

3) Internal Training:

It is incumbent upon the Director to insure that all employees are adequately trained to handle the wide range of situations they are required to deal with. Provision should be made to insure a planned training program is available to all employees. There are currently three employees in the Division who have had little or no experience in consular work and as one employee so aptly stated "posts only ask for advice and assistance when they cannot handle the situation themselves and therefore expect the experience level of the Desk Officer to be as greater or greater than their own." There is also reference in Timmerman's Report for the need to strengthen posts with better trained and qualified Canada-based employees in the face of growing and more insistent and critical demand for consular services.

The Bureau, as a viable organization, must also establish objectives. Following on these overall objectives or goals the objectives of the two Divisions will be clarified and all efforts can be directed toward the same end. Prior to the commencement of this exercise the Bureau should not only establish internally what its role is, or should be, but clearly identify what is expected of it by the posts and those other bureaux and divisions (of the Department) with whom it deals.

B. Communications

Responses to the question of communications as pertaining to all areas of the Bureau's operations, both internal and external, ranged from "not good or not enough to improving, getting progressively better and good." The answers appeared to be based primarily on the individuals own experiences and their own personal needs and desires. However, after analyzing the replies and comments and relating these to our own observations of interactions within the Bureau we would conclude there is a definite need to establish clearer and more effective lines of