

work plans, and that the greater amount of detail that is necessary at lower levels in the organization will remain internal to the branches. An important part of the design of the reporting system will be an analysis and description of the types of information it is both possible and useful to report on the different activities of the department, and how information will be aggregated at successive levels in the organization. This type of analysis at the beginning of the project will avoid needless floundering on the part of managers who are not familiar with the expectations of the system, and ensure the necessary, minimum degree of consistency in the information reaching senior management.

Establishment of a link between work planning and reporting will form part of this project.

The project can be considered a success when each manager who prepares a work plan regularly assesses the achievement of goals set out in the work plan and reports this progress to his or her superior, and further, when the information so reported makes a demonstrable contribution to the ongoing management of the department.

IMPLEMENTATION CONSIDERATIONS:

This project has a close relationship to planning, finance and personnel projects in EAMIP, as described above. Preparation of the work plan reporting instructions will require consultation with functional bureaux, especially finance and personnel, and with the geographic, policy and program branches, and selected posts. Instructions will be reviewed by the EAMIP steering committee and approved by executive committee before issue. Implementation of the reporting system is tied to the introduction of the departmental planning system, and as described above, will likely be staged over several years. Training in the use of the reporting system will be integrated into the training program for the departmental planning system.

The major constraints on completion of this project are the pace of development of the departmental planning system, and the availability of resources to develop and maintain the reporting system. The consequences of not putting the interim procedures in place are not great, given the state of development of the concept of work planning in the department at this time. Not implementing the interim procedures would mean, however, the loss of an opportunity to explore ways of developing the eventual system and to familiarize people in the department with the requirements of a reporting system. Failure to implement a system to provide feedback on accomplishment of goals once the planning system is fully established will leave the plans floating without a firm basis in fact.

STEPS AND TIMING:

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| 1. Design Interim Reporting Procedures | April-May 1984 |
| 2. Consultation with functions, Branches, Posts. | May-June 1984 |
| 3. Implement interim procedures | September 1984 |
| 4. Assess interim procedures and design ongoing system | April-May 1985 |