

- establish a Management Accountability Committee to examine all aspects of this subject and prepare a report before the end of this year recommending specific changes to accompany increased devolution of authority, such as modifications to the appraisal system and a more direct and significant role for internal audit
- design training programs to develop managerial capacity to handle increased responsibilities

b) by the start of FY 1991-1992:

- further devolve Head of Mission authority under the Foreign Service Directives to approve expenditures under FSDs 25.9b (waiver of shelter cost), FSD 45 (foreign service leave option), FSD 50 (foreign service travel assistance)
- devolve authority to Heads of Mission to approve job classifications and compensation for locally engaged staff as well as for the application of disciplinary sanctions, including discharge
- develop a rewards and recognition program specifically for LES and delegate merit award program for locally engaged staff to Heads of Mission
- provide Heads of Mission with full authority to procure a broader range of goods in both the host country and in third countries, restricting Headquarters design control to the public areas of chanceries and the representational areas of official residences, extending authority for goods disposal (including vehicles)
- examine Headquarters procurement centres to determine the effectiveness of centralized purchasing. These centres will define their service and delivery times to their clients (missions and Headquarters sections) for each transaction
- decentralize PY control to the branch level for BCB on a pilot basis and, if successful, provide similar authority to MCB, and possibly others, effective FY 1991/92
- decentralize financial audit to those missions where reputable international firms can be contracted to provide the service, and where cost effective to do so
- decentralize specialized training budgets to managers, who will be held accountable for their use in meeting the Department's new training objectives (to be announced)