

organization and inter-departmental relationships was given too early in an officer's career, before this kind of information was relevant to the work he was doing. This kind of instruction can probably be better given on an officer's second posting to Ottawa when it would relate more directly to his work.

205. Our work analysis study was particularly relevant to the question of supplementary training content. This analysis not only supported the Cross-Canada Tour and a revised and reorganized University of the East Block course, but also suggested some further important areas for training.

206. One of the most important new areas of training for which we identified a need is communications. By this we mean not only the formal channels and instruments of communication used in the Department, but much more the various types of written communication used and also the whole range of different kinds of inter-personal oral communication. In our work analysis communications shows up as a major work requirement since it is a significant factor in almost every work element which we identified. The following list of types of communication both in Ottawa and abroad provide an indication of the range of activity.

Headquarters (written)

1. Departmental memoranda to the Minister, the Prime Minister and other Ministers.
2. Departmental memoranda to other departments of Government.
3. Departmental communications to diplomatic missions in Ottawa.
4. Departmental communications to posts abroad (telegrams, despatches, letters).