



CANADA

**C
o
m
m
u
n
i
q
u
é**

No. 6

FOR RELEASE AT 1000 HOURS
JANUARY 19, 1971

INTEGRATION OF SUPPORT SERVICES FOR FOREIGN
OPERATIONS

DEPARTMENT OF EXTERNAL AFFAIRS
MINISTÈRE DES AFFAIRES EXTÉRIEURES

The Secretary of State for External Affairs, the Honourable Mitchell Sharp, announced today that, effective April 1, 1971 responsibility for the provision of support services for most departments and agencies at all diplomatic posts, consular posts and most Federal Government offices abroad will be assumed by the Department of External Affairs. This decision was forecast in "Foreign Policy for Canadians" as a means of providing support services for foreign operations in the most effective way.

Support services include financial and personnel administration; the management of properties, supplies, equipment and materiel; travel arrangements, and the provision of clerical, stenographic and certain translation services. The staff of the new integrated support services system will include approximately 2100 employees of the Department of External Affairs and about 1000 employees of other departments and agencies who will be transferred on April 1 to the Department of External Affairs, together with budgetary resources totalling nearly ten million dollars previously allocated for this purpose by the other departments and agencies.

The following table shows the approximate numbers involved with respect to the departments with the largest numbers being transferred:

	<u>OTTAWA</u>	<u>ABROAD</u>	
		<u>CDN</u>	<u>LOCAL STAFF</u>
Industry, Trade and Commerce (including the Canadian Govt. Travel Bureau)	37	50	425
Manpower and Immigration	9	8	269
National Defence (non-operational)	0	35	61
National Health & Welfare	0	1	60

Any organizational changes arising from this integration of services will be made over a period of time as it becomes evident that such changes would increase efficiency and effectiveness. A substantial step for the

re-organization and rationalization into a single support services system will occur with the transfer of responsibility and resources on April 1 to External Affairs. The quality of service now available to the Canadian Government and people will be maintained and improved.

The integration on April 1 does not include all of the employees of the Canadian Government engaged in a supporting role in foreign operations. To include persons employed in support of operational military formations is not considered practicable. In addition the support services of agency corporations (e.g. Atomic Energy of Canada Ltd.) and proprietary corporations (e.g. Air Canada, the Canadian Broadcasting Corporation, and Polymer Ltd.) have not been included.

This integration of support services is being guided by the Interdepartmental Committee on External Relations (ICER), a committee of deputy ministers.

EXTRACT FROM "FOREIGN POLICY FOR
CANADIANS" PUBLISHED JUNE 25, 1970.

"ORGANIZING FOR THE SEVENTIES"

"To meet the challenges of coming decades, to be equipped to take advantage of new opportunities, to keep abreast of the rapid evolution of events, the Government needs a strong and flexible organization for carrying out its reshaped foreign policy. The pace of change renders more complex and urgent the problems of planning and implementing a coherent policy aligned with national aims. New staffing structures and modern management techniques are called for.

The Government has decided that there should be maximum integration in its foreign operations that will effectively contribute to the achievement of national objectives. An integrated management system cannot be established immediately or easily. Each theoretical step leading towards the goal of integration must be evaluated, tested and transformed into practical reality without impairing the quality of service available to the Government and the Canadian people from established foreign operations. The new system must be developed harmoniously and above all keep its capacity for adapting to an evolving international situation.

As an important first step in the development of an integrated system, the Government has established a new Committee on External Relations at Deputy Minister level. This Committee will have the responsibility for guiding the process of integration during its initial phases and for advising the Government on such matters as the formulation of broad policy on foreign operations, the harmonization of departmental planning with the Government's external interests, the conduct of foreign operations, the allocation of resources for those operations.

At the same time the Government has established, as a sub-committee of the Committee on External Relations, a Personnel Management Committee. It will be charged with the responsibility for advising generally on the staffing of posts abroad and in particular for developing, to the greatest degree possible, co-ordinated and common policies on the recruitment of foreign service personnel, career development classification and evaluation standards. The Personnel Management Committee will also concern itself with the formulation of programmes of rotation and secondment

EXTRACT cont.....

between the foreign service, on the one hand, and government departments, the business world, the academic community, on the other. Such a programme will ensure that foreign service officers will be familiar and sympathetic with the viewpoints, concerns and interests of all government departments and private organizations operating abroad.

A task force will report as soon as possible to the Committee on External Relations on the means necessary to integrate all the support services of the Government's foreign operations. As plans are developed they will be tested and put into effect, thereby enabling the Government to provide administrative support for foreign operations in a modern and realistic way.

Finally, the Government has decided that heads of post abroad must be given clear authority over all operations at the post in accordance with approved operational plans; and that the head of post must represent and be accountable for all departments' interests in his area of jurisdiction. This implies, as regards the selection of heads of post, increasing emphasis in future on managerial capabilities and knowledge of the full range of government activities abroad.

The Government's view is that, if its foreign policy is to be carried out effectively, the organization for doing so must be closely-knit, fully qualified and responsive to the changing demands that inevitably will be made on it. The steps taken towards the goal of integration will be systematically reviewed to ensure that they do continue to fulfil the emerging needs of the future."