

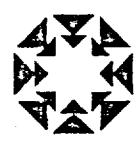
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A Study of Manpower Planning and Development  
for  
Foreign Service Officers  
in  
The Department of External Affairs  
  
Volume 1  
Summary and Recommendations



BUREAU OF MANAGEMENT CONSULTING SERVICES

Ottawa-Canada

DEPARTMENT OF SUPPLY AND SERVICES



MINISTÈRE DES APPROVISIONNEMENTS ET SERVICES

 BUREAU OF MANAGEMENT CONSULTING SERVICES  
BUREAU DES CONSEILLERS EN GESTION

YOUR FILE NO.  
VOTRE DOSSIER

OUR FILE NO.  
NOTRE DOSSIER

Ottawa 4, May 26, 1969.

Mr. M. Cadieux,  
Office of  
The Under Secretary of State  
for External Affairs,  
Ottawa, Ontario.

Dear Mr. Cadieux :

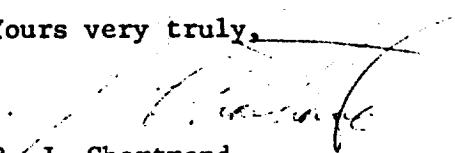
I am attaching the first volume of the Manpower Planning and Development Study recently completed in your Department. This volume comprises a brief summary of the findings and conclusions and a list of recommendations.

Volume II, which deals with the recommendations in detail, is also completed and available. Both this Volume and Volume I have been prepared by Mr. J. R. Maybee and Mr. F. R. Hinton, who comprised the study team.

Volume III covers the research project undertaken in support of this study by Dr. David Jackson and Associates and aided in the analysis by Mr. L. Slivinski of the Public Service Commission. This volume is also completed and available.

I would like to take this opportunity to express my appreciation for the high degree of co-operation and assistance provided by individuals at all levels who were involved in this project. Of particular note was the major contribution of Mr. J. R. Maybee whose background and knowledge of the Department were invaluable in the study. I should also like to thank you - and add that your personal interest in the progress of the study served to facilitate significantly its development.

Yours very truly,

  
P. J. Chartrand,  
Director, Personnel Consulting Division,  
Bureau of Management Consulting Services.

Att.

43-252-928

MANPOWER PLANNING & DEVELOPMENT

for

FOREIGN SERVICE OFFICERS

in

THE DEPARTMENT OF EXTERNAL AFFAIRS

Volume I

SUMMARY & RECOMMENDATIONS

A Study Conducted By  
The Personnel Consulting Division  
Bureau of Management Consulting Services  
Department of Supply and Services

March - 1969

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## SUMMARY

The purpose of this study is to recommend new or revised policies which the Department of External Affairs should pursue to ensure that it will have adequate numbers of experienced foreign service officers to meet its future commitments, with special reference to the manning of the foreign service, the training and development of foreign service officers and the utilization of foreign service officers. The study was undertaken because of the chronic shortage of FSOs and the current acute shortage at the middle levels.

A project team of Mr. F. R. Hinton, personnel consultant in the Personnel Consulting Division of the Bureau of Management Consulting Services, Department of Supply and Services, and Mr. J. R. Maybee of the Department have worked together on the study since May, 1968 under the general direction of Mr. P. J. Chartrand, Director of the Personnel Consulting Division. In the course of their study the team carried out an extensive analysis of FSO work in the Department, the organization of the FSO group and the career paths of a large group of officers. The team also had numerous interviews with FSOs of every level, studied performance data, and reviewed reports on the Department by other consultants who had touched on personnel matters. In addition, the Personnel Consulting Division engaged the services of Dr. David Jackson of David Jackson and Associates, Psychological Consultants of Toronto to do a research study on the effect of education, background, personality and aptitudes on the success patterns of a large sample of foreign service officers.

The project team decided to tackle its assignment in three parts:

1. Manning the foreign service -
  - (a) Cause of the FSO shortages and short term remedies therefor;
  - (b) Establishment of a manpower planning system to avoid the recurrence of such shortages;
  - (c) Review of programmes related to staffing including the entire recruitment operation, selection standards, and management of separations.

