

papers prepared by serving officers of the Department as their personal contribution. Previous consultant studies by the Management Analysis Division of the Civil Service Commission, and Urwick Currie Limited, were also considered.

The enthusiastic response of the members of the Department contacted in the course of this study, and the value of their contributions cannot be overstressed. Helpful contributions were also made by members of other departments and agencies, foreign governments, and of former diplomats including Mr. N.A. Robertson and Mr. A.D.P. Hee ney. From the Department of External Affairs, Mr. B.M. Williams, Mr. B.A. Keith, and Mr. L.A. Parent in particular provided departmental liaison and made important contributions.

FORMAT OF REPORT

The formal report will be presented in three parts.

Part I - The first part of the report will provide an outline of the nature of problems necessitating the study, and the proposal consisting of recommendations, augmented by charts and position guides.

Part II - The second part contains a discussion of the detail of the proposed new organization, and suggestions for further study.

Part III - The third part contains broad proposals for adjustment to the organization of posts abroad.

TERMINOLOGY

With the advent of program budgeting, departments are now putting into use terminology, in some cases new to at least some of their officers.