

The Department has also been subject to restrictive controls other than through regulations. One example is the control of expenditures by standard object. We expect to have this changed by April 1, 1969. Another example is the so-called pre-audit. The decision has been made in principle to delegate this function to departments themselves and studies are underway to determine how this can be done most expeditiously. In these and other ways, a "new look" is emerging that perhaps helps to justify our optimism.

Q. I joined this Department to be a Foreign Service Officer. Are you telling me that in order to become a Head of Post some day, I must qualify myself as a manager?

A. Yes, we are saying something like this but such a dual role is surely neither incompatible nor new as your question might imply. To be involved in researching and recommending policy is one thing. But as your experience grows you will be more and more concerned with marshalling and deploying the men and money to execute policy. This constitutes one of the principal responsibilities of every Head of Post. The total resources entrusted to a Head of Post, including the salary cost of personnel and the investment in physical plant, make an impressive figure. How well he uses them to advance the aims of the Department has a significant effect on our overall efficiency and on the value the taxpayer receives for his money.

This is the managerial dimension of your career. Your effectiveness will be increased by having a consistent way of thinking about management, by working within a well-designed