

doc
CA1
EA
061
EXF
1983 June
30

DOCS
CA1 EA 061 EXF
1983 June 30
Departmental organization charts =
Organigrammes du Ministere
43229460



REF DESK

TO/A

- All Departmental Employees
- All Units

DE

- Under-Secretary

REFERENCE
RÉFÉRENCE

- My telegram USS 0214 of June 30, 1983

SUBJECT
SUJET

- Department of External Affairs: Changes to Organizational Structure

Security/Sécurité	UNCLASSIFIED
Accession/Référence	
File/Dossier	
Date	July 8, 1983
Number/Numéro	USS-241

ENCLOSURES
ANNEXES

DISTRIBUTION

I. INTRODUCTION

The Secretary of State for External Affairs and his two colleagues of the portfolio have approved some changes in the organizational structure of the Department of External Affairs. These changes will take effect on September 1, 1983. They will complete the process of consolidation begun with the move into the Department of the Foreign Branch of CEIC in 1981 and with the reorganization of January 12, 1982 which brought the Trade Commissioner Service and other key units of ITC into a Department with expanded responsibilities.

II. OBJECTIVES

2. Among the basic objectives of the January 1982 reorganization of the Department was the perceived need to give greater weight to economic factors in the design of foreign policy, to ensure the conduct of foreign relations serves Canadian trade objectives, to improve the service being offered exporters in an increasingly competitive international marketplace and to ensure policy and program coherence in the conduct of Canada's range of relations with the outside world.

3. Although there has been a partial achievement of some of these objectives, a number of problems persist. The duplication and overlap in geographic responsibilities has left accountability diffused, with consequent problems in the timeliness, coherence and quality of departmental output.

...2/

III. THE NEW STRUCTURE

4. Following a review of the existing departmental structure and the problems which were its natural by-product, it has been decided to proceed with an organizational adjustment aimed at improving the achievement of the January 1982 objectives. The basic theme of the changes now being brought about is the concentration of responsibility for all geographically-focussed policies and programs in five new geographic branches. Functional branches will ensure global or inter-regional policy and program consistency in trade, aid, economic, political and social issues. The structure will be based on a departmental establishment, the total complement of which has been reduced by the A-base exercise begun earlier this year.

5. The basic new structure for the Department is set out in the attached set of charts. The functions listed underneath the Divisions are illustrative and not definitive. In the interval leading to the implementation of the new structure in September, there will be consultation with ADMs on the details of the design of each branch and the responsibilities to be given individual divisions. The process of consultation and implementation is described later in this memorandum.

6. Ministers and Deputy Ministers. At the Ministerial and Deputy Ministerial level there will be no basic change from the structure established in 1982. The Deputy Minister International Trade, and Coordinator (International Economic Relations), and the Deputy Minister (Political Affairs) will retain certain units under their exclusive responsibility and will also be responsible for policies and activities of the geographic branches within their respective domains. The Deputy Ministers will continue to deal directly with the SSEA and the two other Ministers of the portfolio and will continue to approve memoranda and other material submitted to Ministers. They will also continue to act with the Under-Secretary as the senior managers of the Department, acting in his stead as necessary and representing the Department within and outside government, both in Canada and abroad.

7. Geographic Assistant Deputy Ministers. The Assistant Deputy Ministers of the five geographic sectors will be delegated responsibility for the management and coordination of the full range of Canadian relations with their regions (Africa and Middle East, Asia and Pacific, USA, Europe, and Latin America and Caribbean). They will provide advice to the DM (International Trade) on all trade and economic matters within their regions. They will provide advice to the DM (Political Affairs) on all other matters regarding Canadian policies and programs in their

regions. They will also be responsible for financial and resource management of both their posts and branch.

8. In fulfilling these responsibilities the ADMs will ensure that the units within their branches liaise and coordinate their activities with the appropriate functional units of the Trade Development/Trade Commissioner Services Branch, the Economic and Trade Policy Branch, the Political and International Security Branch, and the Social Affairs and Programs Branch on matters within their expertise and authority. They will also draw on the services of the Personnel and Administration Branches, the Office of the Legal Advisor and the Office of Protocol as required. In addition, the ADMs will ensure that, on global foreign policy issues and on matters affecting domestic policies and programs, appropriate consultation with the Policy Coordination Branch takes place.

9. Geographic ADMs will be responsible for bureaux which will be structured on a geographic basis. The bureaux will each depending on the region, include, a trade development division (or in the case of the USA Branch, a bureau) which will provide readily identifiable points of access for the business community. There will also be in each bureau a relations division which will be responsible for political, economic and trade relations. A programs division will be responsible for the implementation, on a regional basis, of immigration, public and cultural affairs programs; the programs division will also be responsible for visits management in their regions. In addition, each ADM will have an area management office for the provision of advice on resource planning and utilization in the ADM's headquarters unit and at the posts abroad for which the ADM is responsible.

10. Functional Assistant Deputy Ministers. All four functional ADMs will be responsible for pluri-regional coordination in their areas of responsibility. Intradepartmental coordinating committees will ensure that maximum benefit is derived from inter-regional awareness, and cross-fertilization of ideas and work, and that activities pursued on specifically regional bases are consistent with global and domestic policies and priorities.

11. The two ADMs of the Trade Development/Trade Commissioner Services Branch and the Economic and Trade Policy Branch will share between them the responsibility for the Department's economic and market development functions. In these branches close coordination between trade development and trade policy activities regarding specific sectors will be the rule.
12. The ADM, Political and International Security Affairs, will be responsible for multilateral affairs and institutions (UN, la Francophonie, the Commonwealth), federal/provincial coordination as well as defence relations, disarmament and other international security questions. He will provide advice to the DM (Political Affairs) as required on the coherence of political relations and will, on his behalf, be the interlocutor with "Political Directors" of other Foreign Ministries on matters of global political interest.
13. The ADM, Social Affairs and Programs will be responsible for policy development and inter-regional coordination in the areas of our immigration programs, consular activities, social policy and programs, and departmental public affairs programs and operations including cultural and academic relations, domestic information programs and central creative services for information activities abroad.
14. Other Assistant Deputy Ministers and Offices. The ADM, Policy Coordination will be responsible for the Department's Ministry of State role, including policy support for the Cabinet Committee for Foreign and Defence Policy and the Under-Secretary's Mirror Committee, and envelope management. He will also be responsible for the coordination of long term policy analysis and for the provision of policy and staff support (in such areas as speech-writing) to the two Deputy Ministers and the Under-Secretary, as well as for corporate management functions such as resource allocation.
15. The ADM Personnel will have the same mandate as at present, while the ADM Administration will be responsible for the full range of departmental administration without being encumbered by program responsibilities unrelated to his central functions.

16. The Office of the Legal Advisor and the Office of Protocol are largely unchanged from the existing units. They will continue to report on day-to-day issues to the Deputy Minister (Political Affairs).

17. Departmental Titles and Terms. To simplify the myriad of terms currently in use to describe various departmental units and levels, to bring departmental practice more into line with the rest of government, and to make our structures more manageable and less opaque for our clients and constituents, henceforth ADMs will be responsible for Branches, Directors General for Bureaux and Directors for Divisions. Assistant Under-Secretary and senior Director are titles which will no longer be used.

IV. IMPLEMENTATION PROCESS

18. The new organization will not take effect until September 1, 1983. Until that time and until advised formally, all units of the Department will continue to function, and should be dealt with, as at present. Acronyms, which eventually will change, will not be adjusted until the date of implementation.

19. Between now and September an implementation team will finalize the organizational structure and work out the necessary administrative arrangements to bring about the transition. I have asked Mr. Reid Morden to serve as Coordinator of the team with specific responsibility for consultation with the ADMs who will be responsible for the various branches. He will be joined by Mr. Marc Perron, who will be responsible for personnel implications, and by Mr. Gary Harman, who will be responsible for adjustments in the Pearson Building accommodation plan.

