

2. A special review of operations at the largest missions;
3. Studies of how the delivery of individual programs and services can be updated to deal with the environment of the 1990's, including the review of alternate delivery mechanisms and potential for cost recovery; (e.g., working with CEIC to implement immediately substantially increased cost recovery in the Immigration program)
4. A review of the Department's administrative functions, structure and processes including ACB, MCB, CMD and ISD;
5. Preparing recommendations on what should be the nature of Canada's operations abroad in the 1990's;
6. A separate examination of certain personnel processes and related policies including proposals for simplification of the FSDs; and
7. A review of levels of grants and contributions, as instructed by Cabinet.

Management stressed that while a Steering Committee would be established to oversee the corporate review process, Management would welcome suggestions for expenditure reduction from all staff (i.e., a process of common renewal).

In response to a question from the Staff Side regarding the possibility of layoffs and the overall impact of the reductions on staff, Management indicated that it was hoped that, as in the past, necessary reductions could be achieved through attrition and by providing alternate employment. Management further indicated that while every reasonable effort would be made to avoid layoffs, it would have to defer a decision on whether the Departmental Work Force Adjustment Policy would be extended past March 31, 1990, pending further review. The corporate review process will entail looking at all aspects of staffing/recruitment (Trade lateral entry program, terms, FS recruitment, etc.) to ensure that these activities will continue at reasonable levels to support Departmental objectives.