

Present Plan of Organization

While this study is not concerned with the organizational structure of the Department from the point of view of its substantive or operational activities, it may help to put some of our subsequent conclusions and proposals in their proper perspective if we describe very briefly the overall plan of organization under which the Department is presently operating and the principal functions carried out by certain of its headquarters divisions. Existing organizational arrangements as far as the financial management of the Department is concerned, and the functions of those divisions that are primarily concerned with financial management matters, are described in subsequent chapters.

The present plan of organization of the Department is shown in Exhibit 1 facing this page. Under this plan, the Heads of all posts and missions (of whom there are approximately 85) are responsible, in the final analysis, to the Under-Secretary of State for External Affairs. In actual practice, however, most of their communications are directed to the headquarters division concerned. These divisions are grouped under four Assistant Under-Secretaries and a Deputy Under-Secretary - with the exception of three divisions in which the Head of the division reports directly to the Under-Secretary. Matters of major significance are dealt with by a Senior Committee consisting of the Under-Secretary, Deputy Under-Secretary, and Assistant Under-Secretaries.

Most headquarters divisions fall into one of the following three categories:

1. Area divisions, which are concerned with policy formulation and coordination of departmental operations as they relate to specific geographical areas.