

The Under-Secretary and Associate Under-Secretary between them bear general responsibility for departmental policy and operations. With the five Assistant Under-Secretaries, they form a team responsible for the main areas of foreign policy.

In order that top management might be free to concentrate on policy formulation and direction, responsibility for departmental operations within established policy was some time ago delegated to the directors-general of a number of bureaux composing the main body of the Department. These main units, whose formation was the principal focus of the new organization, gather most of the divisions of the Department into three groups: *area*, *functional* and *administrative*. The most obvious structural characteristic of the new organization is the degree of its decentralization. The new structure is meant to exploit the advantages offered by adoption of the idea of country planning and management. By its very nature, such a conception facilitates differentiation between matters that require decisions to be taken at the senior management level and those that can be made at the level of management immediately responsible for the direction of operations.

The Under-Secretarial Group

Associated with the exercise of the Under-Secretary's responsibilities are certain functions that must be carried out under the direct control of the Under-Secretarial group -- such as security and relations with the diplomatic corps. The *Press Office* is associated with the Under-Secretarial group. In addition, the *Central Staff* and the *Operations Centre* provide a briefing and administrative assistance secretariat and perform a liaison and co-ordinating function. The *Policy Analysis Group*, which has particular responsibility for longer-term considerations, also reports directly to the Under-Secretary, as do the *Bureau of Security and Intelligence Liaison*, the *Protocol Division*, the *Special Research Bureau*, the *Inspection Service* and the *Departmental Adviser on Bilingualism*.

The *Press Office* is concerned with the Department's relations with the press, radio and television regarding Canadian foreign policy. It prepares press conferences for the Secretary of State for External Affairs and makes press arrangements for international conferences at home and abroad and for visiting dignitaries. It also provides posts with timely reports of Canadian news and Government policy to help them deal with the local press.

The *Operations Centre* was set up to improve the ability of the Department and the Government to react quickly and to alert ministers and officials to reports and events of immediate significance for Canadian interests. During periods of tension, the Centre has provided a necessary focal point for decision-making and information-gathering. On several occasions, a special task force has been formed and located physically in the Centre.