

## FOREWORD

In the last thirty years the Department of External Affairs has grown from less than two hundred employees serving in Ottawa and at six posts abroad to our present 3,500 at headquarters and 85 posts in 69 countries. We have grown not only in size but in complexity as we have tried to keep pace with technological changes, and with changing concepts of management within the Public Service.

The world is changing very rapidly and the Department is keeping pace with those changes. The relevance of our experience 30 years ago, however, is limited in today's world and perhaps nowhere is this more true than in the field of management and administration. The computer has not replaced intelligence but it certainly has replaced the quill pen.

Under the stimulus of the Glassco Commission report, the methods of Government have altered and departmental procedures must be made to reflect this fact. With this in mind the Department last year commissioned a study of our financial management system by Woods Gordon and Company. Their findings and recommendations make sense and we have accepted them since, apart from their intrinsic merit, they offer many benefits to us. I do not believe we have ever undertaken an administrative reform as important and far reaching. Because the recommendations are so radical in their concept they