

The consequence of delay in resolution of issues related to branch management will be continued uncertainty, and the possibility of excessive variation in the approach taken by each branch, though some variation is to be expected. The failure to provide adequate support staff will result in an overload on branch operations as more and more demands are made on them, and branches will not be able to participate fully in the corporate activities of the department.

MAJOR STEPS AND TIMING:

Phase I

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| 1. Establish reference group | Dec./83 |
| 2. Assign project staff | Jan./84 |
| 3. Determine scope of project | Feb./84 |
| - inventory of existing procedures and authorities, problems and issues | |
| - identify quick fixes | |
| - explore possibility of interim guidelines & resources | |
| 4. Begin work on HOP letters | Feb./84 |
| 5. Initiate quick fixes, issue interim management guidelines, prepare resource submission, if feasible. | Mar./84 |
| 6. Discuss scope of project with AMOs, reference group and ADM's geographical, and related functional areas. | Mar./84 |
| 7. Steering Committee review of scope of project. | Mar./84 |
| 8. Analysis of procedures and authorities | Mar./84 |
| - what exists now in functional bureaux, branches, posts | |
| - Alternatives: what are options for delegations, relationships. | |
| 9. Consultation with geographic, functional branches, including AMOs, reference group and ADMs. | Mar.31/84 |
| 10. Formulate recommendations on principles to guide establishment of branch management procedures | Mar.31/84 |
| 11. Consultation on recommendations, as in 9. | Apr.15/84 |
| 12. Steering Committee, Executive Committee review and approval | Apr.30/84 |

Phase II

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| 1. Consult with functional bureaux on projects necessary to carry out Executive Committee direction, and to determine which activities will be carried out through this project, or by other units in the department. | May/84 |
| 2. Initiate individual projects to design and implement branch and post management procedures as appropriate. | May/84 |
| 3. Branches prepare heads of posts letters for selected posts | May/Jun/84 |
| 4. Ensure linkage between HOP letters, planning system and performance appraisal. | Sept./84 |
| 5. Maintain contact with all related projects, provide assistance where required. | 1984/85 |
| 6. Steering and Executive Committee final approval of proposed branch and post systems. | Mar./85 |
| 7. Final determination of branch support staff requirements. | Mar./85 |