20. Accommodation. Although a number of significant adjustments will have to be made in the accommodation plan currently being developed and implemented, there will be no basic change to the policy of concentrating the Department in the Pearson Building. A substantial portion of the existing plans will continue to be valid. For certain branches little or no adjustment will be required and even for the geographic branches much of the work undertaken to date will not be wasted, as it had in any case been intended to co-locate most geographically-focussed divisions. Every effort will be made not to impede the rapid planning of designs and moves.

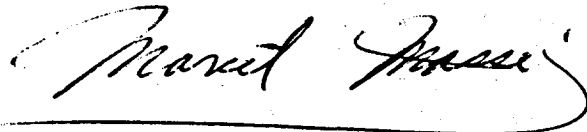
21. Personnel. There are clearly some significant personnel implications to these changes, and a certain amount of individual dislocation is inevitable. While many officers and support staff will be assigned to units that are only now being created, many divisions will remain largely if not entirely unaffected as they are moved as whole units to their new places in the structure.

Everything possible will be done to minimize uncertainty and difficulty for individuals. At the same time, I am going to have to request maximum understanding and flexibility on behalf of everyone to ensure that the transition goes smoothly and that we put in place an effective organization with the right people in the right positions.

22. I will ensure that all departmental employees are kept abreast of developments as we move towards implementation.

V. CONCLUSION

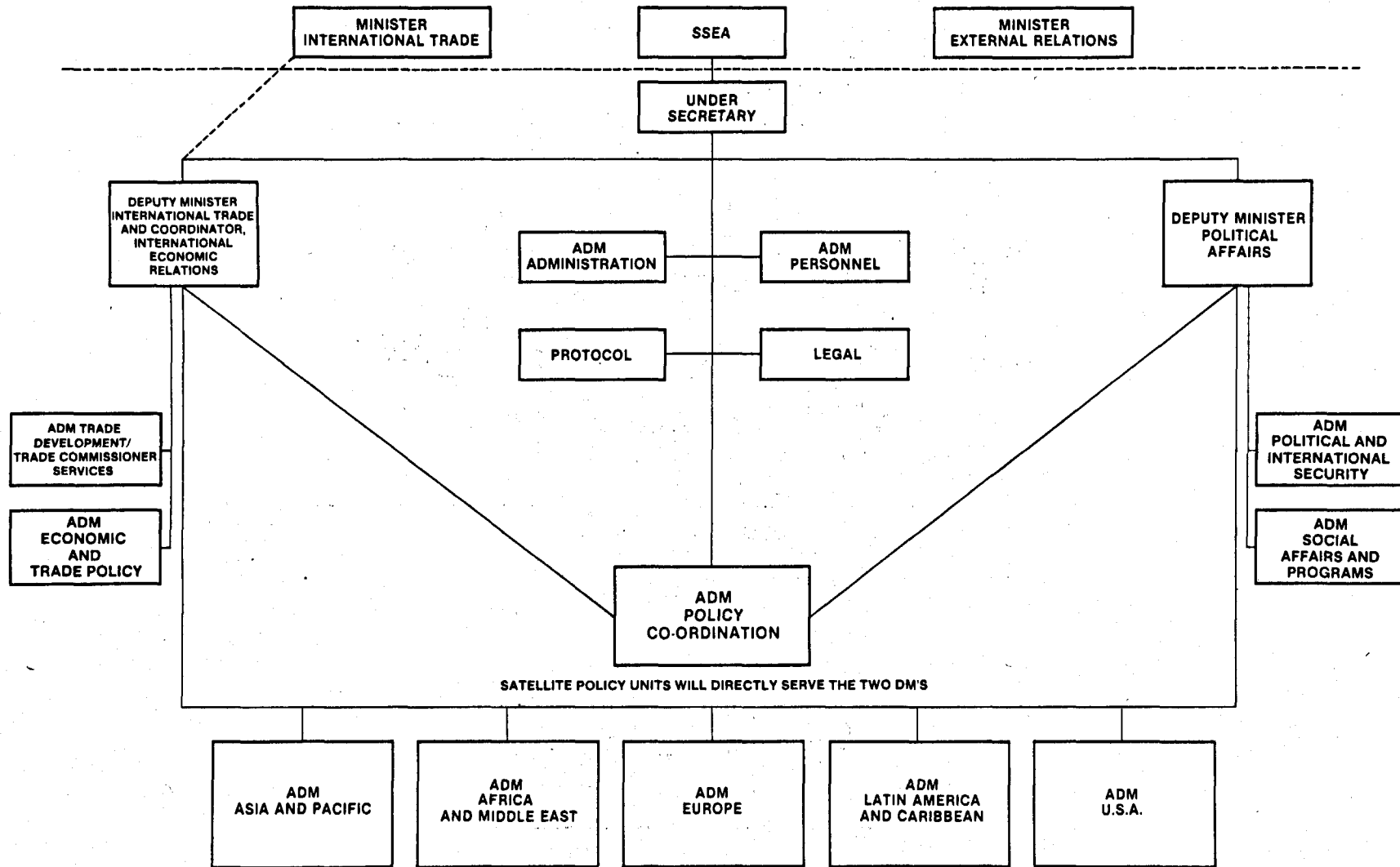
23. The potential advantages of this organizational change are very significant for the Department's future. The creation of the five geographic branches will result in clear accountability for regional and bilateral policies and operations, a framework for the development of coherent and mutually supportive policies and programs across the range of departmental activities, and a single geographic focal point for posts abroad, for exporters, the rest of government, and other constituents and foreign governments. The four functional branches will be structured to provide clear responsibilities for departmental involvement in domestic and sectoral issues and provide single functional focal points for other government departments, the business communities and NGOs. This structure should provide the basis for a considerable period of stability in the future. It will take a great deal of effort and commitment on behalf of us all over the next months, both before and after formal implementation. The result should be a unified, more effective and happier Department in which we all can be proud to serve.



