

- b) that the foreign operations personnel of the Canadian Governmental Office of Tourism will be integrated into the Trade Commissioner Service with appropriate safeguards maintained so that officers unable to cope with the full range of foreign service responsibilities will not be thrust unwillingly into a stream in which they could not compete;
- c) that External Affairs will provide programme services abroad to CIDA and that CIDA personnel will be given the opportunity to become full members of the foreign service;
- d) that transfers of Immigration Foreign Service Officers into External Affairs will begin taking place at once and that Immigration operations abroad will be merged into those of External Affairs;
- e) that all public servants serving abroad will do so in positions which will be on the establishment of the Department of External Affairs.

This will leave Canada with a fully consolidated foreign service at the executive level and with essentially two personnel management systems at the operational level while leaving intact the policy and programme responsibilities of all departments with foreign interests.

The essence of this proposal is that the objectives of foreign service consolidation can be achieved with the least disturbance by relating the personnel management of the foreign service to two levels of employees within that service, an operational group and an executive group, the latter corresponding to the three executive levels in the domestic public service. Similarly, the grades in the operational group would parallel the grades in the domestic service below the senior executive levels. The executive group would constitute a pool from which Heads of Post and senior Deputy Heads of Post would normally be selected and from which foreign service departments would draw to staff senior executive positions. Admission to this group would generally be open only to those who had acquired sufficiently broad experience. This group would be treated as a single entity for management purposes while the operational group would continue to recognize the requirement for distinctive streams within the foreign service at that level.