

If a post is faced with expenditures because of some occurrence that was unforeseeable at estimates time, then headquarters will have to consider increasing the post budget. But this will be the exception rather than the usual method of operating. The Department itself must operate within the fixed ceilings of the parliamentary votes and will expect individual managers to do the same.

Q. As the Head of an Area Division, I was relieved to hear that administration is not going to distract posts from their substantive activities. But what about me? Is it not implied that much of the work we have always left to the administrative divisions will now find its way to my desk?

A. You are being asked to undertake what are unquestionably additional duties. But they are mainly associated with Program Review which is not dealt with in any detail in this handbook. In brief, the changes are not so much a transfer of duties from the administrative divisions as a new set of procedures designed to produce systematic statements of priorities and coherent manpower and staffing recommendations. This will ease the burden on the Senior Committee and the Under-Secretary who, in recent years, have had to deal with far too much detail in working out decisions in this area.

The Estimates and the day-to-day administrative functions relating to posts in your area will continue to be dealt with on the administrative side but the establishment of the Area Comptroller positions will make it possible for you to maintain close liaison and consultation on such matters with a minimum expenditure of your time.