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A. INTRODUCTION

PURPOSE AND SCOPE OF THE EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM (EAMIP)

1. The intent of EAMIP is to identify areas where effort is needed to improve the way the Department works or, to make significant achievements in a discrete period of time and to coordinate the tasks or projects to be undertaken on those initiatives. The recent reorganization has addressed the structural issues related to the expanded mandate of DEA, and it is necessary now to adapt the management systems of the Department to support the changes. Quite apart from structural considerations, there are a number of significant issues which need to be addressed if the Department is to fully serve Canada's interests abroad. As well, the Department must respond to the observations made by the McDougall Commission, the Auditor General, Comptroller General and Treasury Board about the state of management practices in DEA. The EAMIP will provide an additional impetus to this work — it will create visibility, represent senior management commitment, and ensure continuity for the many tasks that must be done.

2. The management improvement program has a broad scope. It covers management activities such as planning, organizing, resourcing, directing, implementing, reporting, and audit and evaluation, as well as functions such as finance, personnel and physical resources. Plans for individual projects which respond to specific issues and opportunities form the core of EAMIP. Some projects are departmental in breadth, for example, the establishment of a planning and resource allocation system. Others are particular to a single bureau, e.g. further development of priority market plans. Each project plan identifies the goal to be achieved and the work to be done, by whom, when, and at what cost.

3. EAMIP is a multi-year program of three or more years duration, and it will be updated, at a minimum, annually. Most projects which begin in the first 6-12 months are spelled out in relatively more detail; work scheduled to start later can be elaborated as the date for implementation approaches. Flexibility in the structure of the program will make it possible to shape successive projects in light of experience, both good and bad, with earlier ones.

BACKGROUND

4. The starting point for the development of the management improvement program was the Office of the Comptroller General's (OCG) Improvement in Management Practices and Control (IMPAC) survey of DEA in 1979-80. The Department's initial response to the OCG's findings was drafted prior to the reorganization of 1982. However, recognizing the difficulty of producing an adequate management improvement program in the wake of reorganization, the Comptroller General agreed to the