Marcel Massé

DEPARTMENT OF EXTERNAL AFFAIRS

JULY 8, 1983



**ADM
TRADE DEVELOPMENT/
TRADE COMMISSIONER SERVICES
BRANCH**

GRAINS GROUP

**MARKET
ADVISORY GROUP**

**DIRECTOR GENERAL
GRAINS MARKETING
BUREAU**

FOCUS OF
SEPARATE
ORGANIZATIONAL
REVIEW

- SPECIAL MARKETING STUDIES
- LONG-TERM STRATEGY
- PLURISECTORAL POLICY DEVELOPMENT

**DIRECTOR GENERAL
AGRICULTURE, FISH
AND FOOD PRODUCTS
BUREAU**

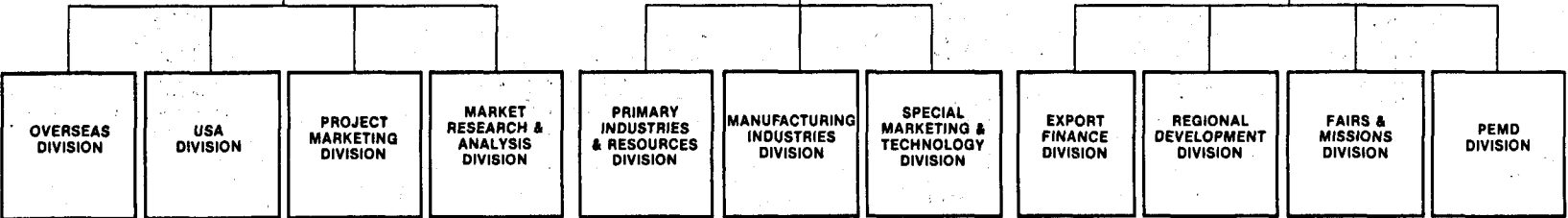
- AGRICULTURAL AND
FOOD PRODUCTS
POLICY
- ALL FISHERIES ISSUES

**DIRECTOR GENERAL
DEFENCE PRODUCTS
BUREAU**

**DIRECTOR GENERAL
INDUSTRIES AND
RESOURCES BUREAU**

**DIRECTOR GENERAL
EXPORT MARKETING
BUREAU**

DIVISIONAL UNITS
TO BE DETERMINED



- NATO
DEFENCE
SHARING
MARKET
DEV'T
NATO
MARKET
DEV'T
NON-NATO

- DEFENCE
PRODUCTION
SHARING
ARRANGEMENTS
- DEFENCE
DEV'T
SHARING
ARRANGEMENTS
- DND FOCAL
POINT

- DIPP
- INDUSTRIAL
FOCAL
POINT
- AEROSPACE,
MARINE
ELECTRONICS

- MARKET
RESEARCH
- STATISTICAL
SUPPORT

- MINERALS,
METALLURGICAL
& THERMAL
COAL
- FOREST
PRODUCTS

- SECONDARY
INDUSTRIES
- INDUSTRY
SECTOR
DESKS
- FOCAL POINT
FOR DRIE

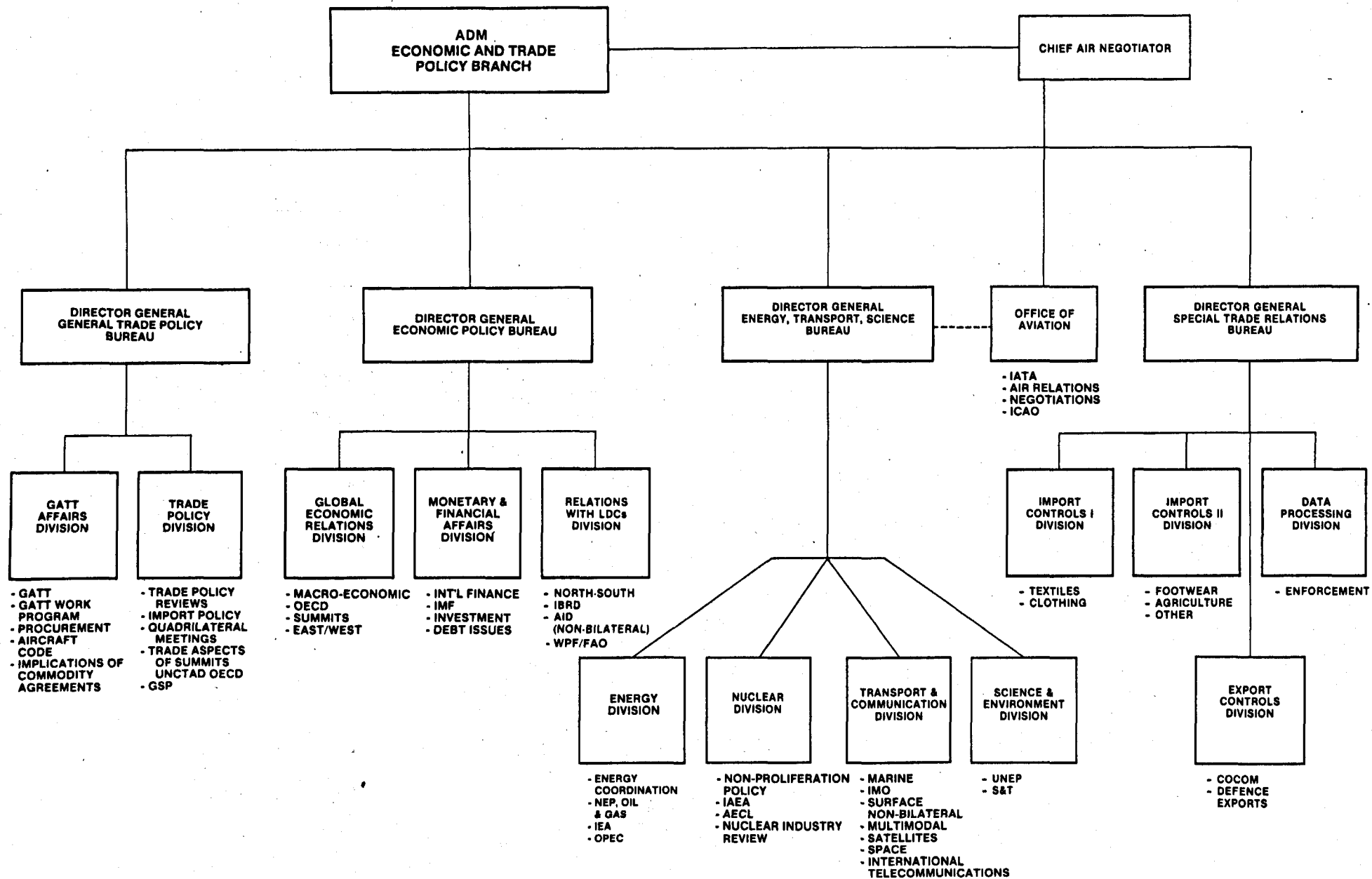
- SPECIAL
UNITS FOR
MARKETING
OF TELIDON
ETC.
- TECHNOLOGICAL
SERVICES
FOCAL POINT

