

- (c) The necessity to provide adequate career opportunities in order to attract and retain employees of high calibre;
- (d) The implications of the requirements of personnel rotation for the departmental organization and management;
- (e) The organizational aspects of the changes in financial management advocated by the Treasury Board.

METHOD OF STUDY

Fact finding commenced in January, 1966 at which time the Under Secretary of State for External Affairs, Mr. M. Cadieux was interviewed. The Deputy Under-Secretary, Assistant Under-Secretaries, all Division Heads, and a representative group of Headquarters officers were interviewed. Abroad, fact finding was carried out at 24 missions in 17 countries and included discussions with officers and support staff of other government departments as well as External Affairs. Discussions were held with members of the State Department in Washington, D. C.; the Foreign Office in London, England; the Foreign Ministry in The Hague, Netherlands; and the Director General of the British Information Service in New York.

In Ottawa, interviews were held with officers of other government departments, the Central Agencies, and persons who have previously held senior posts in the Department of External Affairs.

A study was also made of a wide variety of documents and published material ranging from books by well known authors and diplomats, to current