

8. It is perhaps sufficient here to note that the need to co-ordinate and dovetail the work at home and abroad of the several agencies of government engaged in external information has been recognized and that serious efforts have been renewed to achieve effective working arrangements. I can see no choice for this Department but to acknowledge its central responsibility to stimulate and pursue the effort to co-ordinate information work abroad and to devote the necessary time and people to this effort.

General Defects and Suggested Improvements

9. It is not too difficult to identify a number of particular and detailed flaws in the Department's external information performance and to envisage a repair or patching job to improve these. But the malaise of the body of information work as a whole cannot be explained by symptomatic description of malfunction of the parts. On the contrary, a healthy and confident operational body would long since have found remedies for particular defects. In the more than twenty years since World War II which have witnessed the vast growth of Canadian participation in international life, the information function has not developed correspondingly and the Information Division in Ottawa has continued to be, under successive Governments and successive departmental managements, a tolerated but unloved stepchild. The information job has been and still is widely regarded in the foreign service as at second level and somewhat irrelevant. The Glassco Report states accurately: "Career foreign-service officers regard service in the division, if not as a penance, at least