

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

In order to permit top management to be free to focus on questions of policy formulation and direction, responsibility for departmental operations has been delegated to the directors general of bureaux. In this way, personnel resources can be used to maximum effectiveness and, despite the rapidly-evolving background of events, management will be provided with the types of information and policy option the Government needs in order to take advantage of new opportunities. The most striking characteristics of this new structure, therefore, are decentralization and the notion of country planning and management.

Decentralization has enabled the senior echelons of the administration to concern themselves with policy without losing sight of related operations. The Assistant Under-Secretaries now have more freedom to take up specific problems with foreign governments, to undertake special assignments in areas of the world of particular current concern to them, to maintain close contacts with other departments involved in Canada's foreign operations and to attend conferences both in Canada and abroad. They are also available to head special teams or task forces on international subjects of exceptional importance and urgency.

Experience since the new organization was adopted indicates that the structures described above are well-designed for shaping foreign policy and conducting the foreign operations of the Government in the years to come.