

the representatives of other countries and organizations in Canada);

- (b) collects and evaluates information about political, economic and other developments likely to affect Canada's interests;
- (c) gives advice to the Government, often in consultation with other departments, on the formulation and implementation of policies or programs with international implications;
- (d) ensures the co-ordination of the external aspects and applications of national policy (Government programs abroad include export-promotion, development assistance, defence relations, immigration, and cultural and scientific exchanges);
- (e) reflects Canada abroad as a bilingual and multicultural society;
- (f) provides assistance to Canadians travelling abroad.

Organization in Ottawa

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

The Under-Secretary has general responsibility for departmental policy and operations. He is aided by

five Deputy Under-Secretaries and four Assistant Under-Secretaries. Collectively, they constitute the *Under-Secretarial Group*. The incumbents of the Deputy Under-Secretary positions share with the Under-Secretary "line responsibility" for all departmental activities, while the four Assistant Under-Secretaries assume responsibility for specific issues and negotiations. In this way a clear chain of command for management of the Department's major sectors has been established and additional capacity has been made available at the senior level to take on individual major issues.

In order further to free senior management to concentrate on policy formulation, considerable responsibility has been delegated to the directors-general of the bureaux comprising the main body of the Department. These units gather most of the divisions of the Department into three groups: *area*, *functional* and *administrative*. This structure is also designed to exploit the advantages offered by adoption of a system 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 management level immediately responsible for the direction of operations.