

One significant change that has been made is the reintroduction of the concept or the role of an Associate Under-Secretary of State for External Affairs. I don't know if I've had a chance to talk to you about that, but the concept is really very very simple: the Under-Secretary is a two-headed monster, not just a one-headed monster! We have the same responsibilities; we don't have any separate functions -- anything I can do, he can do better and anything he can do, I can do better. We do the same things. That concept, I think, is inherently to be found in the notion of a ministry with a spectrum of responsibilities as broad as our own.

Also I have organized around five Deputy Under-Secretaries a new level of line authority which was introduced at Headquarters in the summer of 1977, and which followed the pattern of the structure in the Privy Council Office and the Treasury Board. I think this level of authority has proven itself useful in practice, corresponding as it does to the five major sectors of departmental operations - political; economic; management; security and intelligence; coordination, information, cultural and consular affairs. Within each sector there exists a clear focus for both day-to-day operations and policy formulation and implementation.

The five senior officials responsible for the five sectors are not only visible centres of authority, they are sufficiently senior to chair meetings of very high ranking officials from other departments; they sit, some of them, as the chairmen of the second level committees in the Cabinet Committee policy structure; they can attend as senior advisers to the Minister in Cabinet Committee, and indeed appear in Parliamentary Committees. As I mentioned, all of them have important chairmanship responsibilities and, as time passes, I believe that the Deputy Under-Secretaries are gaining an authority that enhances the credibility of the new system as well as the leadership role of External Affairs. They can, fortunately, operate virtually independently without any supervision by myself or the Associate Under-Secretary.

I did, as you know, introduce some further changes in October. I had concluded that the concept of the Assistant Under-Secretary as a senior "staff" officer and trouble shooter without continuous line authority was unevenly applied in practice, and that the existence of this ad hoc level of authority was creating frustration