

day-by-day to answer all the questions of explanation and detail connected with that policy and even less questions regarding the factual detail of the international situation to which the policy is directed. I consider, however, that statements by a spokesman must have a certain frame of reference. In general they should be confined to factual information, should state and illustrate established policy, should not be dynamic or promotional.

- (e) Closely related to the briefing activity in Ottawa is the opportunity afforded by the presence of journalists in touch with Canadian delegations to international meetings. These occasions are useful in enabling closer rapport with the press and in emphasizing facets of Canadian policy.

To perform its role adequately the press office must spend a good deal of time in liaison and consultation with the Under-Secretary and other senior officers of the Department, with the Minister and his entourage and with other government departments, particularly the Prime Minister's Office and sometimes National Defence. There has been fairly successful liaison with the P.M.'s Office but perhaps a more systematic and recognized basis could be sought. The consultation within the Department and arrangements to keep the press office fully and quickly informed