

Shift in Emphasis

The new shift in emphasis is not toward total liberty, license and anarchy. A new system of control is being developed. The policies will be determined at the centre of the organization. The management and administration of these policies will be delegated to departments. Thus, the responsibilities of the central agencies will be to provide policies, principles, guidelines and directives.

Real delegation under proper management control should continue down the line to departments, branches, units and field offices. It implies that departmental managers trust their own people and will carry out further delegation of the authority they have received.

Safe-guards

The central agencies need to determine how they should monitor performance. They must develop follow-up procedures to determine whether departments have kept within the policies and guidelines that have been laid down. Decisions must be made on what form of outside management audits should be adopted and what action to take if departments have not lived up to their responsibilities. It must be determined what degree of accountability can be required of officers of departments. In the past the main preoccupation has been to stay out of trouble with the Auditor General. In the future the endeavour should be to meet the objectives of a carefully prepared programme.

DISCUSSION

(The following information was provided in answer to questions.)

External Affairs Objectives

It is probably more difficult to formulate precise objectives and to assess performance in the conduct of foreign policy than in some other fields. It would be a mistake however to assume that the Department of External Affairs cannot formulate objectives at all. There must be a reason for the existence of missions abroad and the formulation of objectives and policies can start from that reason. Presumably the missions can be divided into two groups -- those which the Department considers fully justified and those which the Department regards as of marginal value. The Department can then make judgements on the staff and resources that should be available to each mission.