

not trained administrative personnel be posted to our mission to replace us in dealing with the new system?

A. Unfortunately, several posts are still in this situation, which the Department hopes to remedy as quickly as its manpower and financial position permits. In the meantime, officers and other personnel who are performing administrative tasks in addition to their substantive duties need not be alarmed by the introduction of the new system. They should participate in the training seminars which will begin in February. But much of the day-to-day routine of financial administration (checking and paying bills, reporting expenditures, etc.) will remain unchanged. Appropriate detailed instructions will be issued as required regarding new forms and procedures. The new format and instructions for the Annual Estimates, for instance, have been designed for use by the relatively uninitiated, as well as by regular administrative officers.

Q. What will happen under the budgetary system if a post has underestimated its funds for the fiscal year? Will additional funds be available from the Department?

A. Posts will normally be expected to live within their budgets. If funds run out for one budget item (local staff salaries, for instance, or utilities), the post will be expected to review its planned expenditures and to find the necessary funds by curtailing, or deleting altogether, expenditures in other areas. The post, by definition, is the best judge of necessity and priority in such cases. Accurate and complete estimating will, of course, play a key role in this respect. On the other hand, it is recognized that circumstances alter cases.