

## **5) GIVING MANAGERS AND STAFF MORE RESPONSIBILITY AND AUTHORITY**

It is clear from the work of the Corporate Review, from feedback from staff, and from the proceedings of Public Service 2000 that, in order to effect a real change, managers must be given the fullest possible scope to manage and be fully accountable for their actions against a set of performance criteria. This entails greater risk-taking and preparation for these responsibilities.

At the staff level, all employees should have the necessary scope and authority to carry out their jobs in a way which is effective and rewarding, without having their responsibility diminished significantly by a supervisor or colleague unnecessarily re-performing parts of the same task.

EAITC has, over time, passed increasing authorities to managers, particularly abroad. Further delegations are possible. There often remains a reluctance on the part of managers to use their authorities, and to fall back on central units for decisions. Not all managers are aware of the full scope of the authorities they currently enjoy and their corresponding responsibilities.

Consistent with the results now emerging from Public Service 2000, this Department will commit itself over the next several years to the vision of a new management environment in which maximum authorities possible are sought from central agencies and delegated out and down and in which managers and administrators are effectively trained and equipped to accept these responsibilities.

### **To these ends, for managers and staff we will:**

#### **a) immediately:**

- authorize missions with acceptable performance in the preparation of post accounts, and appropriate storage facilities, to retain monthly records at posts with dispatch to Ottawa on a yearly basis
- authorize Heads of Mission to make wider use of term appointments for commercial officers and other senior locally engaged professionals
- introduce some selective de-layering at headquarters, further investigate alternate organizational structure for geographic branches, and eliminate organizational duplication