

and they will work on the implementation team until the system is operating. The first to be appointed was Mr. Agnes, formerly Administrative Officer at our Embassy in Paris, who also acts as Secretary to the Working Committee. The second has also been appointed. He is Mr. J.C.E. Lavigne who has had experience with Indian and Northern Affairs during the period that they were decentralizing their management structure.

What Must Be Done?

There are three elements in the implementation program and they require simultaneous attention: training and indoctrination; forms and procedures; preparation for delegated authority.

1. Training

Because the system we have adopted involves a new philosophy of management in the Department as well as some changes in procedure, we appreciate fully that we must provide you with a program of training and familiarization at the outset and throughout the shakedown period if the system is to operate successfully. We envisage the training scheme as follows:

- (a) The proposed system has been described in summary form so that everyone concerned can acquaint himself with it without perusing the full Woods Gordon Report. This handbook is the result.
- (b) We are producing a short film which we plan to show in Ottawa and abroad in which some of the senior officers of the Department will expose their own views on the financial management proposals.