

designation of a number of reorganization related tasks as Phase One of the External Affairs Management Plan.* It was agreed that a full management improvement program, with broad coverage of the Department would constitute Phase Two. A good number of the Phase One projects are complete, while the major outstanding items are reflected in the present document.

5. Work on the full program began in the spring of 1983, when the EAMIP Coordinator was appointed. Executive Committee then approved the terms of reference for the Coordinator, the Coordinating Committee and the Steering Committee. The Coordinating Committee is comprised of representatives at the working level from all Branches. The Steering Committee is chaired by the ADM of the Policy Coordination Branch. Other ADM representatives include MCB, ACB, GGB and TFB. Outside representatives are from Treasury Board, the Office of the Comptroller General, the Privy Council Office and the Office of the Auditor General.

6. Beginning in March/April 1983 interviews were held with over 50 people in the Department. This served as the basis for a discussion paper on the scope of the management improvement program and the range of issues and opportunities that should be pursued. The discussion paper was circulated in the Department and approved by Executive Committee in June. Shortly thereafter a significant restructuring of the Department was announced. While work continued, as feasible, through the summer to identify specific projects for the program, the energy of the Department was largely devoted to making refinements to the new organization structure to enable the Department to operate with that structure beginning September 6, 1983.

7. Recognizing the urgency of many of the management issues facing the Department, the USSEA requested that a concerted effort be made through the autumn to develop a program by December 1983 or early January 1984. In order to meet this target, a small temporary team was assembled headed by the EAMIP Coordinator (CCBM). The team consisted of two DEA officers, one full-time and one part-time, external consultants, and personnel from the OCG equivalent to one person full-time. The working level EAMIP Coordinating Committee has been reconstituted to reflect the new structure of the Department, and once again has a member from each branch. The EAMIP Steering Committee has been expanded to include a representative from both the geographic and functional branches.

* The External Affairs Management Plan Phase II was renamed External Affairs Management Improvement Program on November 16, 1983 by the Executive Committee.