Since this report will of necessity discuss management generally, and formal planning in particular, in the terms used in the Treasury Board's Financial Management Manual, some of the terminology will be discussed here to make clear its meaning in this report.

Objectives

The Department has always had objectives. It is necessary, however, to set them out formally on paper for the guidance of those working in the Department. This action will involve at the mission level, defining exactly what the accomplishments of a particular mission should be. Why is that mission in existence now? A definition of purpose should not only indicate what should be done, but also what should not be done.

In order to define mission objectives one must first have an adequate knowledge of broad government policy from which to develop departmental objectives, and more specific regional and functional objectives.

There will be limitations on how specifically objectives can be stated initially. However, as they are revised and adjusted over the years with changing circumstances, they should become more precise, and therefore, of greater assistance to the managers and to the officers who look to them for guidance.

Programs and Activities

The terms program and activity are often used interchangeably as a general reference to a plan of action designed to achieve specific objectives. However, the Department has chosen for valid reasons, in its Program Memorandum of June 15, 1966 to treat the sum total of its activities as one program.