

4.23 The preparation of the MYOP requires the participation of responsibility centre managers to determine the objectives, the resource needs and, when possible, performance yardsticks. Another group must also be involved: financial experts who review and, where appropriate, check estimated costs against past experience, unit costs where available, inflation factors, currency fluctuations, and advise managers as required. It is this group that must prepare the final document, the budget for the current year (the Spring Update to the MYOP) and the submission to TB and then submit these documents to the staff of the ADM Policy Co-ordination; this group also reports on the budget for the current year. The Comptroller General's representative Departmental management cycle reproduced as Annex D to this Chapter shows the linkage between these activities. The members of the Task Force have indicated on this model by an asterisk (*) the two main activities for which, in their view, the Finance Bureau should be primarily responsible in the recently re-organized External Affairs Headquarters.

4.24 In accordance with normal practice, the central financial staff of External Affairs has the responsibility to provide financial advice to managers in the preparation of their plans. It is that staff which receives the plans of all the managers and articulates their cost implications; the analysis of the MYOPs should be carried out in cooperation with the planning staff to ensure that the plans reflect the overall strategies as well as the departmental policies and priorities, while determining that estimated costs are within the approved level of expenditures. When the corporate planning staffs have obtained from the Executive Committee the required statements of policies, priorities and resource allocations, the central financial staff prepares the MYOP in accordance with TB requirements.

4.25 Although the process of re-organization in External Affairs is not complete and inter-Bureau negotiations are in progress, the members of the Task Force were given to understand that the Department will in fact take the general approach described in the preceding paragraph. It is understood that the central strategic planning unit to be under the ADM Policy Coordination in the new departmental organization will be responsible for the following:

- a) in cooperation with the Resource Planning and Analysis Division of the Finance and Management Services Bureau, developing guidelines for the preparation of the MYOPs;
- b) in cooperation with the Resource Planning and Analysis Division, carrying out the analysis of the MYOPs; and
- c) supported by the Resource Planning and Analysis Division, presenting and defending these plans in the Executive Committee.

4.26 Thus, the preparation and defence of the Departmental strategic overview and MYOP will be under the jurisdiction of the Policy