

- (d) the negotiation and conclusion of treaties and other international agreements;
- (e) the representation of Canada in foreign capitals and at international conferences;
- (f) assistance to Canadians travelling abroad.

Organization  
in Ottawa

The headquarters organization of the Department of External Affairs is designed to ensure strength and flexibility, and to encourage the closest possible co-ordination between the discharge of operational responsibilities and the continuous development of the policy framework within which operations must be conducted.

The Under-Secretary bears general responsibility for departmental policy and operations. With the five Assistant Under-Secretaries, he and the Associate Under-Secretary form a team responsible for the main areas of foreign policy. Collectively, they constitute what is known as the Under-Secretarial Group.

In order that top management might be free to concentrate on policy formulation and direction, responsibility for departmental operations within established policy was some time ago delegated to the directors-general of a number of bureaux composing the main body of the Department. These main units, whose formation was the principal focus of the new organization, gather most of the divisions of the Department into three groups: *area*, *functional* and *administrative*. The most obvious structural characteristic of the new organization is the degree of its decentralization. The new structure is meant to exploit the advantages offered by adoption of the idea of country planning and management. By its very nature, such a conception facilitates differentiation between matters that require decisions to be taken at the senior management level and those that can be made at the level of management immediately responsible for the direction of operations.

The Under-Secretarial Group

Associated with the exercise of the Under-Secretary's responsibilities are certain functions that must be carried out under the direct control of the Under-Secretarial group -- such as security and relations with the diplomatic corps. The *Press Office* is associated with the Under-Secretarial group. In addition, the *Central Staff* and the *Operations Centre* provide direct assistance to the Under-Secretarial Group and perform a liaison and co-ordinating function. The Director-General of Personnel is also special adviser to the Under-Secretary on foreign service appointments and related policies. The *Policy Analysis Group*, which has