

the main areas of foreign policy. Collectively, they constitute what is known as the Under-Secretarial Group.

In order that "top management" might be free to concentrate on policy formulation and direction, responsibility for departmental operations in accordance with established policy was several years ago delegated to the directors-general of a number of bureaux composing the main body of the Department. These main units, whose formation was the principal focus of the new organization, gather most of the divisions of the Department into three groups; *area*, *functional* and *administrative*. The most obvious structural characteristic of the new organization is the degree of its decentralization. The new structure is meant to exploit the advantages offered by adoption of the idea of "country" planning and management. By its very nature, such a conception facilitates differentiation between matters that require decisions to be taken at the senior-management level and those that can be made at the management level immediately responsible for the direction of operations.

The Under-Secretarial Group

Associated with the exercise of the Under-Secretary's responsibilities are certain functions that must be carried out under the direct control of the Under-Secretarial group — such as security and relations with the diplomatic corps. The *Departmental Press Officer* is associated with the Under-Secretarial group and also works in close co-operation with the Office of the Minister. The *Director-General of Personnel* is also special adviser to the Under-Secretary on foreign service appointments and related policies. The *Policy Analysis Group*, which has particular responsibility for longer-term considerations, also reports directly to the Under-Secretary, as do the *Bureau of Security and Intelligence Liaison*, the *Office of the Chief of Protocol*, the *Special Research Bureau*, the *Inspector General*, the *Departmental Adviser on Bilingualism* and the *Chief Air Negotiator*.

The *Departmental Press Officer* is concerned with the Department's relations with the press, radio and television regarding Canadian foreign policy. With a small staff, he prepares press conferences for the Secretary of State for External Affairs and makes press arrangements for international conferences at home and abroad and for visiting dignitaries.