

- develop an "internal costing system" to improve manager's ability to determine the costs of individual programs and activities, to track expenditures to source, and to implement "user-pay" and cost-recovery schemes
- develop clearer definitions of the responsibilities and roles of the functional and the geographic branches to avoid duplication which often limits the full scope of some positions and frustrates the contributions which employees can make in these positions as well as limiting the diversity of their jobs

c) over the longer term:

- develop and pursue with central agencies a "running costs" system i.e. providing to managers, including Heads of Mission, a single annual budget figure which would be apportioned and used at the discretion of the manager to meet all operational, capital and salary (local) costs
- increase automation in procurement sections using modern computer-based technology to provide better service to clients
- give heads of mission increased responsibility for property management including leasing, accommodation deficiency payments and maintenance

These and other ideas will be examined over the course of the next year as part of the implementation of the Price Waterhouse report on the Department's administrative functions and the results of Public Service 2000. While not all of the Report's recommendations may prove feasible, at least given current legislative and regulatory restrictions, the long-term vision of greater managerial authority and accountability will be actively pursued by the Department's administrative units.