

functional, representational and administrative — may be reviewed in relation to departmental requirements;

- (b) To recommend the composition of liaison teams, to provide personnel for these teams, and to be responsible for their briefing;
- (c) As a result of the liaison visits, to make recommendations for a more efficient and economical operation of the service, and to follow up on the implementation of these recommendations if they are approved.

Schedule of Inspection Visits

Early in 1956 a start was made on a systematic coverage of External Affairs posts abroad, and by the end of 1959 all posts in existence at that time had been visited at least once by a liaison team. The present schedule of visits calls for the sending of a liaison team to each post every three years. Liaison tours are systematically arranged to various parts of the world in turn and seven or eight posts are covered in the course of a tour of average length.

Liaison Teams

The Inspection Service is a small unit headed by a senior foreign service officer, who normally serves as a member of a liaison team. Liaison visits to posts abroad are seldom, however, purely an External Affairs exercise. Close co-operation with the Department of Trade and Commerce has existed from the beginning, and several liaison teams have included a representative of that Department, whose duty it is not only to examine the Trade and Commerce operations at the post but to discuss problems of common concern to the two departments. A number of other government departments in Ottawa are also closely associated with and have a continuing interest in the operations of the foreign service, particularly in the administrative field. Representatives of, for example, the Civil Service Commission and the Treasury Board have been liaison team members on a number of occasions and have thus been given an opportunity to study at first hand questions which later may come before these agencies for decision.

Preparing for Inspection Tour

One of the first steps in the preparation for a liaison tour is an approach to other interested government departments with a view to obtaining at least one outside member for the liaison team. At the same time, the missions to be visited are asked to propose specific questions they would like to discuss with the team, and divisions in the Department of External Affairs in Ottawa are similarly asked to provide briefing notes on matters that may or should come up during the visit to each post. The time the liaison team will spend at the post varies according to the size of the office and its problems. In general, visits range in length from two or three days at one or two officer posts to a week or ten days at larger centres such as London or Washington.