

management system and by understanding how the system works. None of this means that you must become an administrator pure and simple. Personnel with administrative training will endeavour to bring to your attention all the considerations having a bearing on a particular decision. But to weigh the various considerations and to evaluate the assumptions in choosing a course of action, calls for managerial judgement. Officers are called upon to exercise this kind of judgement with increasing frequency as their careers progress. Their ability to do so is inevitably a factor bearing on their career; it is a factor that should be given whatever weight its importance in the Department warrants at a given time.

Q. The most difficult single administrative problem at this post in recent years has been the inadequate rental ceilings and we told this to the consultants during the survey last year. Why is there nothing in the new system to correct this situation?

A. This matter was not within the terms of reference of the consultants as rental ceilings are governed by the Foreign Service Regulations. They commented in the Report on the causes of the many complaints they received on the subject, but made no recommendations. The Regulations are now undergoing an extensive review which will take into account the many suggestions that have been made on the subject of rental allowances and rental ceilings.

Q. I am a Second Secretary at a post where there is no administrative officer. I do all the administrative work with the assistance of a stenographer and a local accounts clerk. Should