

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 *Security and Intelligence Liaison Division*, 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. The head of the unit acts on occasion as press spokesman for Canadian delegations led by the Minister. The Press Office issues press releases, policy statements and announcements of major diplomatic appointments and the opening of new posts. It also distributes advance texts of statements and speeches by the Minister and assists Canadian journalists on assignment in foreign countries. It holds press briefings on foreign affairs and deals with a continuing flow of requests for facts, comment, background briefings and interviews.

The Press Office 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 the operation in October and November 1970 for the recovery of the kidnapped British diplomat James Cross, as well as during other 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. In normal times, the staff of the Centre produces *POPSUM*, a daily summary of significant telegrams and news stories, monitors and disseminates information of use to the Department and the Government generally, and provides briefing and conference facilities.

The Centre is associated with certain other small units intended to assist the Minister and his senior officials by serving as an expediting and liaison group. These are collectively known as the *Central Staff*.

The *Policy Analysis Group* exists to help in the development and analysis of major policy alternatives, and its establishment was in keeping with the emphasis being given to "objective analysis" in the formulation of new policies. The Policy Analysis Group assists the Department in developing and applying new techniques of forecasting and future-oriented policy research.