

A. Yes. It is not expected that the introduction of the new system will result in a net increase in the amount of time and effort devoted to financial management at posts abroad. Participation in the Program Review, and particularly the preparation of the Annual Estimates, may require somewhat more care than at present but the daily routine of placing orders, recording expenditures, accounting and controlling budgets, should be no more onerous than it is now. On the contrary, as your approved budget will be your authority to incur expenditures, you should be able to plan your work program ahead of time and to carry it out with less effort and less correspondence and with less frustration. Normally, this will more than offset the increase in work caused by the new forms and procedures.

Q. This booklet speaks very optimistically of the amount of freedom that Heads of Post and Heads of Division will enjoy. Many of the frustrations that I have encountered in my career have derived from Regulations of the Treasury Board, the CTO and others. Is it realistic to think that we can ever operate with the freedom that is described if we continue to be held tightly in the grip of the central agencies?

A. We can take direct action, of course, only with our departmental regulations. These are intended to become not only fewer in number but broader and more positive in their application. Government-wide regulations are the concern of the agencies involved but there is reason to believe that they too want to move in this direction, and we look forward to revisions of various regulations that will demonstrate this new attitude in practice.