2. A study of training programmes for FSOs; and
3. A study of effective utilization of FSOs.

The team's recommendations are organized under these three main headings.

The team's first investigation focussed on the shortages of FSOs. Analysis of the Department's FSO manning system revealed that recruitment, changes in establishment and separations were three controls that should be managed in co-ordination. It was found that the Department had rarely succeeded in co-ordinating these controls: failure to set recruitment targets high enough had in particular contributed to both the chronic and acute shortages of officers. With respect to remedies for the shortages, the team concluded that a major lateral recruitment effort was neither desirable nor feasible, since the Department had already taken on large classes of junior FSOs in 1966 and 1967 to reduce the shortage. Recommendations, therefore, are directed to the acceleration of the advancement of FSOs now in the service, and to other measures -- secondment, contract employment and limited lateral recruitment -- which can relieve the situation without producing serious problems in the future.

To avoid a recurrence of the FSO shortages from which the Department now suffers, a formal programme of manpower planning is clearly required. Such a manpower planning programme should have the following characteristics:

1. It should stem from government aims and departmental objectives as articulated annually in the preparation of the programme review;
2. It should involve the regular analysis of work requirements and the regular recording of the use of manpower resources;
3. It should involve the long term forecasting of manpower needs and the long range planning of recruitment;
4. It should include a regular assessment of training requirements; and
5. It should enable the Department to co-ordinate the FSO appraisal system, the manpower inventory and a career planning programme.

To inaugurate such a manpower planning programme the Department will have to redesign its classification system for FSO jobs and refine and extend its personnel inventory system. The Department's existing classification system for FSO jobs was found to be so obsolete

that it was of little use for measuring work requirements: because of this the Department cannot be sure of the true dimensions of the officer shortage problem. In addition, important gaps in the personnel information resources must be made good. To facilitate proper career planning and to make possible an effective posting and assignment function the Department's appraisal and manpower inventory systems will have to be adapted to the proposed manpower planning system. The project team's recommendations therefore include a formal manpower planning programme covering the full spectrum of personnel and programme review activities.

In reviewing the Department's programmes related to staffing, the project team attached particular importance to the revision of selection standards to ensure that they conform to the current and anticipated work requirements of FSOs. In this connection the Department should add management aptitude to the selection standards. Apart from the basic requirement that the management of FSO work be in FSO hands, other demands for management ability in FSOs can be expected to increase steadily, partly because of the Government's policy of transferring some responsibilities from the central agencies to departments, partly because of the rapid increase in the size of the Department, and partly because of the growing need for co-ordination of Government activities abroad.

The project team concurred in the soundness of the Department's practice of taking most of its officer recruits from the university competition. They discerned an urgent need, however, for better training of selection board members and for more stability in the membership of the boards; for the more accurate setting of FSO recruitment targets and for better focussing of recruitment publicity on preferred potential candidates. The Department is also urged to maintain better separation records and to take steps to reduce remediable separations.

In the second major area of the enquiry -- training -- the project team first undertook a study in depth of the Department's work and work organization to determine the nature of the system for which FSOs are to be trained. This study indicated that the Canadian foreign service is a single-stream, generalist system, and that a suitable basic training for FSOs should therefore be comprehensive and designed to equip officers to handle work in any of the identified work areas. A radical new approach to FSO training is not required, therefore, but a strengthening and extension of practices now in force is indicated. The recommendations call for:

1. Much closer supervision of junior officers' assignments to ensure that they are meaningful and challenging;

2. More appraisal and career planning communications;
3. An overhaul of the classroom training, particularly a major change in technique to establish more active participation by the junior officers than has been possible under the lecture system;
4. Scheduling of the classroom training to relate directly to the work which officers will be doing in the immediately ensuing period;
5. New content in the curriculum, particularly oral and written communications.

Other recommendations in the training field cover mid-career professional training, foreign language training policy, and management training. Measures to improve officer development are also proposed, including an exchange programme with other government departments.

Finally, a survey of the Department's practices in the utilization of FSOs was carried out in certain activity areas. This resulted in recommendations on the generalists versus specialists issue and the loss of time on job changes. Investigation revealed several instances of FSOs engaged in non-FSO work, duplication of effort between different organizational units and different levels of authority, and some short-fall in the proper use of support staff. The Department is urged to carry out further studies and to take other appropriate action.

