

units, especially the Bureau of Finance and Administration, in determining to what extent effective and economical use is being made of manpower, financial and matériel resources available for departmental operations and how accounting objectives are being met.

An important aspect of the Inspection Service's responsibility is its personnel, or *liaison*, function. This involves evaluations of the effectiveness of post-management and of the performance and capabilities of personnel, assessments of staffing requirements and the identification of problems or potential problems in the personnel field.

Inspection teams also perform an *information* function by bringing posts up to date on developments at headquarters and helping to ensure that departmental requirements are understood in the field. The Inspection Service also assists the Interdepartmental Committee on External Relations (ICER) by on-the-spot appraisals of the progress being made in the integration of support services at posts.

The *Departmental Adviser on Bilingualism* supervises the co-ordination of departmental policies on bilingualism and administers language tests.

The *area divisions* are distributed amongst the Bureaux of African and Middle Eastern Affairs, Asian and Pacific Affairs, European Affairs and Western Hemisphere Affairs. Each division is responsible for a number of the countries that make up the region administered by the bureau to which it belongs. The Bureau of African and Middle Eastern Affairs comprises the African Affairs I, African Affairs II and Middle Eastern Divisions; the Bureau of Asian and Pacific Affairs, the East Asia and the Pacific and South Asia Divisions; the Bureau of European Affairs, the Eastern European, Northeastern European and Western European Divisions; and the Western Hemisphere Affairs Bureau, the Caribbean, Latin American and United States of America Divisions.

Corresponding to the area bureaux are a number of bureaux organized on a *functional* basis: Economic and Scientific Affairs; Defence and Arms Control Affairs; Legal and Consular Affairs; United Nations Affairs; Public Affairs; and Co-ordination.

The Department's structures depend on a continuing dialogue between functional and area bureaux. Each regional bureau, in its capacity as the co-ordinating centre responsible for the shaping and management of country plans and programs, ensures that functional interests are appropriately reflected in post operations. Similarly, functional bureaux respect, in the management of their operations, the interests of the regional bureaux. The two perspectives are complementary, and together generate a sensitive and thorough approach to the complexities of the Department's operations.