
POLICY PLANNING AND COORDINATION

The Policy Planning and Coordination Bureau is comprised of the Political and Strategic Analysis Division, the Economic and Trade Analysis Division and the Cabinet and Parliamentary Liaison Division. The Bureau is responsible for advising senior management on the general orientation of Canada's foreign policy and for the larger issues requiring coordination between various branches.

During the past year, the Bureau participated in a study on Canada's policy in the Asia-Pacific region and continued its efforts seeking to establish dialogue on North Pacific Cooperative Security. The Bureau was also interested in issues such as migration patterns, environmental evaluations and the reliability of the existing energy supply. It focused attention on the Department's policy on competitiveness, Canada's commercial policy to meet the challenges of tomorrow, and the link between foreign aid and the arms trade.

The Bureau pursued bilateral and multilateral foreign policy consultations, and members travelled throughout Canada to discuss important foreign policy issues with academics and various interest groups.

In March 1991, academics were invited to attend a seminar on democratic development, to discuss ways to encourage local efforts and the global democratization process.

As a member of the Gulf Crisis Centre, the Director General was involved in the daily activities

pertaining to the crisis. The Political and Strategic Analysis Division periodically produced analytical briefs on the situation and a number of long-term political analyses. It also coordinated the activities and the information exchange aimed at keeping the Cabinet and the Members of Parliament abreast of the situation.

Again this year, the Bureau coordinated Canada's participation in the political discussions at the Economic Summit, which was held in Houston in July 1990.

The Bureau participated in the writing of speeches on the main thrust of Canada's foreign policy for the various ministers, senior civil servants and the Prime Minister. It regularly published an analysis depicting the economic and commercial situation, including a quarterly review containing statistical data on commercial activities in Canada.

In terms of parliamentary activity, the Bureau helped to organize exchanges, conferences and visits, including inspections in Brazil, China and the Horn of Africa. It maintained liaison with the various House of Commons and Senate committees. It also wrote reports and briefings for the Ministers, to prepare them for Cabinet meetings.

Following a recommendation of the Corporate Review, a Ministerial Correspondence Unit was created to answer letters received by the Ministers. This has somewhat reduced the workload of the various divisions.

PERSONNEL

Both Public Service 2000 and the Department's internal Corporate Review proposed similar changes which focused on increased efficiency and service to the public. Responding to the two major exercises meant enormous challenges for the Personnel Administration Bureau requiring extensive consultations both internally and with central agencies and other divisions.

One of the results has been a decentralization of authority both at headquarters and abroad. For example, full authority has been delegated to 127 heads of missions with respect to classification, pay and benefits of 4 730 locally engaged staff.

Despite cutbacks in other areas, a major commitment of personnel and finances has been made to the area of staff development and training. The training plan was revised and increased mandatory

training put into place. The number of person-years devoted to longer-term training has been increased by 300 percent. Each Branch has appointed a new training coordinator for all categories of staff. The Department is reinforcing branch training centres, confirming training needs, and has established a Departmental Training Academy.

More than 50 percent of Canadian missions now have reciprocal employment agreements giving spouses and dependents access to more jobs in other countries. This is the highest percentage enjoyed by any country's foreign service. The implementation of the Spousal Employment Policy is a very important step since the one-career, two-income family is the major issue facing the foreign service.