

directing and controlling.

The Consular Operations Division exists in a response oriented environment. Questions and requests requiring specific action are channelled into the Division from both posts abroad and within the Country itself. Therefore, objectives for this Division must be developed to best meet the needs of a service function. Consideration should be given to the development of guidelines or objectives covering the following general headings:

1) Turn-around Time

- a) Letters and telegrams from posts; this is a volume situation and thus an uncontrollable factor, however, speed is of the essence and the establishment of realistic guidelines is practical.
- b) Ministerial Correspondence; a more sensitive task but if the Division is to be accountable for preparing these letters commitments should be made regarding their disposition.
- c) Refund of Deposits; Those people who have deposited money and for one reason or another are entitled to a refund are expected to wait an "unreasonable" length of time for their money. The extreme case cited was a delay of eight months.

2) Define Services Performed:

To what extent and degree should the Division be expected to carry out their service function in attempting to resolve the needs of Canadians requiring assistance. This can be examined in terms of what is currently being done as opposed to what the Bureau or the Department feels should be done. An example cited was the degree of involvement in handling bank drafts where Desk Officers are following through from beginning to end. Should the role be merely to notify the bank, provide pertinent information and withdraw?