

Work on this project should begin quickly, as events are forcing the pace on certain issues, e.g., preparation of 1984/85 branch budgets. A reference group of geographic managers has been formed, and it will be possible to start the project as soon as staff is assigned in the new year.

The first step is to define the scope of the project in more detail. This will entail a quick inventory of existing authorities and procedures and related problems and issues. Through discussion with the reference group, ADM's geographic and central staff, the extent of analysis which needs to be done will become more clearly focused. At the same time the project team may identify some "quick fixes", i.e., those things which need to be attended to before the new fiscal year, and also explore the possibility of establishing interim guidelines and resource requirements for branch management and administration. A detailed analysis of authorities and procedures and further consultation will follow, leading to recommendations for the principles which will guide Phase II of the project.

Preliminary work on the production of heads of post letters of instruction will also begin in early 1984. Formats and examples will be developed with a view to selected application in the 1984/85 posting cycle. The pilot project will include an examination of the linkage between HOP letters, post planning and performance appraisal, in conjunction with corporate management, and personnel.

Completion of tasks under the existing HOP delegation project relating to documentation, communication, and training for existing authorities will be concurrent to Phase I of this project.

Phase II - Based on Executive Committee direction, work in Phase II will center on the determination of branch authorities, design of systems to put the authorities into effect, documentation and implementation. Consideration of further delegation of authority to heads of posts, and other adjustments to post operating procedures to reflect the new organization will take place in this context. There are separate projects in EAMIP on planning and resource allocation, finance, personnel and physical resources, as these apply to branches and posts. Phase I may indicate the need for projects in other areas as well, e.g., security. Implementation will likely continue into Phase III, but design work should be complete in all areas by the end of Phase II. There will be an opportunity during Phase II to determine whether or not procedures being developed for geographic branches are also applicable to the other branches. As well, a determination will be made at the beginning of Phase II as to whether or not a separate project should be structured to address roles and responsibilities for post management. This project would extend the Phase I analysis to management procedures within posts, and would contribute to production of the guide to post management in Phase III.

Project staff will maintain a watching brief on individual projects during Phase II to ensure consistency of approach across the functions, and will be available to provide assistance where required.