

It was also clear that ICER had to place greater emphasis on co-ordination of our operations abroad in accordance with the priorities of the Government — including restraint. In the past year my ICER colleagues and I have agreed to procedures designed to improve the operations of our posts. These include:

- 1) instructions clarifying the role, and reaffirming the authority, of the Head of Post, including his line authority over all operations at the post within the scope of the approved programs;
- 2) agreement to establish a new, strengthened interdepartmental inspection service covering the operations of all posts on a regular basis;
- 3) agreement to create a system for the appraisal of the performance of all Heads of Post according to interdepartmentally-agreed criteria and standards;
- 4) ensuring that all posts are brought under a uniform regime of administrative procedures.

These ICER decisions have brought us closer to achieving the goals of coherence and co-ordination of Canada's operations abroad.

I'll return later to why I think strengthening the role of Head of Post is so important for the achievement of Canada's national objectives.

**Strengthening
headquarters
organization**

The central agency concept is the basis for the organizational reforms at headquarters introduced in the summer of 1977. A new level of authority was established — that of Deputy Under-Secretary. Five Deputy Under-Secretary positions were created corresponding to the five major sectors of departmental operations — political, economic, administrative, security and intelligence, co-ordination and public affairs.

Within each of these very broad sectors there now exists a clear focus for both day-to-day operations and policy formulation and implementation. Senior and visible centres of authority within the Department enable officials of other departments, as well as other governments and the public, to obtain quick and comprehensive answers, information and advice from identifiable and responsible individuals. A Deputy Under-Secretary's seniority gives him the authority to participate in or chair meetings involving other high-ranking officials and to attend as senior advisor to the Minister in Cabinet committees.

For the first time in, I suspect, many many years, virtually all political questions fall under the authority of one political officer. The Department has now, following the European model, a political director.

Each Deputy Under-Secretary has line authority. He has the power as well as the responsibility to resolve conflicts among the various bureaux. In the immediately preceding organization, the senior level, the Assistant Under-Secretaries, did not have line authority as they had had in earlier years: the Directors General of the bureaux