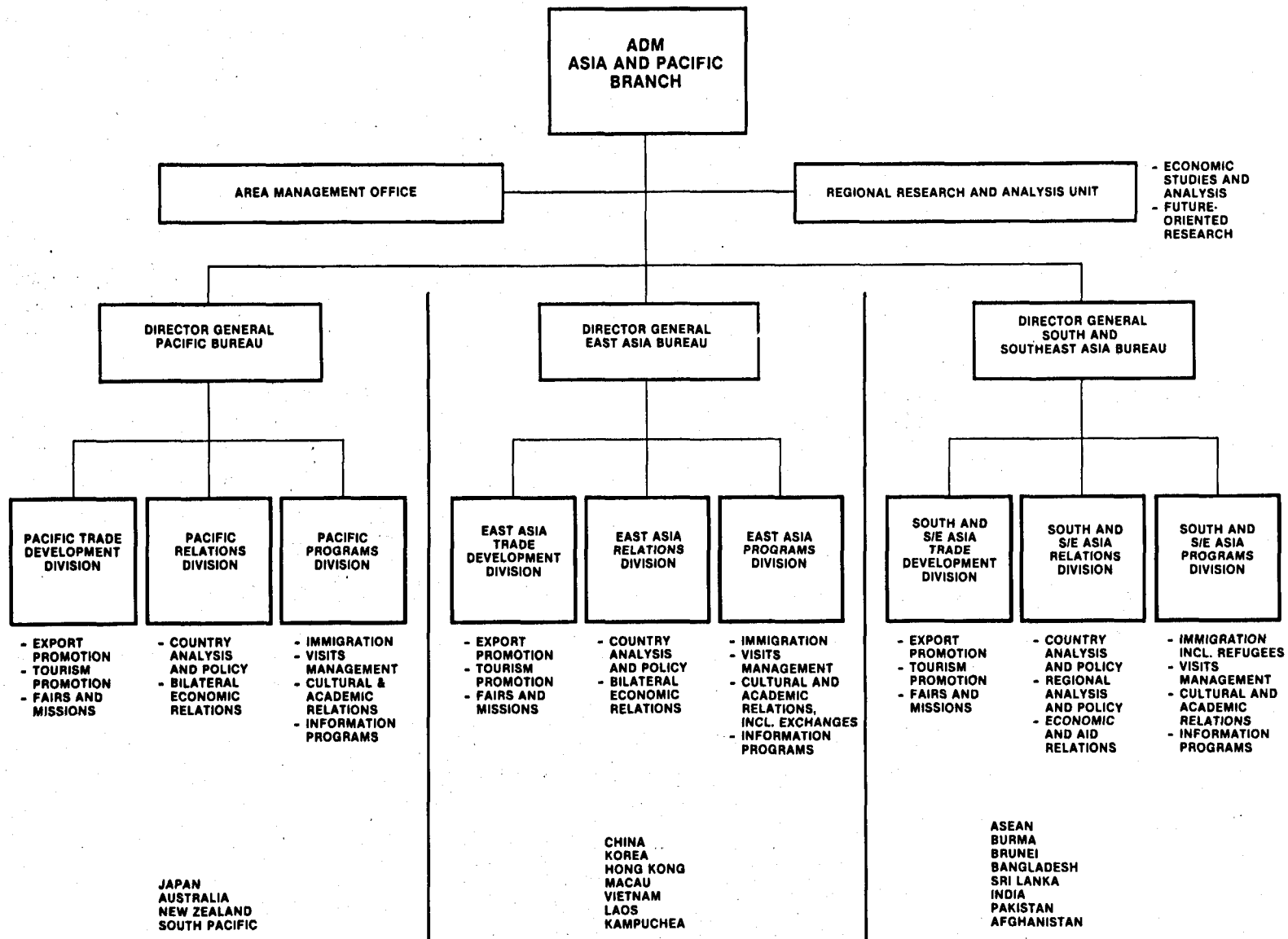
- EDC
RELATIONS
- INDUSTRY
FOCAL POINT
FOR
E/F POLICY
AND ISSUES

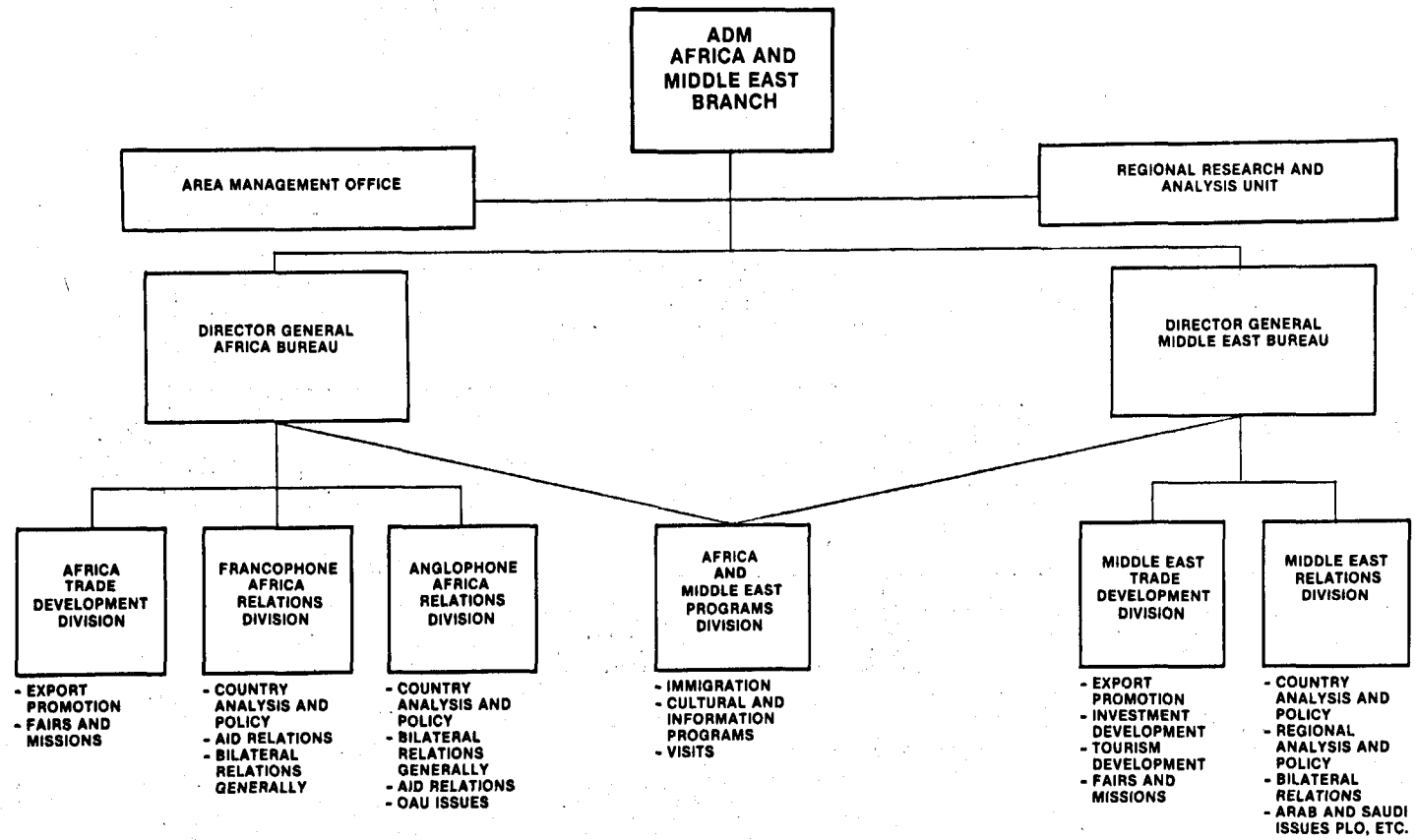
- LIAISON WITH
REGIONAL
OFFICES
- FOCAL POINT
FOR CGOT AND
TOURISM
GENERALLY
- PROVINCIAL TRADE
ISSUES

