

Chapter 10

POLICY CO-ORDINATION, MANAGEMENT AND ADMINISTRATION

Policy Development Bureau

During the 1985-86 fiscal year, the Policy Development Bureau continued, through its two components — the Political and Strategic Analysis Division and the Economic and Trade Analysis Division — to monitor key economic and political-strategic developments. The Bureau has been active in designing and co-ordinating appropriate policies in response to the changes brought by those developments. In-depth studies of a number of major foreign policy issues such as sovereignty, East-West relations and the Asia-Pacific region were also undertaken. The Bureau also assumed the drafting of several keynote speeches and statements for the use of the Prime Minister, the Secretary of State for External Affairs and other ministers. The major priority for the Bureau was the Foreign Policy Review launched in the spring of 1985 with the publication of the Green Paper. The Bureau closely followed the activities of the Special Joint Committee appointed to conduct public consultations on foreign policy issues.

Departmental management

The Corporate Management Bureau continued to co-ordinate top-down direction, dialogue and feedback on a number of management issues and exercises and bring resource allocation into line with governmental priorities and the prevailing fiscal climate.

The Corporate Planning Division was responsible for co-ordinating the departmental response to the recommendations of 14 sub-committees of the Ministerial Task Force on Program Review. As the focal point for interface with other government departments, the Division was closely involved in discussions on the elimination of duplication and overlap and agreements on the deployment of other department personnel at missions abroad. The Division also co-ordinated several organizational changes aimed at allowing the Department to fulfill its mandate better in the face of resource reductions.

The Evaluation Division undertook several resource reviews to assess resource use and identify the potential for resource reallocation within the Department. In addition, a trade tracking system was put in place to collect and provide the Department with quarterly resource-use data. Evaluations of a number of programs were also undertaken. The Department's Special Trade Relations activities were reviewed, including the Import Quota Allocation System and Export Controls, to identify options for improvement. In addition, an evaluation of health services for employees at hardship posts abroad was completed. Reviews of the foreign language training program, the International Exchange Program and investment promotion activities of the Department were also undertaken.

The Resource Management Division's major activities during the 1985-86 fiscal year included planning, assessing and allocating the scarce resources available to this Department. Its role in restraint reductions was also important.

The co-ordination of planning for both headquarters and missions represented one of the most time-consuming tasks of the Division. It was also involved in assessing and reporting to management, through the Corporate Management Reports, on variances and recommendations affecting budgets throughout the Department. Part of the 1985-86 fiscal year was also devoted to the review, analysis and recommendations to senior management of budgetary and personnel allocations to assistant deputy ministers for the 1986-87 fiscal year.

In response to the government-wide resource reduction exercise, this Division played an active role in identifying the person-year and financial targets set by the Treasury Board for both the 1985-86 and 1986-87 fiscal years. In order to provide for a more comprehensive approach to the government's reduction plan, it began to develop a long-range resource management plan which should provide a more systematic approach to the Department's long-term resource objectives for the 1987-1991 period.

The Cabinet Liaison and Co-ordination Division remained the focal point in the Department for the co-ordination and management of foreign policy and trade initiatives through the Cabinet system. In addition to its Cabinet Liaison responsibilities, the Division provided the Secretary for the Management Committee and co-ordinated the briefing books for the new Under-Secretary and Deputy Minister on their appointment in September 1985.

Internal audit

The Internal Audit Division was responsible for the audit of all programs and operations of the Department at headquarters and abroad. It provided senior management with assessments of the management of the Department's programs and operations, particularly those at missions. In the past year internal audits of the administration and immigration programs were carried out at 29 missions in Africa, Europe, Central and South America and the United States. Internal audits were also conducted on two major headquarters programs. All audits focused on the efficiency, economy and effectiveness of internal management policies, practices and controls.

Management Improvement Program

The External Affairs Management Improvement Program (EAMIP) was conceived in 1983 as the Department's response to critical observations on its management structures,