\*

In accordance with their terms of reference the project team has dealt with their subject in relation to foreign service officers only. They have not touched on related subjects such as manpower planning for other occupational groups in the Department, or training for officers in the AS category or training for the wives of foreign service officers. The manpower planning procedures which the team has designed can readily be adapted to other classes of employee, and the Department has the capability of doing this now thanks to the establishment of the Personnel Planning and Development Division. A project similar to this present one is now getting under way for officers in the AS group.

\*

The texts of the project team's 53 recommendations follow. Discussion of the background of the recommendations and full details of the research are available in volume two, which will be of interest particularly to those who will be concerned with the implementation of the recommendations. Volume two contains in the appendix the summary and recommendations of Dr. Jackson's report, which report in turn constitutes volume three of the project report. Because of its technical nature volume three is not being reproduced in quantity.

RECOMMENDATIONS

I MANNING THE FOREIGN SERVICE

We recommend:

- |     |   |                                       |
|-----|---|---------------------------------------|
| R-1 | That a training programme for officers who have joined the Department since 1964 be adapted from the training programme for new entry officers recommended in Section II, Recommendations 28 and 29 in order to accelerate the development of officers already in the service.  | Short-term remedies for FSO shortages |
| R-2 | That the Department initiate informal enquiries with other appropriate departments and agencies of the Federal Government (e.g. the Department of National Defence, Defence Research Board, Department of Finance, Department of Trade and Commerce, Department of Industry, Dominion Bureau of Statistics, Secretary of State Department, the Canada Council) to ascertain the possibility of borrowing up to approximately five officers per year for limited engagement tours with the Department. |                                       |
| R-3 | That the Department examine lists of officers available for assignment under the Career Assignment Programme to ascertain the possibility of placing up to three officers from the CAP programme in appropriate positions in the Department of External Affairs (including administrative positions to which FSOs might otherwise have to be assigned).   |                                       |
| R-4 | That a senior officer not engaged in operational duties (e.g. the Head of Inspection Services or the Head of the Academic Liaison Section) consult with Assistant Under-Secretaries and Heads of area and functional divisions once a year to determine the nature of projects which might suitably be handled by contract employees, particularly academic personnel on sabbatical leave.  |                                       |
| R-5 | That with due regard on the one hand to the advantages which some measure of lateral recruitment may  |                                       |

afford and on the other hand to the need for the Department to develop and maintain a favourable career structure for career officers, the Department develop a policy on lateral recruitment providing for a modest annual intake; and that such lateral recruitment be employed primarily to make good important deficiencies of a particular kind at the intermediate level.

- R-6                    That the Department inaugurate a formal programme of manpower planning as outlined in Volume II Chapter III, section (c) and as described in detail in Appendix II of Volume II.                    Manpower Planning
- R-7                    a)                    That the Department, in co-operation with the Bureau of Classification Revision, design and develop a system for analysing and recording its FSO work requirements and listing its job packages in a form suitable for easy annual revision;
- b)                    that the record provide information for officers concerned with manpower accounting, training, postings and assignments, appraisals, career planning, and utilization;
- c)                    that the record employ a simplified grading system for FSO jobs (e.g. the division of FSO jobs into three categories - junior, intermediate and senior); and
- d)                    that such records supersede the existing departmental establishment for FSOs.
- R-8                    That the Personnel Branch take steps to organize in convenient form all information about FSOs likely to be of use to the officers of the Personnel Branch, either on new personnel record cards or in special files; and that Personnel Branch organize a reliable system for reporting FSO strength, additions to strength and losses.
- R-9                    That in order to build up information about separations from the foreign service which is essential for manpower planning,                    Separations
- a)                    the Department draw up a check list of the type of information that should be recorded in connection with each separation;
- b)                    that this check list be in the hands of the officer who conducts the exit interview; and
- c)                    that information about FSO separations be tabulated, analysed and reported as outlined in the separations section of Appendix II, Volume II.

