

of a moving international situation, make it especially difficult to relate our estimates in personnel and funds to specific responsibilities. These difficulties are overcome in practice by the adoption of personnel and administrative arrangements which combine the necessary flexibility with the greatest possible measure of efficiency.

I should now like to discuss some of these in the light of the estimates for 1957-58.

Personnel

At the end of the war in 1945 there were 22 external affairs posts in operation. To service them we had a total staff, including, locally-engaged, of 602. Of these, 107 were officers. Ten years later, in 1955, our staff numbered 1,610, including 343 officers. This staff manned the department and a total of 57 external affairs posts—an increase of 34 posts in ten years and a corresponding increase in staff of just over 1,000 people.

During the last two-and-a-half-year period we have taken over from the Department of Trade and Commerce full responsibility for the consulate general in New Orleans and partial responsibility for the consulate general in Manila. Furthermore, we have opened two new posts: a consulate in Hamburg operated jointly with the Department of Trade and Commerce, and a high commissioner's office in Ghana. At the end of 1956 our total staff strength was 1,701, including 364 officer personnel.

In the latter part of 1956 developments in the Middle East necessitated the creation of a new middle eastern division in Ottawa and also an increase in staff at our embassy in Cairo. The provision of staff for these urgent requirements placed a serious strain on the personnel resources of the department at a time when our commitments in Indochina continued to be heavy and there was, in addition, a general staff shortage. The department continues to be short on its current establishment as it has not been possible to keep pace through recruitment with expansion and turn-over of staff. Separations as a result of death, retirement or resignation amounted to 7 officers and 160 administrative personnel in 1955-56, and to 10 officers and 185 administrative personnel in 1956-1957.

Sixteen junior foreign service officers joined the department in 1956 as a result of a competition conducted by the Civil Service Commission in December 1955 and during the current fiscal year we have recruited twenty-one foreign service officers grade 1. We hope to recruit in 1958-59 over a dozen new foreign service officers grade 1 from the current competition.

In the details of estimates for 1957-58 you will find the following changes from 1956-57 in the number of established positions:

Departmental administration	+ 37
Passport office	+ 4
Representation abroad	
(including local staff)	+ 45
Indochina	— 12
A total increase of	74