

free. No doubt members of the foreign service are sometimes reluctant to risk an unfavourable reaction abroad by conveying the announcement of a tough stand or an unwelcome Canadian decision but it is equally true that domestically-oriented officials often do not wish to hear bad news from abroad or be urged to abandon or modify some cherished plan because of the international repercussions. It is necessary that the rest of the Government accept that External Affairs brings a valid contribution to national policy when it draws attention to the international factors. It is also very necessary that External Affairs constantly work to maintain its credibility with the rest of the Government by demonstrating that it fully appreciates the domestic imperatives, that it does not argue that international considerations are necessarily overriding ones and that it has a balanced and complete view of Canada's national interest.

Knowledge of the domestic scene is every bit as important as the attitude of members of the Department of External Affairs in playing their role and it is a recognized problem of foreign service that the individual tends to get out of touch with developments at home. This happens much more quickly now when conditions at home change so rapidly and new programs and new institutions of Government come into existence. In maintaining the familiarity of foreign service officers with the domestic scene by regularly rotating them between home and abroad and at the same time maintaining a headquarters staff which is well integrated into the Government structure, the Department has a peculiarly difficult problem of personnel management.

The problem is not, of course, confined to the federal government structure. Some steps, such as the scheme for sending two or three officers a year as foreign service visitors at Canadian universities or sending officers to l'Ecole Nationale d'administration publique (ENAP) in Quebec, have been taken. As a way of ensuring that a certain number of officers get in closer touch with Canadian life outside Ottawa and outside the Federal Government, these ideas might be extended. Exchanges of personnel and more frequent consultation outside Ottawa with provincial governments and business organizations are possible areas for further exploration. The possibility of regional offices in Canada for the Department of External Affairs could be looked into as a way of keeping in touch with the Canadian scene, as well as providing better service to the public. The development of a network of regional passport offices in the last few years has shown the utility of this device for one particular service function of the Department.

### C. Structural and Organizational Requirements

It is axiomatic that the first requisite for any organization that has to perform a complicated operational role is to achieve an