- R-10 That the Department compare the death rate of foreign service officers who died while on departmental strength with the death rate for comparable groups within the public service and, if the External Affairs rate is significantly higher, that the Department undertake some further research to determine whether any controllable aspects of the working environment in the foreign service could have been a contributing cause.
- R-11 That in view of the high attrition rate which obtains amongst female FSOs, the Department review its policies with respect to their employment and utilization to ensure that the needs of the foreign service and the principles of equal career opportunities for women are reconciled as far as possible.
- R-12 That the Department develop an appraisal system for senior officers in connection with a study of its needs and resources in the senior officer category and in connection with its development of a policy on early retirement.
- R-13 That in the interest of the foreign service in particular and the public service generally, the Department, in consultation with the central control agencies, prepare effective procedures for transferring to other government departments those officers who have become permanently non-rotational and whose capacities can best be developed in a non-rotational department.
- R-14 That in order to reduce the number of separations that represent a loss to the service,
- (a) that the Department institute regular procedures for enquiring into the reasons for FSOs separating from the Department;
  - (b) that such procedures include wherever possible an exit interview;
  - (c) that the Department arrange to give officers in the Personnel Branch training in the conduct of separation interviews; and
  - (d) that the appropriate officer in the Personnel Branch periodically prepare recommendations for remedial action based on records of separation interviews.
- R-15 That the Department retain its traditional policy and practice of recruiting the great majority of its new officers from the annual university competition; that any lateral recruitment policy developed as a short-term remedy for immediate shortages be adopted (if necessary in a modified form) as a continuing policy; and that to allay Recruiting

uneasiness on the part of career officers on this matter, a policy statement on the subject be adopted and promulgated.

- R-16
- a) That the annual recruiting target for foreign service officers be set as part of a five-year projection, based on the total departmental manpower figure forecast for five years ahead;
  - b) that due allowance be made for anticipated separations; and
  - c) that the recruiting figure for 1969/70 applicable to the FSO competition just completed, be set at 40 FSOs as a minimum.
- R-17
- That in co-operation with the Public Service Commission the Department continue to direct recruitment publicity to Canadian graduate students in universities abroad and that similar publicity be directed towards graduate students in universities in Canada.
- R-18
- That in co-operation with the Public Service Commission the Department
- a) develop a programme to publicize the foreign service amongst the first and second year students at Canadian universities;
  - b) continue the practice of arranging visits to the university campuses by officers of the Department who can, by means of their contribution on substantive matters, provide good institutional advertising for the foreign service; and
  - c) direct publicity towards people in institutions in addition to those from which the Department normally draws FSO candidates in order to broaden the area from which FSOs are recruited and to increase understanding of the purpose and activities of the foreign service.
- R-19
- That the Department review carefully the information passed to the Public Service Commission for inclusion in printed recruitment publicity material to ensure that it gives an accurate representation of the work of a foreign service officer at the various stages of his career.
- R-20
- That in connection with FSO recruitment at all levels the Department review regularly with the Public Service Commission the Commission's FSO selection standards to ensure that they reflect the types of work that FSOs of all grades are expected to do as well as any changes anticipated in the responsibilities of FSOs or the functions of the Department of External Affairs; and further that the Department ensure that a statement of these selection standards is available to each member of the FSO Selection Boards before they commence their interviews.

- R-21
- a) That the Department obtain the concurrence of the Public Service Commission in the revision of the FSO selection procedures so that candidates can be more effectively screened before they are called to appear before selection boards and so that fewer candidates need be called to interview;
  - b) that to this end a study be made of the possibility for refining the academic requirement to something more exacting than a simple bachelor's degree, and of giving a score value to a candidate's academic qualifications;
  - c) that a candidate's academic qualifications score be combined with his score on the written examinations to provide a composite score which could be used for selecting candidates for interview;
  - d) that for the time being the written examinations comprise the present general intelligence test, the foreign affairs interest test, a test of the candidate's knowledge of his second Canadian language, a drafting ability test and a management aptitude test;
  - e) that the Department seek to have validity studies carried out on the general intelligence test and the foreign affairs interest test immediately and on other tests employed at an appropriate time.
- R-22
- a) That the Department work out with the Public Service Commission revised arrangements for the training and briefing of the External Affairs members of the Selection Boards which will meet the special requirements of the Foreign Service;
  - b) that the training be based on the best information and research available on all selection techniques, and make use of the most up-to-date methods;
  - c) that training sessions be short, intense and 100% relevant; and
  - d) that so far as possible the Department assign officers to Selection Board teams on several succeeding occasions and that it request the Public Service Commission to do likewise.
- R-23
- That if the number of candidates to be interviewed by Selection Boards can be reduced, the Department work out with the Public Service Commission arrangements whereby Selection Board members may check the references of the better candidates, particularly with university faculty members.
- R-24
- That the Department review its security procedures with the Public Service Commission and with the security authorities in order to keep to a minimum the delays which may occur in the dispatch of offers of employment to FSO candidates.

