

Chapter 9

POLICY FORMULATION AND MANAGEMENT

The Department of External Affairs operates a network of foreign posts and deals with a wide array of complex issues. To function efficiently, it requires central co-ordination of policy development and execution as well as administration. The Department manages property owned or rented by the government in many countries and staffs departmental offices in Canada and at our 122 diplomatic posts abroad. It thus needs administrative units to deal with multi-currency budgets, an office of protocol to look after foreign diplomatic representatives and an efficient communications network to keep in touch with them all.

Policy planning

The secretariats for foreign policy and international economic policy assist the Under-Secretary of State for External Affairs and senior management by assessing current policies and developing alternative options or new directions in the light of current world and domestic conditions. The secretariats also work to strengthen the Department's new mandate as the central agency responsible for co-ordinating all aspects of Canada's foreign policy and trade.

Security and intelligence

The Security and Intelligence Branch is responsible for the physical security of documents and communications and the safety of personnel both at the posts and at headquarters. The Branch collects and analyzes political and economic intelligence from many sources to assist in the development of policy on matters affecting Canada's interests. It is also responsible for matters of international terrorism and emergency preparedness.

Federal-provincial co-ordination

The government's objective of ensuring greater cohesion in Canada's external relations extends to federal and provincial activities and objectives outside Canada's borders. Provincial governments devote considerable staff and financial resources to the promotion of their specific interests abroad. The Department provides support for these activities, and has expanded its consultations with provinces to ensure that their interests are taken into account in the conduct of our international relationships.

Federal-provincial co-ordination and co-operation includes facilitating provincial participation in multilateral institutions, international economic, trade, social, cultural, environmental and immigration affairs, and liaison with provincial offices abroad. The departmental communications network is available to the provinces so that they can have rapid ac-

cess to the services offered by Canada's diplomatic posts. Many foreign reports are also made available to the provinces.

In addition, the Department helps arrange visits abroad for provincial ministers and delegations and assists in arranging visits by foreign delegations to meet provincial ministers, officials and businessmen.

Interdepartmental co-ordination

The Committee of Deputy Ministers on Foreign and Defence Policy, which replaced the Interdepartmental Committee on External Relations in 1980, is chaired by the Under-Secretary of State for External Affairs. The Committee reviews proposals for major policies and expenditures, referred to it either by Cabinet or prepared by departments for Cabinet committees. This review makes sure that such proposals are consistent with government priorities and objectives and that the necessary resources will be available to implement them. The committee deals with political, economic and other issues of foreign affairs, aid and defence. It has a sub-committee that acts as the focal point for interdepartmental consultation.

Communications, information storage and retrieval

Communications provide the central nervous system for the Department in Canada and for the 122 Canadian diplomatic posts abroad. The Communications Centre transmitted more than 1 billion words in 7 million messages during the year, in the service of the Department and other government departments with offices or interests around the world. In addition, messages are sent by facsimile, by telephone, and both messages and documents may be sent by courier.

The telecommunications service also provides technical and communications security, chancery and personnel security, training and briefing, special communications services for VIP and Royal Visits, audio-visual services, radio, telephone and teletype. Facsimile and word processing programs for our consulates are nearing completion and many posts now have the benefit of digital telephones and computer systems.

Personnel

The Personnel Branch is responsible for the recruitment, assignment, remuneration and working conditions of its 4,132 Canadian employees, 2,849 of whom are in the rotational foreign service and 1,283 in the non-rotational group who work only in Canada. In addition, the Department has a number of locally engaged employees working at posts abroad. During 1982, the reorganization of the Department to include hundreds of people from the former Department