

will ensure that as a project is developed all of its aspects can be considered and addressed. This is particularly important for a department that must conduct operations in Canada and around the world, and at the same time, must be responsible for handling a large volume of classified material. In addition, the kind of informal procedures that have successfully governed Informatics operations in the Department in the past are no longer suitable for an organization which has assumed major Informatics responsibilities and can expect that these will grow further. Existing documentation on Informatics operations needs to be reviewed and deficiencies rectified. A third area requiring attention is resources. Unless there is early augmentation of the personnel resources devoted to Informatics the pace of development of new systems will be slow and the maintenance of existing systems will become increasingly difficult. Existing resources are barely adequate to cope with the present scale of the Department's Informatics operations and cannot sustain the anticipated increase in the level of activity.

Informatics development over the next five years should be based on the following principles:

- (1) All future acquisition, modification and use of systems will have to be consistent with the policy, procedures and priorities of the Department and in accord with Governmental legislation and regulations.
- (2) The pace and scale of development and maintenance of new systems and improvements to existing ones will be dependent on adequate personnel and financial resources being made available.
- (3) Data produced from systems in the Department must be managed so that it can be shared with all who have a need for it in the performance of their duties.
- (4) The instructions and documentation relating to security requirements, to systems documentation, to data management and to related issues must be prepared and circulated to all Departmental personnel and kept up to date.

4.2.6 THE MANAGEMENT PROCESS

The Department has established at a senior level an EDP Policy Committee which provides a strong mechanism to supervise the future development of EDP systems. The Committee is chaired by the ADM (Administration) and membership is largely at the ADM level. The Committee reports to the Executive Committee and is supported by a Users' Group. Secretariat services are provided by Management Services Division.

The Policy Committee will be called on to broaden its role in several ways. In light of the growing interest in Informatics the Committee can expect to receive an increasing number of proposals for the acquisition of new systems and the improvement of existing ones. While the needs in many parts of the Department are urgent, the lack of sufficient resources will make it impractical to start immediately on projects in all of these areas. The Committee should consider all proposed new Informatics projects or major improvements at one time during the year at an early stage of the resource allocation process and recommend priorities among proposed projects to the Executive Committee. As part of the same exercise the Committee should also review and assess each year all planned projects to ensure that they take into account the changing situation the Department faces. Where necessary the Committee could recommend adjustments in the priorities of Informatics projects.

The acquisition process for EDP systems is complicated. For each system to be acquired, the requirements to be met have to be worked out in detail, the system to satisfy them designed, and the appropriate equipment selected and purchased. At present some proposals are submitted by managers who have little understanding of the complexity of the systems they are proposing or how they would use them. Managers will need guidance and the Policy Committee should