

7. The Policy Planning Staff is divided into two divisions: Policy Planning and Economic Planning.<sup>11</sup> It is "responsible for advising senior management on the general orientation of Canada's foreign policy and for the larger issues requiring coordination between various branches".<sup>12</sup> Policy planning is meant here to describe a process by which plans are conceived and delineated, and evaluated (in this case, the implementation is the responsibility of the foreign service personnel serving in Canada's representations). Policy conception is generally task-oriented from top-down, that is, based on goals assigned by the organization. What differs from others' roles in the organization is the policy planners' research for a balance of priorities against the realities of limited resources, imperfect intelligence, and of specific political and economic environments.<sup>13</sup> This task is particularly difficult in a period of economic recession where foreign economic opportunities clash with, for example, good governance principles.

8. The determinants of good planning are (1) the quality of the available information, raw or analyzed; (2) the good judgment and

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<sup>11</sup> Policy Planning is the particular division which interests us here.

<sup>12</sup> EAITC, Annual Report 1990-91, page 70.

<sup>13</sup> Our understanding of policy planning has been largely influenced by the tactical planning literature. Many of the terms we used are from Stephen J. Andriole, "TACPLAN - An Intelligent Aid for Army Tactical Planning", in Stephen J. Andriole [Ed.], Artificial Intelligence and National Defense: Applications to C3I and Beyond (Fairfax, Va: AFCEA International Press, 1987), pages 143-155. On influencing external factors in policy formulation, see Government of Canada, 1992-93 Estimates [...], pages 2-16 - 2-17.