

## VIII

### ADMINISTRATIVE AFFAIRS

#### Organization and Administration

The personnel, financial and administrative resources of the Department at home have been under heavy strain during the past few years because of the rapid multiplication of Canada's responsibilities abroad. In fulfilling its foreign and domestic duties, the Department, which is committed in high degree to a rotational policy regarding alternate postings of personnel, inevitably faces complex problems of organization and administration. Accordingly, an earnest effort has been made recently to improve its administrative and support services, although the formal structure of the Department has undergone few alterations.<sup>1</sup>

#### Administrative Improvement Unit

During 1965, this Unit was responsible for carrying out the recommendations of the management consultants who made a survey of departmental administration during the previous year. One major recommendation had stressed the need for a strengthening of administrative personnel in order to provide support for the expanded operations of the Department. On the basis of these recommendations, and with the support of the control agencies, the total number of positions in the administrative divisions under review was increased by 53 positions. Increases were made as follows: Supplies and Properties, 14; Personnel, 19; Administrative Services, 11; Registry, 2; Organization and Methods, 7.

The Administrative Improvement Unit was involved in the arrangements for Civil Service competitions through which a number of the new positions were filled. It had been agreed that the Department needed more technical competence in various administrative parts of its organization and, accordingly, attention was given to hiring engineers and other specialists for Supplies and Properties work and personnel administrators for the Personnel Divisions. Detailed advice regarding new practices and techniques was supplied to the divisions concerned. Further, the Unit applied itself to the formulation of a departmental policy on manuals and directives. It completed the preparation of a Manual of Departmental Procedures and prepared outlines of several additional manuals to be used as guides to the Department's administrative procedures.

In the latter part of the year, the Unit's work included detailed assistance with the conversion of departmental positions at home and abroad to the new Civil Service classifications, a review of departmental policy on press and information work, and the preparation of planning information for the new headquarters building. It also gave preliminary attention to the financial systems required in the Department for the new conception of programme budgeting.

<sup>1</sup> See *Organization Chart, Appendix VIII.*