R-25

That the Department work out with the Public Service Commission arrangements for the employment of foreign service officers which permit the deferment of commencement of employment so that outstanding candidates can complete their academic studies.

R-26

That the Department fill the FSO employment position in Personnel Operations Division with an officer of FSO 3 or FSO 4 rank; and that it set up special projects under officers with no other regular responsibilities to work out with the Public Service Commission improved selection procedures, including the training of selection officers.

II TRAINING AND DEVELOPMENT OF FSOs

R-27

That the apprenticeship training of the junior foreign service officer should continue to emphasize "on-the-job" training but would be extended and strengthened as follows :

Apprenticeship  
training

(a) The apprenticeship period, during which the FSO Training Officer will be closely concerned with the new officer's development, will be extended to cover the first posting abroad and the second assignment.

(b) The first phase of apprenticeship shall comprise a period of twelve to fifteen months in Ottawa for the purpose of giving the new officer a general orientation to the Department and to the work of the FSO and in order to provide a probationary proving-out period. Every effort should be made to avoid deferment of the first posting abroad beyond the initial fifteen months' assignment in Ottawa; and if the on-the-job training assignments in headquarters divisions are inadequate in number to accommodate available probationary officers, an appropriate number of the better qualified probationaries should be assigned abroad after an abbreviated period on divisional assignments.

(c) The second phase of this apprenticeship shall comprise a posting abroad for the officer for a maximum of two years in all cases, preferably to a small or medium post of lesser complexity, so that he may become familiar with post routines and general FSO work.

(d) The third phase shall comprise a two-year minimum assignment in Ottawa (following immediately after phase two -- i.e. with no cross-posting intervening) as a junior desk officer to learn thoroughly departmental and governmental organization and the co-ordinating role of the Department.

(e) The total apprenticeship shall require approximately five years, and satisfactory performance should enable the officer to be regarded as a qualified working level officer.

(f) Assignments, particularly those in (b) above, shall be closely supervised as to content and challenge by the FSO Training Officer who shall satisfy himself as to their training suitability through regular visits to divisions where new officers are assigned.

(g) The FSO Training Officer shall exercise general personnel supervision over junior officers during their apprenticeship period and shall be consulted when decisions concerning a junior officer's promotion, salary and discipline are being made.

(h) The FSO Training Officer shall control the assignment of junior officers during phase one of the apprenticeship period and shall advise Personnel Operations Division on their posting abroad and on their subsequent assignment in Ottawa.

(i) The FSO Training Officer shall establish regular and formal appraisals and communication with the junior officer and divisional or post supervisor to ensure adequate three-way communication of appraisals.

(j) The FSO Training Officer shall conduct regular formal career planning and development appraisals with the junior officer.

(k) The FSO Training Officer shall be a person with FSO experience at least to the middle working level, have an above average performance rating, be well respected in the FSO community and have a demonstrated aptitude for working with people.

(l) The number of grade levels of junior officers shall be reduced from three to preferably one and not more than two with the salary steps or spread maintained; also the salary increases for at least the first three years of apprenticeship shall be automatic except where performance is unacceptable.

(m) The programme with its nature, philosophy and administrative procedures shall be established and documented as a personnel handbook directive.

(n) The Personnel Planning Division shall have the right and obligation to audit the operation of the training programme to ensure that it meets the design, objectives and policies set forth here and to obtain corrective action as necessary.

