

III

STAFFING THE FOREIGN SERVICE

12. In this chapter we propose:

- (a) to ascertain how the FSO personnel system works with respect to the acquisition and loss of manpower and to identify the controls important to the proper management of the system;
- (b) to identify reasons for the chronic shortage of foreign service officers and the current acute shortage of middle grade FSOs;
- (c) to suggest some short-term remedies for these shortages;
- (d) to recommend a manpower planning programme which will enable the Department to avoid manpower shortages and associated personnel problems in the future;
- (e) to outline some preliminary personnel tasks that must be undertaken in starting a manpower planning programme;
- (f) to examine the problem of separation rates and how they can be controlled; and
- (g) to discuss recruitment in its various aspects.