

Phase III - Phase III is meant to consolidate the work that will take place in individual functions during Phase II. Project staff will produce guides on branch and post management, deliver a communications package for branch and post staff, and collaborate with personnel on the design and delivery of training courses for managers and support staff. Individual systems will have been documented in detail by the functional bureaux, and the guides will provide ready access to managers to information about the total range of their responsibilities. The communications plan will create a general awareness of the branch and post management procedures, and the training sessions will provide hands on experience for those directly involved.

Phase III will also produce final recommendations on roles and responsibilities for management in branches and posts, and on numbers and types of support staff in the branches.

The products for each of the phases of this project have been identified above. The project itself will be complete when the management systems in the branches are in place, when the corresponding adjustments to post authorities and procedures have been made, when guides and training are available for managers, and when adequate numbers and types of support staff are put in place in the branches.

IMPLEMENTATION CONSIDERATIONS:

This project will provide a larger context for work already underway on heads of post delegation, the roles of the area management office, and the now intermittent activity in the area of heads of post letters. The separate EAMIP projects on the departmental planning system, reporting against plans, delegation of personnel authorities, financial authorities, and physical resource roles and responsibilities will make a major contribution to this project. Projects such as MIS, policy and program delivery prototypes and so forth, will also affect the outcome of the project. It is clear, however, that all activity which touches upon branches and posts cannot be funnelled through this project. Rather, the intent is to ensure that there are no gaps or overlaps, and that the subject receives the attention that is its due.

Executive Committee approval will be required for the general principles to guide establishment of branch management procedures. Administrative committee approval will be sufficient for many of the recommendations regarding specific management and administrative functions. There will be extensive consultation with geographic branches throughout the project, but it will be channeled through the AMOs, the reference group and ADMs. Consultation with posts will occur first in the context of the communication plan for EAMIP, and subsequently on an invitational basis.

The constraints which will affect successful completion of this project include adequate staff for the Phase I assessment, clear direction from Executive Committee on the principles to follow in Phase II implementation, and participation of the functional bureaux in both Phase I and Phase II. Ultimately, the success of the project depends upon delegation of authority to branch managers commensurate with their responsibilities, and allocation of support staff to assist the managers to carry out their management and administrative duties.