

and in a wider review of the world scene a number of divisions are involved. The basic problem of preparing the material is that what is considered an extra task is imposed on officers already over-burdened and scarcely able to do more than meet the daily deadlines of their substantive work. It should not be surprising that an officer, working considerably more than an approved work-day is not at top speech-writing form when required to add to his labours a time-consuming effort which he considers extraneous. There is also a real mental and psychological problem involved; it is not easy for an officer geared to an operational job to turn to the realm of discussion inherent in speech-writing, to adopt a different vein of presentation and persuasion, to declassify his material as required and to address himself to a completely different sort of audience from the normal recipients of memoranda, telegrams and letters. With this in mind, it is perhaps remarkable that the speech-writing activity of the Department turns out as well as it does. A question of priorities is involved in this field of departmental activities and the decision on relative priorities must be determined by the Minister. If increased stress is to be given to this activity and one or more officers are to be given speech-writing as the first call on their time, some personnel provision will be required, probably requiring curtailment of some other activity.