

make some progress in the direction of the desired planning system. Activity this year will include post planning, headquarters budget and work plans, the foreign policy framework, the strategic overview and the multi-year operational plan.

A step towards integration will involve bringing together information from various existing submissions and documents — work plans, strategic overviews, MYOPs — into integrated display formats for decision making purposes. This will be one step in the process of consultation on planning submissions analysis, preparation of decision documents, structuring of executive review and communication of decisions to Headquarters and posts.

2. Departmental Planning System Proposal:

An analysis will be conducted in April 1984 of the results of the 1984/85 planning process. On the basis of the analysis of this interim process, it should be possible to construct the elements of the Department's long-term planning system. Approval in principle will be sought for the general approach to the system. There will be prior consultation with ADMs, Finance, Personnel and Physical Resources prior to seeking the approval of Executive Committee. The proposed new system in particular must focus on the clear "gaps" in the existing system, including the question of how more "top down" guidance can be injected into the early stages of the cycle and how demands on the Department for input can be limited to the minimum necessary.

A first step will be the development of an implementation strategy which judges whether there should be full implementation of the proposal across the Department during a one-year or two-year period. It is likely that full implementation will require a two-year period extending to March 1986, with assessment at the end of the first year and refinements and wider application in the second.

3. Implementation and Assessment:

The individual steps relating to each phase of the cycle will be prepared, based on the planning system proposal, and drawing on the assessment of the current year's experience. For each phase, there will have to be outlined the definitions, documentation required, steps, timing, roles and responsibilities and so forth. Each proposal related to a specific phase will outline the complete process as far as that particular phase in 1984-85. A proposal for management of the ongoing planning process will be made at the end of the first year, i.e., March 1985. Wide consultation will occur at each phase during implementation, and in the assessment of the first year's experience with the system.

The final product of the project will be instructions for each phase of the planning cycle, which specify what information and analysis is required from different levels in the organization, at what point in time, in order to make what kind of planning and