(o) The Personnel Branch shall publish an apprenticeship programme news letter as soon as possible to stimulate interest and maintain morale amongst junior officers by regularly furnishing news of junior officer training activities, postings, work at posts abroad, departmental plans, etc.

R-28

That the Personnel Planning and Development Division develop a compulsory supplementary orientation course as soon as possible in accordance with the following principles:

Supplementary training for new officers

(a) The course should be given in three phases (at initial recruitment; prior to and in preparation for the first posting abroad; and on return to Ottawa after the first post abroad) and shall concentrate on those aspects of FSO work in which officers in each case become involved in the immediately ensuing period.

(b) The course shall employ participative teaching methods such as case studies and role playing.

(c) The course should include the following subject matter:

(i) Initial Orientation

- General orientation
- Introduction to departmental and governmental organization
- Part I communication: types of communications and how to draft them; how to dictate to a stenographer; how to use a dictating machine.
- Headquarters security

(ii) Pre-posting Orientation

- Role of the FSO abroad, with special reference to political work, economic development and trade promotion.
- Supervision of support staff

- Part II communications: types of communications used at posts abroad and how to draft them; public speaking; interpersonal communications; interviews with Government officials, and with consular cases.
- Orientation for all officers on:
  - (a) Representation and protocol;
  - (b) Security at posts abroad;
  - (c) Consular work
  - (d) Information work
  - (e) Cultural affairs
  - (f) Immigration
- Additional training in any of the foregoing as required for the individual officer in relation to his posting.

(iii) Secondary Orientation

- Government organization
- Interdepartmental relationships
- Part III communications: committee work and negotiations
- Managerial and co-ordinating role of the FSO
- Supervision of junior officers
- Work management

R-29

That the Department continue to provide the cross-Canada tour as part of its first year training programme for all new entry foreign service officers at an appropriate time during their first Ottawa assignment (or where necessary during their second Ottawa assignment); but the Department should split the tour into two parts with an interval of several weeks between parts.

R-30

That in recognition of the importance of economic development and trade promotion in the protection and promotion of Canadian interests abroad the Department explore with the Canadian International Development Agency and the Trade Commissioner Service of the Department of Trade and Commerce the possibility of associating foreign service officers of the Department of External Affairs with training and orientation activities organized for officers in CIDA and the Trade Commissioner Service.

R-31

That the Department arrange for a rapid reading course to which all new FSOs should be assigned during their first posting in Ottawa, unless they can demonstrate by tests that they have no requirement for the course.

R-32

That the Department formalize posting preparation as far as possible to ensure that all officers are assigned to the division responsible for the post to which they are going on first posting, unless they have already had a working assignment to such division.

R-33

That the Department make a study of the foreign language requirements at all relevant posts with a view to establishing suitable policies and procedures to provide for this training and to integrate it with the training policy for the second Canadian language.

Language  
policy

R-34

That the Department direct posts and divisions to develop reading programmes and bibliographies for each post (or to formalize them if they are already available) covering the history, geography, politics, economics, culture and government of the country of the post.

Professional  
training

R-35

That the Department consult with the Ottawa universities concerning the identification or organization of courses in Canadian and international politics, law, economics, area studies, etc., for which the Department would be prepared to pay fees for FSOs taking these courses in the evening programme during an Ottawa posting.

- R-36            That the Department establish a policy under which it could pay fees for FSOs taking suitable job related courses at universities at posts abroad which would contribute to their development.
- R-37            That the Personnel Planning and Development Division develop and incorporate in its supplementary orientation training for new entry officers some education in the basic concepts of the managerial role and some skill training in the supervision of support staff and junior officers.            Managerial training
- R-38            That the Personnel Planning and Development Division develop or obtain an educational programme in the concepts and work of the professional manager to be given to all foreign service officers now on strength during tours of duty in Ottawa.
- R-39            That when the necessary training facility is available, Personnel Planning and Development Division provide skill training and coaching to all foreign service officers on career planning and performance appraisal communications with subordinates.
- R-40            That a programme of interviews of foreign service officers by a personnel officer be inaugurated as soon as possible so that every foreign service officer shall have an opportunity to discuss thoroughly and informally past ratings and postings, career aspirations and other personnel matters affecting him, such interviews to be held at a time free of imminent posting or promotion decisions.            Development
- R-41            That the foreign service officer rating form be revised to change the basis of rating from personal characteristics to work requirements.

