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any point in the process. In general, the most significant factor affecting success of the system will be the degree of commitment to it by senior managers in the department. The planning process must be seen to be one in which there is an opportunity for a fair hearing leading to decisions of consequence.

If implementation of the planning system project is delayed, the current planning and resource allocation activities will carry on and some improvements to them will no doubt be made. However, it will continue to be difficult for senior management to make resource decisions in an overall policy context, there will be no ready mechanism for rationalization of programs and resources across the department, and managers will continue to operate without adequate direction.

MAJOR STEPS AND TIMING:

1.	EC approval of this year's planning activities	Nov. 1983	CCB
2.	EC approval of 1984/85 budget, strategic overview and MYOP	Mar. 1984	CCB
3.	Assessment of this year's experience	Apr. 1984	CML, CMA MFR
4.	Prepare departmental planning systems proposal	April/May	CML, CMA, with MFR, CPD
5.	Consultation, EC approval	May 1984	CML, CMA CCB
6.	Prepare and implement proposal for each phase of planning cycle: - foreign policy framework; - branch and post planning; - work plans and budgets	May-Aug 1984 Oct 83-Jan 1985 Feb 83-Mar 1985	CPD CMA, MFR CMA, MFR
7.	Prepare strategic overview, MYOP	Feb-Mar 1985	CML, CMA MFR
8.	Delineate major elements of possible training package for development by Personnel	Sep-Oct 1984	CML, CMA, ADT
9.	Assess 1984/85 experience	-Apr 1985	CML, CMA, MFR
10.	Further implementation	1985/86	CML, CMA, CPD, MFR
11.	Final assessment	Apr 1986	CML, CMA, MFR