- STRATEGY
FUNDING &
EVALUATION

- MANAGEMENT
OF THE
PROGRAM FOR
EXPORT
MARKET
DEVELOPMENT

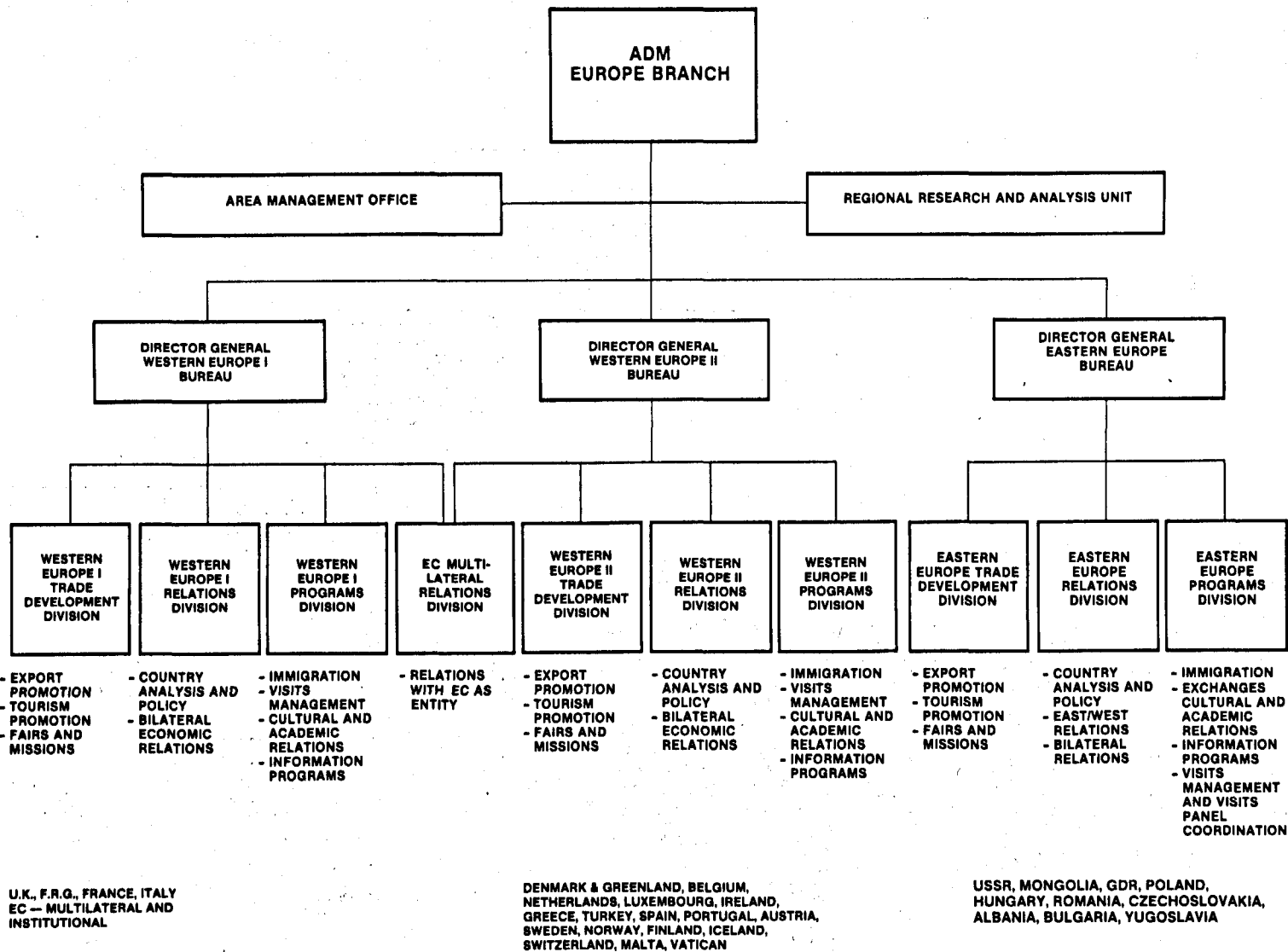


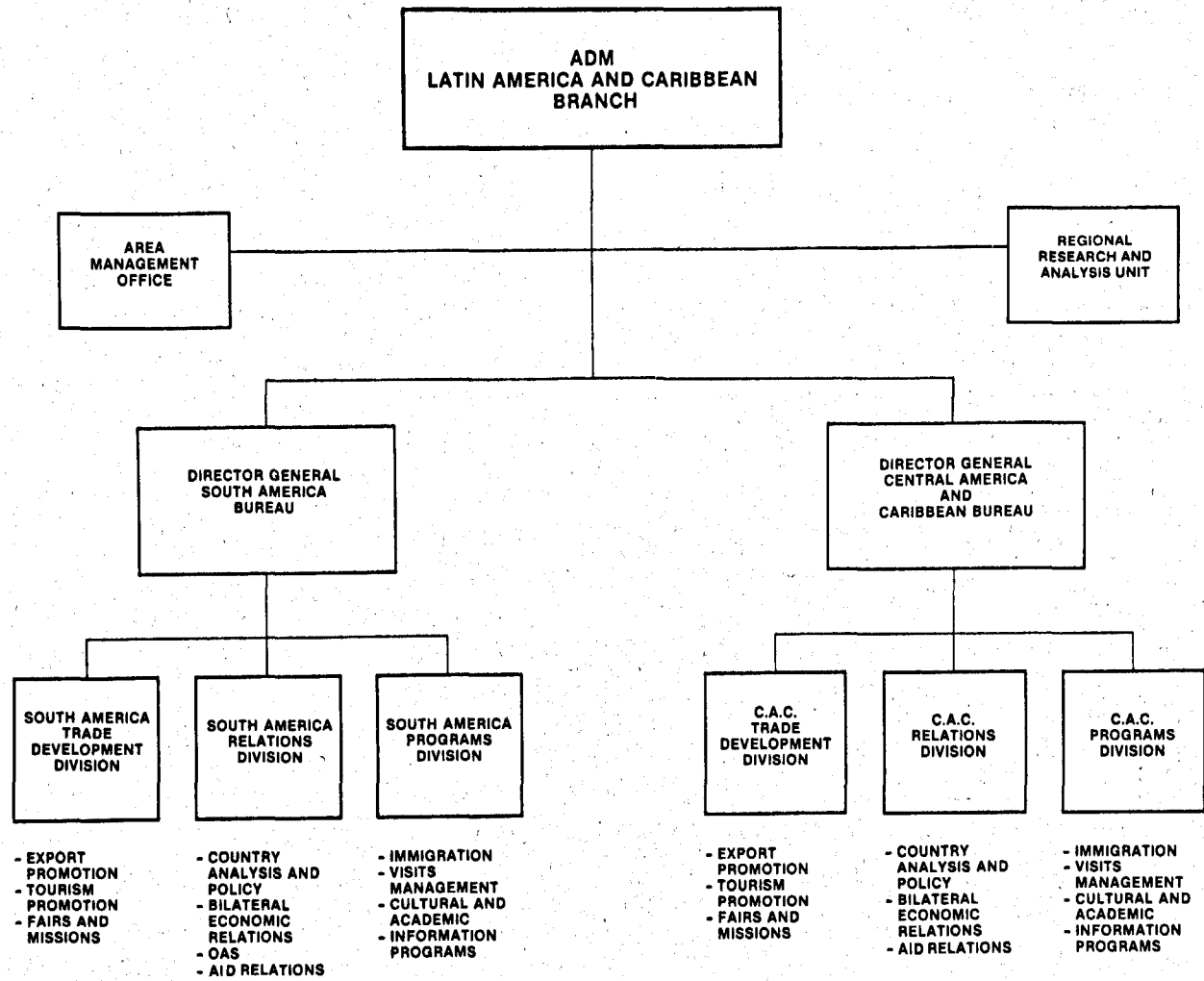




ALGERIA, MOROCCO, TUNISIA, THE SAHEL
AND ALL SUB-SAHARA AFRICA,
MADAGASCAR AND THE SEYCHELLES

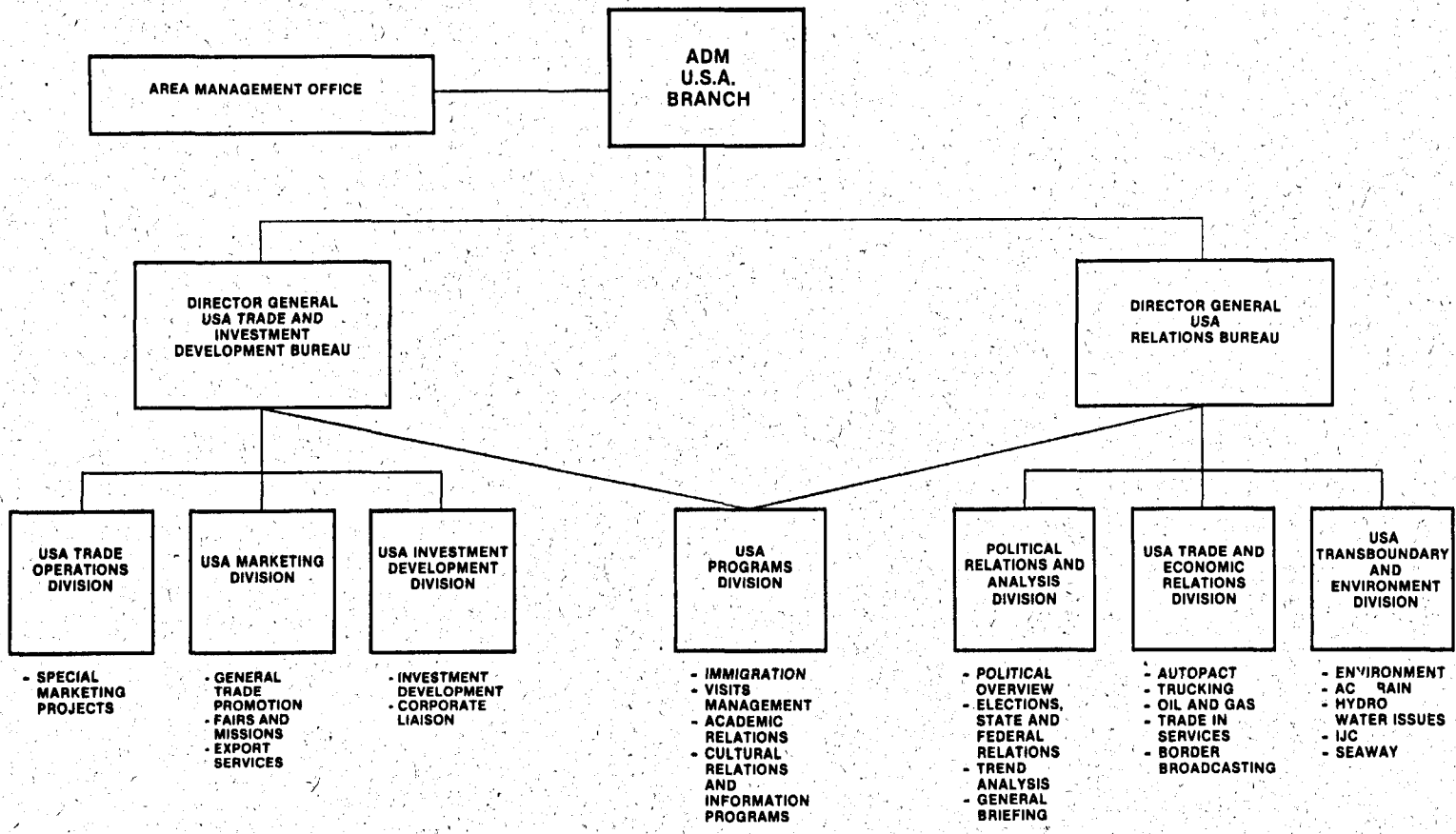
EGYPT, LIBYA, SUDAN, ISRAEL, JORDAN
LEBANON, SYRIA, SAUDI ARABIA,
KUWAIT, BAHRAIN, UAE AND
THE GULF, IRAN, IRAQ, NORTH YEMEN, SOUTH YEMEN

