

descriptions written, incumbents assigned to positions and then everyone went about their jobs without clear-cut objectives or priorities as to what they were to achieve. The majority of activities currently being conducted within the Bureau are response oriented, employees responding to situations, as opposed to initiated programs, employees planning their activities and responsible for making things happens.

The lack of initiated programs are more evident in the Consular Policy and Research Division because of the nature of their assignments. However, the user, primarily posts abroad, should normally expect the kind of assistance that would emanate from initiated activities. Aside from those functional services outlined in position descriptions the Bureau must not only determine what is expected of them, the role to be played, the services to be provided and programs to be offered but must develop plans to achieve these things that will assist the posts to be more effective in their dealings with Canadians abroad.

We refer to the report 'Consular Services in the Seventies' where on page 21, paragraph 71 c) (v) and again on page 34, paragraph 116 reference is made to the need to complete the Manual of Consular Instruction. It is our understanding that a great deal of effort is still being expended to complete the Manual. Without having access to background information we might logically ask "what have been the causes for the delay?" Is it the lack of objective setting or is there a more basic management deficiency in the role of planning, organizing,