R-42

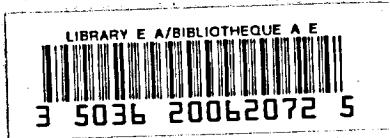
(a) That, to diversify the experience of foreign service officers and to ensure that as many as possible obtain some direct knowledge of the work of other government departments, the Department work out through the Public Service Commission arrangements whereby at least 25 foreign service officers are at all times serving limited tours of duty on secondment in other government departments or agencies; and

(b) that in order to bring into the Department experience and skills from elsewhere in the public service, officers from other departments of government be seconded to the Department of External Affairs for limited tours of duty both in Ottawa and at posts abroad, in exchange for the foreign service officers seconded out, except where the latter are covered by man-years allocated to the Department specifically for secondment purposes.

III UTILIZATION OF FOREIGN SERVICE OFFICERS

- |      |   |   |
|------|---|---|
| R-43 | <p>That with due regard to the generalist nature of the service, the Department develop a policy on orbital specialization to ensure that the service will have an adequate supply of officers with special knowledge and experience to meet the changing work requirements of the service; and that the particular abilities and interests of foreign service officers in special fields may be developed for the benefit of the foreign service as well as of the individual officer concerned.</p>                     | <p>Generalists<br/>versus<br/>Specialists</p> |
| R-44 | <p>That the Department consider requiring officers as a matter of routine to prepare turnover briefs which would contain a full description of their job for the guidance of the next incumbent or any temporary replacement, thus obviating any requirement for the costly and inefficient overlaps between a departing officer and his successor.</p>   | <p>Loss of<br/>time in<br/>job changes</p>    |
| R-45 | <p>That in co-operation with the Canadian International Development Agency, the Department carry out a work analysis study of aid work now done at posts abroad and of additional aid work which will have to be done within the foreseeable future in order to determine what classes of employee should be assigned to this work, from which departments they should be drawn, how they should be trained to do it and how the selection standards for any of the classes of employee concerned should be modified.</p> | <p>FSOs in<br/>non-FSO<br/>work</p>           |
| R-46 | <p>That the Department undertake a work analysis study of Cultural Affairs Division and cultural affairs positions at posts abroad to determine which jobs should continue to be filled by foreign service officers, which jobs should be filled by officers in the AS group, and which jobs should be filled by cultural affairs officers recruited, seconded or engaged by contract from outside the Department.</p>  |   |

- R-47                    That a work analysis study be done in D.L.(2) Division to determine which jobs now being done by foreign service officers could be better done by some other class of employee and how such employees might be selected and trained.
- R-48                    That the Organization and Methods Unit carry out regular studies of functional and area divisions in Ottawa to determine whether alternative staffing arrangements would free some FSOs from administrative work which might better be done by administrative officers.
- R-49                    That the Central Planning Staff and the Personnel Planning and Development Division be directed to work out a programme which will provide for a continuing review by these two units of the work areas of Headquarters divisions in order to reduce and prevent duplication of effort as between Headquarters units. Duplication of effort
- R-50                    That Personnel Planning and Development Division, in cooperation with the Central Planning Staff, undertake a project to define the different responsibilities which should attach to different levels of authority in the departmental organization at Headquarters.
- R-51                    That induction training of foreign service officers include some training in the proper utilization of stenographic assistance and in the use of dictating machines. Use of support staff
- R-52                    That the Organization and Methods Unit investigate situations where bootleg registries exist and recommend such changes in organization and procedure as may be required to ensure that the needs of divisional desk officers for registry support are properly met.
- R-53                    That the Department explore with the Public Service Commission the possibility of submitting the data collected in Dr. Jackson's research study to further computer analysis, with a view to determining whether there are consistent differences between the older and younger FSOs in the project group that might be significant for selection on the one hand or training and development on the other. Further studies



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