

blaming every individual for every mistake. Attention should be paid less to individual errors and more to the broad policy and implementation procedures of the Department.

Bureaucratic Rigidities

The speaker said that bureaucratic rigidities had arisen for all departments because of the accounting system, particularly the standard objects of expenditure. If it was intended to switch to programme budgets which would include manpower budgeting, this would give each local manager the maximum flexibility. He would have power to switch his manpower and financial resources to meet his needs.

He said that he assumed that each foreign mission could be given a budget which the mission itself had helped to build up. If the total allocation for the mission for a 12-month period was lower than had been requested, it would be the responsibility of the mission Chief to recast his budget and to achieve as much as possible of his programme in the framework of the lessened financial support he was given. By a system of management reporting, he would keep headquarters informed on progress. If he was running over his allotment, then a decision would be made centrally at the next higher echelon to see what shifts of resources were needed or what abandonment of objectives was appropriate to enable him to stay within his budget. If the Department as a whole needed further resources, then it would have to come to the Treasury Board.

He said that because of the lack of precise objectives, standards and criteria, External Affairs would undoubtedly face difficulties in regard to situations which could not be predicted ahead of time. However, with 83 missions this meant that there would be 83 programme budgets and by the law of averages they would not all run into difficulties with the same kind of expenditures at the same time. Transfer of authority for expenditures could be made between them.

Advantages of Programme Budgeting

The speaker said that it was possible that External Affairs would decide that there were no advantages in a regime of programme budgeting for missions and that the head of mission already had sufficient flexibility. He said that he would be surprised, however, if the Department came to that conclusion.