

- (c) correspondence with other governments and their representatives in Canada;
- (d) the negotiation and conclusion of treaties and other international agreements;
- (e) the representation of Canada in foreign capitals and at international conferences.

#### Departmental Organization in Ottawa<sup>(1)</sup>

The headquarters of the Department in Ottawa is the East Block of the Parliament Buildings.

The staff is headed by an Under-Secretary of State for External Affairs, with an Associate and four Assistant Under-Secretaries. These are assisted by officers in a number of occupational groups in the scientific and professional, and administrative and foreign service categories of the Public Service. Officers at diplomatic posts are formally designated according to their rank, from senior to junior, as ambassadors, ministers, counsellors and first, second and third secretaries. Those serving at consular posts are called consuls general, consuls and vice-consuls.

With the rapid expansion of Canadian representation abroad, the work of the Department in Ottawa has increased correspondingly. It is at present carried on by 24 operational divisions, two special operational units, ten administrative divisions organized in three branches, and the Passport Office. The two divisions dealing with defence matters are grouped under the Office of Politico-Military Affairs and the three divisions dealing with economic matters are grouped under the Office of Economic Affairs. The Associate and Assistant Under-Secretaries are each responsible for the supervision of a group of divisions. One Assistant Under-Secretary supervises the three administrative branches. The Departmental Adviser on Bilingualism also reports to this Assistant Under-Secretary. The Department provides administrative support for the Special Research Bureau.

A new unit - the Policy Analysis Group - was established in the Department in the latter part of last year. Its function is to assist in the development and analysis of major policy alternatives, and its establishment is in keeping with the emphasis being given to "objective analysis" in the formulation of new policies. The Policy Analysis Group assists the Department in developing and applying new techniques of forecasting and future-oriented policy research. The Group has already made an important contribution to the analytical tasks underlying the foreign policy review.

In 1970, a special co-ordinating unit, the Operations Centre, was set up to improve the ability of the Department and the Government to react quickly, especially in improving and speeding information flow, and to alert ministers and officials to reports or events of immediate significance to Canadian interests. The Centre will also house and support departmental or interdepartmental

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(1) See appended chart.