs well advanced for the first group of assignments.

The Bureau represented the Department in the triennial National Joint Council consultations on Foreign Service Directives, playing a significant role in this revision of terms and conditions of service abroad for all foreign-service personnel, approved by the Treasury Board on April 1, 1979. The introduction in 1979 of new Locally-Engaged Staff (LES) Regulations, of both employment and terms and conditions of service, helped to standardize administration worldwide and aligned the major provisions of the regulations with local law and practice.

The Bureau also contributed to inter-departmental discussions of numerous personnel policy issues. Chief among these were plans for a re-organization of management personnel in the Public Service, in a new Management Category.

A large portion of the Bureau's work was still devoted to essential, ongoing tasks. While austerity measures, including a staffing freeze, greatly reduced recruitment, assignments to posts and back to Headquarters continued. During the year, about 220 officers and 420 support staff were assigned to posts abroad or returned to Headquarters. Major revisions to the Department's appraisal system for rotational clerks and secretaries were implemented.

Lists showing Canada's representation abroad may be obtained from the Department's Domestic Information Programs Division.

Interdepartmental co-ordination

The Interdepartmental Committee on External Relations (ICER) was established by Cabinet directive in 1970, with a mandate "to guide the process of integration" and to advise the Government "on all aspects of operations abroad". The Committee consists of the Under-Secretary of State for External Affairs (as Chairman); the Deputy Minister of Industry, Trade and Commerce, of Employment and Immigration and of National Defence; the Commissioner of the RCMP; the President of the Canadian International Development Agency; the Secretary of the Treasury Board and the Secretary to the Cabinet. The Committee is supported by a modest Secretariat staffed by personnel on secondment from those departments with responsibility for major overseas programs.

During 1979, ICER pursued measures designed to standardize and strengthen procedures for the management of missions and resources abroad. Among the most prominent of these were: (a) development of interdepartmental procedures for the appointment and appraisal of Heads of Post; (b) management of the annual Country Program Review

process for the assessment of mission achievements, consideration of program plans and the allocation of personnel resources in accordance with global priorities; (c) completion of a review of Canadian representation in France and Germany, with a view to determining the most effective resource allocation in those countries and continuation of a parallel study of representation in the United States.

Inspection service

In 1979, the former Inspection Service of the Department of External Affairs was replaced by a new, strengthened Inspection Service (ICERIS), reporting directly to the Interdepartmental Committee on External Relations, with a mandate to undertake independent audits and evaluations of the full range of Canada's foreign operations at diplomatic and consular posts abroad.

ICERIS began operations in September and carried out inspections of eight posts in Europe and four posts in Africa. Detailed reports were prepared and forwarded to the Interdepartmental Committee on External Relations for action.

Budgetary estimates 1979-80

For the fiscal year April 1, 1979 to March 31, 1980, departmental estimates for operating and capital expenditures and for grants and contributions (see below) totalled \$341.3 million. Of this total, the amounts spent by category of (major) activity were: \$162.2 million for relations with foreign governments; \$11.0 million for consular services to Canadians abroad; \$33.4 million for information and cultural relations; \$29.8 million for general administration; \$104.9 million for the provision of support services to other departments and agencies having representatives abroad, notably the Department of Industry, Trade and Commerce, the Canadian Employment and Immigration Commission and the Canadian International Development Agency (CIDA).

Operating and maintenance expenditures (\$222.6 million) enabled the Department to carry out its responsibilities for the management and co-ordination of operations both at home and abroad; included under this heading are expenditures for salaries, wages and other personnel costs, rentals of properties abroad, travel and communications and a wide range of costs associated with the conduct of foreign operations.

Details of the capital budget (\$32.1 million) are given in the next section.

Grants and contributions (\$86.6 million) were for the most part non-discretionary payments arising from Canada's membership in a number of international organizations (UN, NATO, Commonwealth, Francophonie, etc.).

Physical resources

The management of the Department's overseas real estate is entrusted to a bureau of physical resources. The Bureau