

b) Staffing

One additional issue, staffing and training, was developed in as much detail as those recommended but was shifted to the alternatives because the potential payoff appears to be less.

Some of the questions attached to this issue are the following. What is the appropriate range and balance of skills in the organizational units responsible for the program at home and abroad? What are the effects of having generalists as compared to specialists? Can we buy expertise? Do generalists have difficulty in gaining acceptance in certain milieux? Is there adequate formal training? What are the implications inherent in "streaming" public affairs officers? Does a large contingent of specialists limit program flexibility?

There are three basic ways to provide specialized skills or knowledge within an organization, viz., engage an external expert on a temporary contract basis, hire an expert on a permanent basis or train an existing employee. The major special skills needed for this program would be ascertained by interviews with program staff and the cultural community in Canada and abroad. For each such skill, the benefits, disadvantages and costs of obtaining it in each of the above three methods would be listed. Implicit in this study are the advantages and disadvantages of using rotational staff. A small sample of the Canadian cultural community will be interviewed to find out which background factors (if any) limit the credibility of program officers in the cultural community, whether these could be reduced by special training or "streaming" and to what extent this reduces program effectiveness. The aim of this part of the evaluation is to identify the necessary skills mix and background of staff for maximum effectiveness - and find ways of moving towards that balance (improved resource utilization).

c) Other Subprogram Process and Effectiveness Issues

There are a family of other issues and questions which are more closely related to various aspects of the subprograms. It is probably premature until the objectives are clarified to focus too much on the existing process, since the program may be redesigned and activities significantly altered. Therefore only a few of many possible effectiveness and efficiency