

INSPECTION AND LIAISON

With the recent reorganization of the Department's headquarters and the continuing process of integration of support services at posts, the *Inspection Service*, which reports direct to the Under-Secretary of State for External Affairs, has assumed enlarged responsibilities in carrying out its inspection and liaison functions.

The Inspection Service undertakes systematic independent reviews and appraisals of departmental operations both at posts and at headquarters. It assists all levels of management in the discharge of their responsibilities by furnishing them with objective analyses, appraisals, comments and recommendations. The Service endeavours, *inter alia*, to assess activities against objectives and performance against programs; to provide constructive and realistic recommendations for improvement in departmental operations at home and abroad; to ascertain the degree of compliance with established policies, plans and procedures and, on the other hand, to inform senior management of cases where adherence to these may not, in fact, contribute to departmental objectives. The Service co-operates with Area Comptrollers of the Department's Bureau of Finance and Administration in determining to what extent effective and economical use is being made of manpower, financial and matériel resources available for departmental operations and how accounting objectives are being met.

An important aspect of the Inspection Service's responsibility is its personnel, or liaison, function. This involves evaluation of the effectiveness of post management and of the performance and capabilities of personnel, assessment of staffing requirements and the identification of problems or potential problems in the personnel field.

Inspection teams also perform an information function by bringing posts up to date on developments at headquarters and helping to ensure that departmental requirements are understood in the field.

During 1971, inspection visits were made to six posts in Europe -- three in the United States and nine in the Pacific area and the Far East. In addition, the Director attended the Commonwealth Caribbean heads of post meeting at Port-of-Spain, Trinidad, in December and undertook special inspection and liaison visits to two other Caribbean posts.