

elements needed to build a well co-ordinated, smooth-running organization.

There were one or two examples cited that would suggest external communications are also less than desirable. References applied to the situations follows:

- a) lack of sufficient liaison with other divisions on jurisdictional coverage;
- b) the need to eliminate "grey areas" that ultimately become consular problems;
- c) a regional meeting of heads of posts to discuss problems of mutual concern with no representation from the Bureau.

The Director General is perhaps in the best position to remedy this type of situation by insuring that the presence of the Bureau is recognized and accepted within the Department. This could be accomplished through a series of visits to other Directors General, through periodic trips to selected posts, by inviting other Divisions' representatives to Bureau meetings, by insisting the Bureau not only be invited but actively participate in meetings where consular policy or planning is involved.

C. Staffing

"Resource allocation in External Affairs had always been a difficult problem."¹ From our observations this continues to be a problem within both Divisions of the Bureau and if it is an accepted "way of life"

1 External Affairs Headquarters: Relationships and Responsibilities. Bureau of Management Consulting, March, 1971.