

do. Some of these tasks are carried out at the Bureau's initiative, others in response to outside needs, e.g., situations emerging at the U.N. or Minister's requests. Staff are assigned to work on these tasks. However, other countries raise new issues at the U.N. in response to their own needs. Canada or, in effect, the U.N. Affairs program, must develop its response to these new issues very quickly, usually within a matter of days. Priorities must be altered. This is the program's normal operating environment. How does it balance its need to develop a response with its desire to carry on with its own initiatives? What are the effects of changing priorities? How can disruptive effects be minimized, and how can the response time to new priorities be improved?

(c) Staffing

It is claimed that working on U.N.-related matters requires special expertise. The U.N. Affairs program must distribute its expertise among the two headquarters Divisions and the two Missions. During times of budgetary restraint when additional officers are not available, this becomes a particularly difficult task although the program is generally given some priority within the context of the External Affairs job rotation scheme. How should U.N. Affairs officers be selected? What kinds of skills, expertise and attitudes are potential officers expected to have? What kinds of expertise are required by the Missions? What are the implications of "streaming" U.N. Affairs officers? Would "streaming" facilitate long term planning and priority setting? Can more reliance be put on university professors or post-graduate students to temporarily fill staffing gaps?

(d) Monitoring of U.N. Related Meetings

U.N. Affairs has the responsibility of monitoring political developments at the various U.N. committee meetings, and at meetings of various affiliated organizations. Even if not a member, Canada is generally granted observer status at these meetings upon request. However, because of lack of staff and the continuing creation of new committees, Canada cannot monitor all the meetings. How should the selection be made of which meetings to attend, by whom? What coordinating/secretarial role should U.N. Affairs play? To what extent need U.N. Affairs