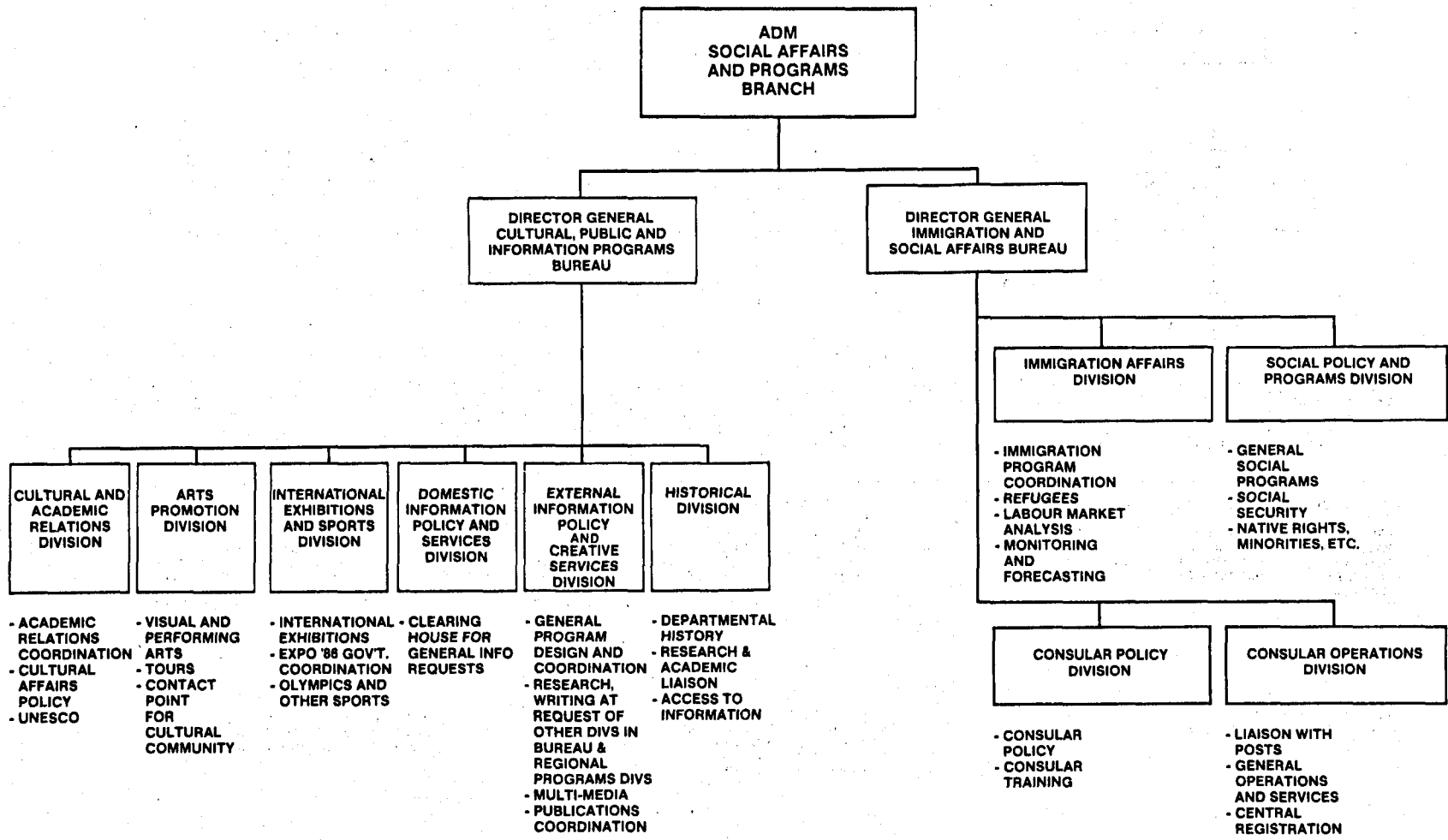


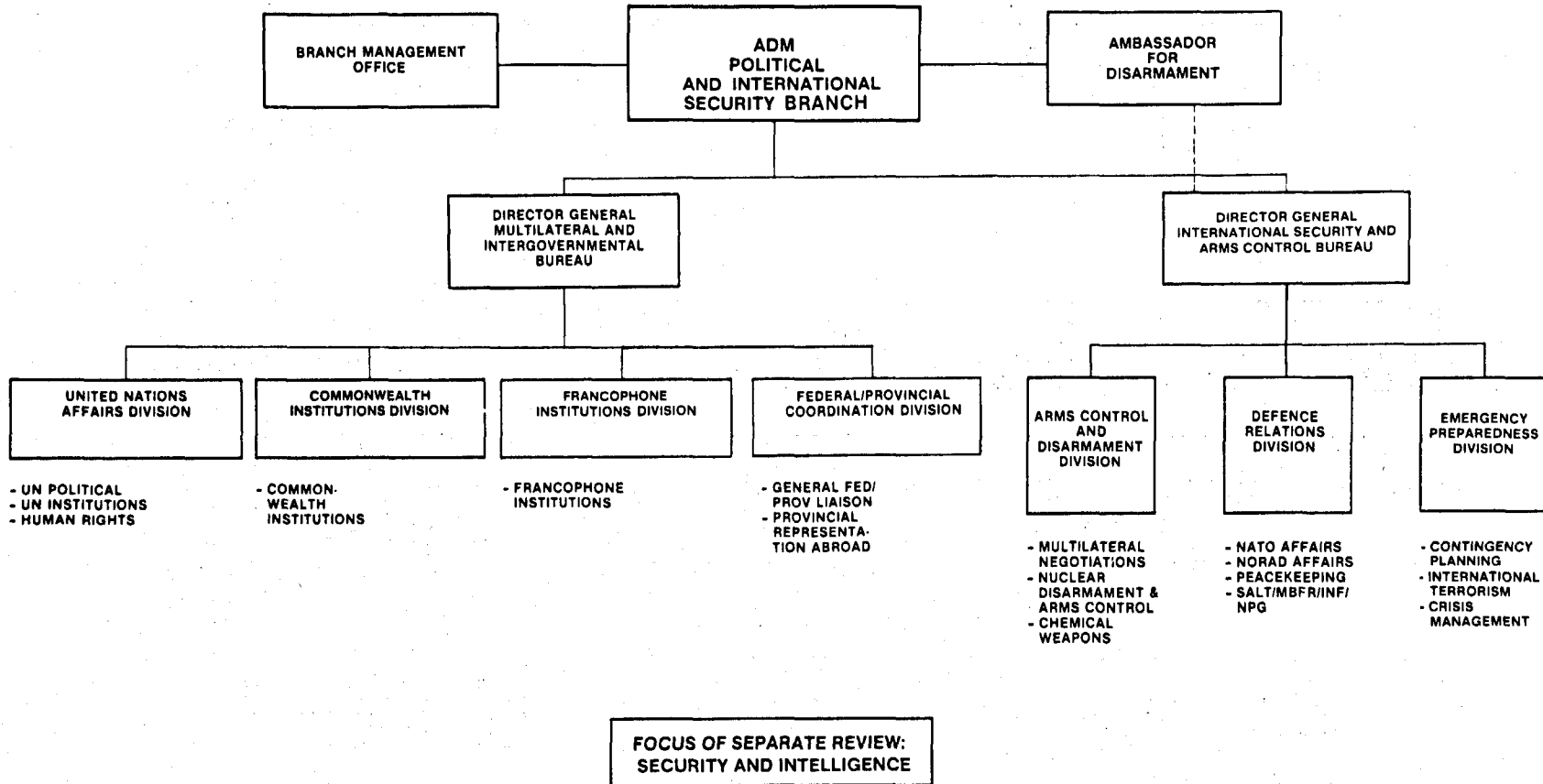


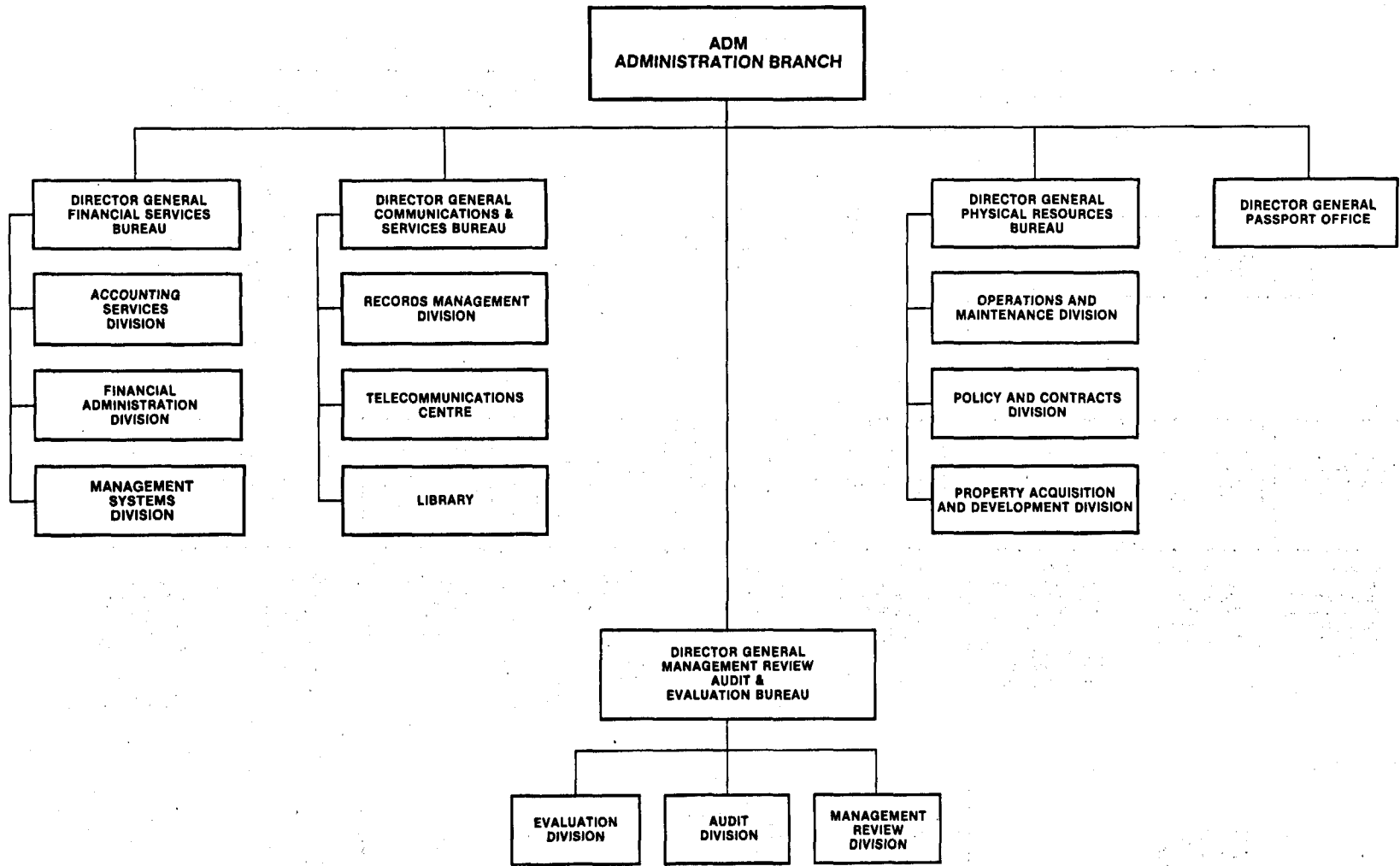
BRAZIL, ARGENTINA, URUGUAY, CHILE, BOLIVIA,
 ECUADOR, PARAGUAY, COLOMBIA, VENEZUELA,
 GUYANA, SURINAM, FRENCH GUYANA, PERU

ST. LUCIA, ST. VINCENT, GRENADA, DOMINICAN REPUBLIC, NETHERLANDS
 ANTILLES, MEXICO, GUATEMALA, EL SALVADOR, HONDURAS, NICARAGUA,
 COSTA RICA, PANAMA, CUBA, BELIZE, BAHAMAS, CAYMAN IS, TURKS AND
 CAICOS, BARBADOS, GUADELOUPE, HAITI, MARTINIQUE, ANTIGUA, ST. KITTS,
 ANGUILLA, MONSERRAT, DOMINICA, JAMAICA, TRINIDAD AND TOBAGO

