



Estimates) and, especially, the Departmental Business Plan - and an action-oriented, "bottom-up" perspective. The vehicle for this latter aspect of the planning process will be business planning at the bureau level. Bureau plans will provide a detailed overview of Canadian objectives and priorities in specific geographical and functional areas. They will also guide the allocation of resources and, lastly, will provide a means for Directors General to manage policy issues and activities for results.

This is a new direction for us and demands the development of new management skills and some changes in our management culture. The first round of planning at the bureau level for FY 97/98 was completed, with broadly satisfactory results. Bureau plans were internally consistent and coherent with the department's strategic goals: The second round of planning, for FY 98/99, further refined the process by:

- standardising the framework of planning requirements;
- encouraging more rigorous policy and resource prioritisation;
- linking policy and resources more explicitly;
- focusing on concrete results in the short and medium term; and
- explaining more fully the ways in which individual units complement each other's work and that of OGDs

We are currently analysing the outcome of this exercise with a view to fine tuning the planning cycle and the format for Bureaux Business Plans for the coming year. In recognition of the need for better management of horizontal issues and of modern federalism, the department is building strategic and consultative partnerships throughout Canada, to obtain the best advice available and to maximise potential synergies in policy development and program delivery. This includes co-ordination machinery among departments, outreach mechanisms with the public, provinces, business and non-governmental organisations.

The first step in this process was the adoption of a new Planning, Reporting and Accountability Structure (PRAS). The next will be to examine the PRASs of other departments and agencies to establish conceptual relationships, probably within the structure of the Government's foreign policy objectives as depicted in Figure 3.

3.3.2 RESOURCE MANAGEMENT

3.3.2.1 Resource Reductions

Affordability is one of our most critical management issues. Our budget has been cut by \$292 million over the last seven years, leading to a 15% reduction in personnel. Despite these cuts, there have been no changes in our mandate or to the expectation of continued and expanded presence abroad and the maintenance of undiminished or improved levels and quality of service. For example in the last ten years, points of federal service overseas have grown by 12%. Canada is now represented in 104 countries at 159