

### Functions of the Department

The main functions of the Department of External Affairs are:

- (a) The supervision of relations between Canada and other countries and of Canadian participation in international organizations; the protection of Canadian interests abroad;
- (b) the collation and evaluation of information regarding developments likely to affect Canada's international relations;
- (c) correspondence with other governments and their representatives in Canada;
- (d) the negotiation and conclusion of treaties and other international agreements;
- (e) the representation of Canada in foreign capitals and at international conferences.

### Headquarters Organization <sup>(1)</sup>

The Department of External Affairs has recently undergone an extensive reorganization in the effort to achieve greater strength and flexibility. The headquarters organization has been redesigned to encourage the closest possible relation between the discharge of operational responsibilities and the continuous development of the policy frame-work within which operations must be conducted.

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

In order that top management may be free to concentrate on policy formulation and direction, responsibility for departmental operations within established policy has been delegated to the directors-general of a number of bureaux that compose 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 evident 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.

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(1) See the appended chart.