

PART I

I N T R O D U C T I O N

GENERAL

The Under Secretary of State for External Affairs in a letter addressed to the Chairman of the Civil Service Commission dated August 12, 1965, requested that the Organization Division conduct a study and report on the organization structure of his department. As this would be the first survey in depth of the whole departmental structure, it was agreed to defer commencement of the study until January 1966 when an organization analyst could be assigned on a full time basis for the duration of the project.

TERMS OF REFERENCE

The following terms of reference were established for the study:

1. To conduct a study of the Department of External Affairs, to delineate its functions and objectives, and to make appropriate recommendations for the Organization Structure, and relationships within the Department.
2. The following are amongst the areas of concern to the Department which should be considered in the course of the study:
 - (a) The extent of management responsibility (span of control) of the Under-Secretary, Assistant Under-Secretaries, and Heads of Divisions;
 - (b) The need expressed by the Royal Commission on Government Organization, "to strengthen the supervisory effectiveness of the top command and to improve facilities for development of long range plans";