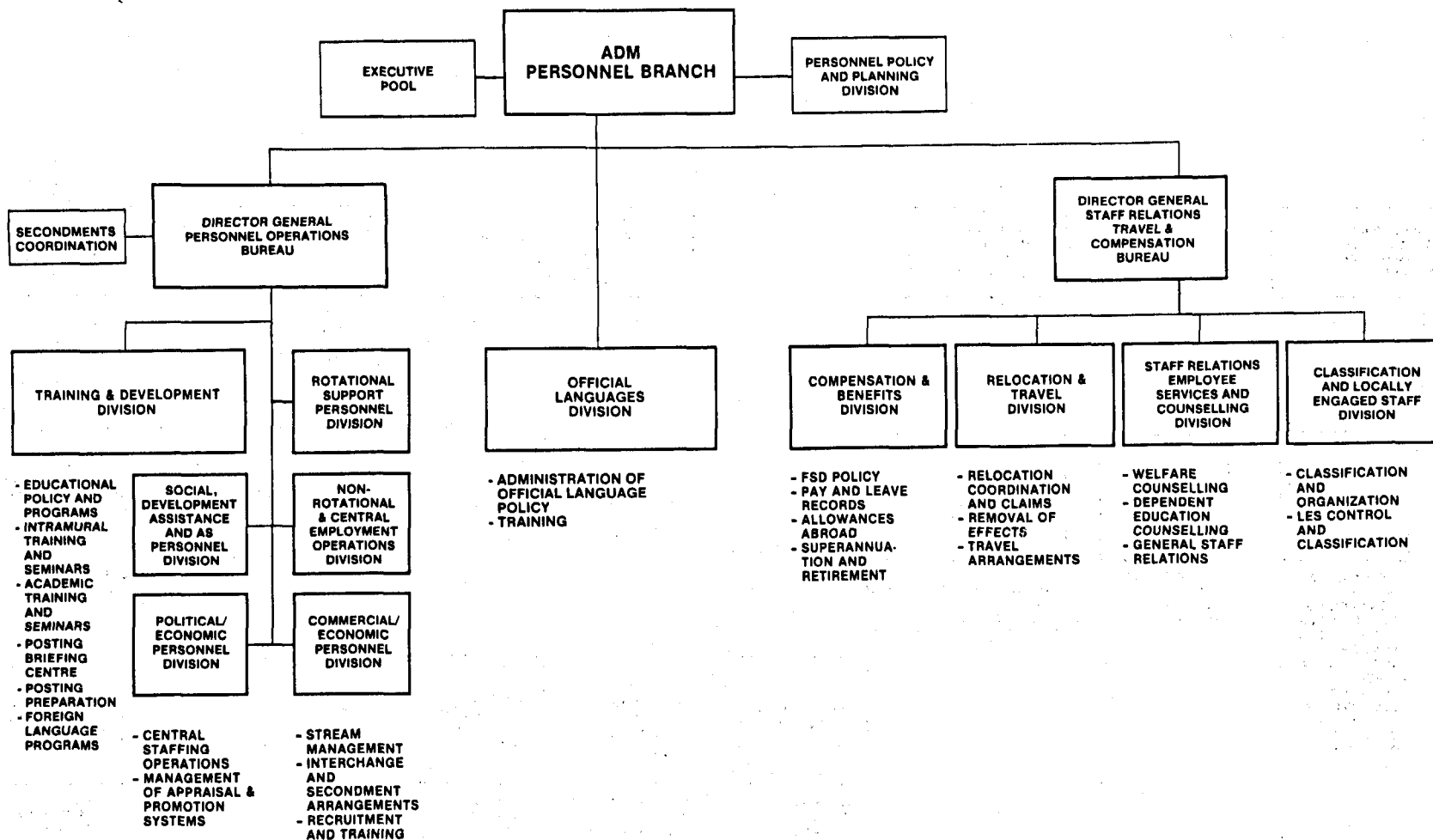


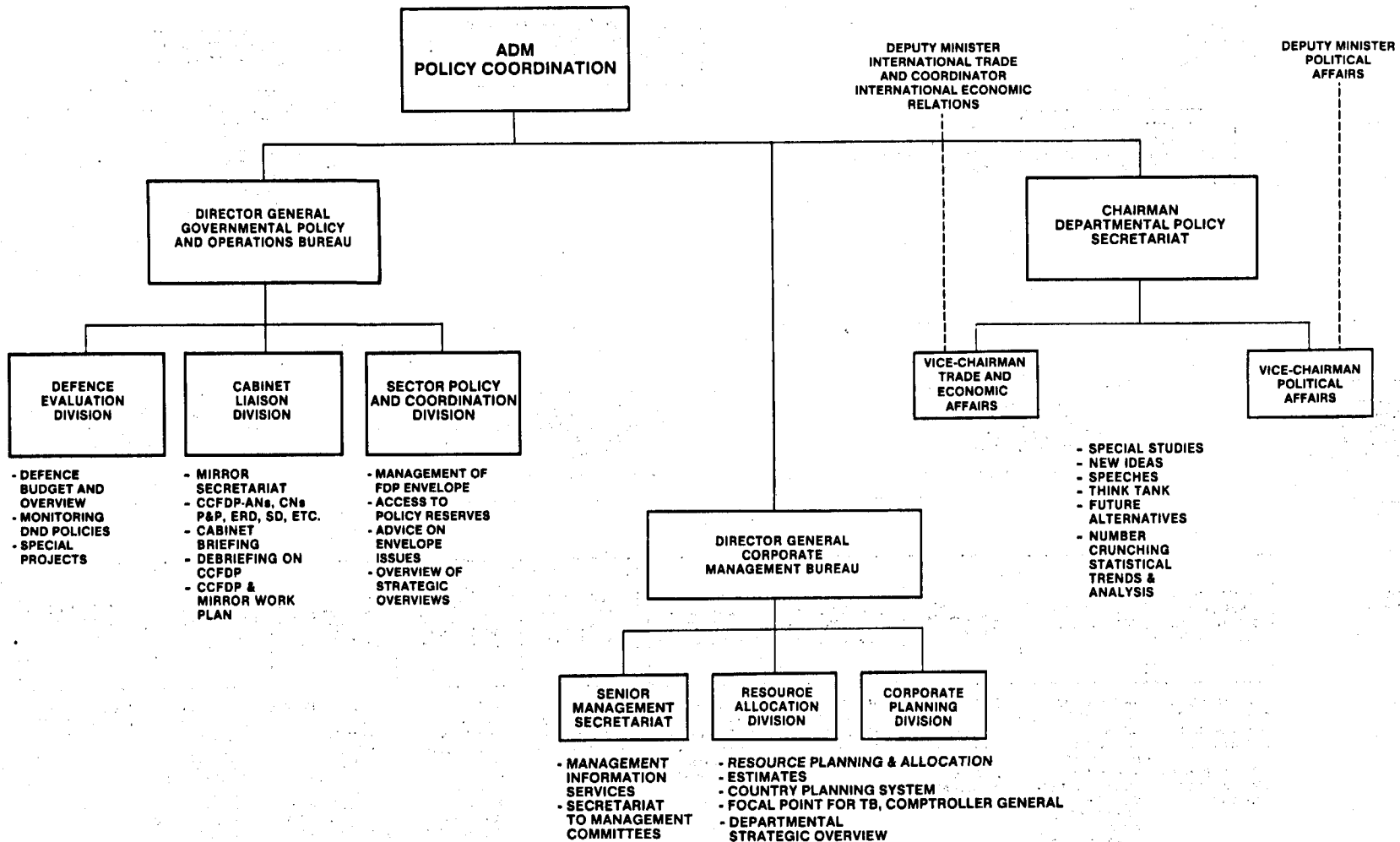




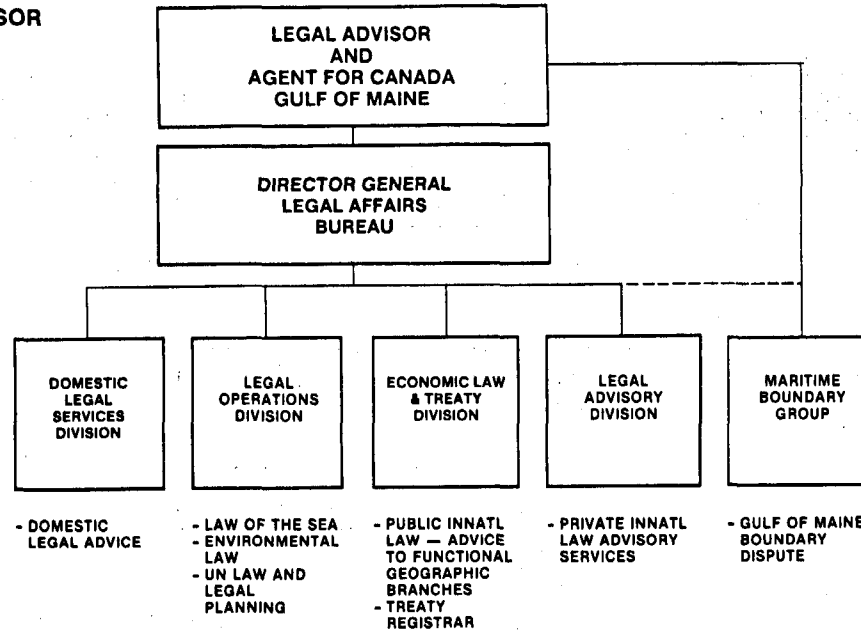


- INDEPENDENT AUDIT AND EVALUATION FUNCTIONS, REPORTING DIRECT TO UNDER-SECRETARY

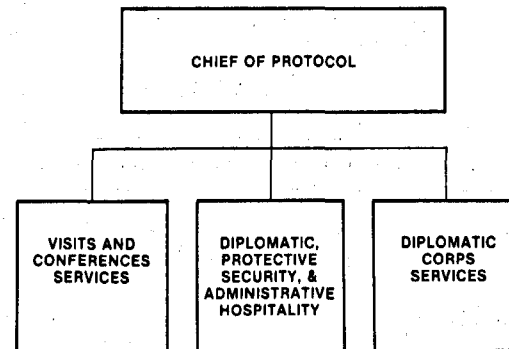




OFFICE OF LEGAL ADVISOR



OFFICE OF PROTOCOL



DOCS

CA1 EA 061 EXF

1983 June 30

Departmental organization charts =

Organigrammes du Ministere

43229460

CCO. USA

DEERING, ILLINOIS 60090

871



5 25971 7

/NOIR/NEGRO