

- (b) At the same time, control mechanisms must exist that will enable top management to know if subordinates are deviating significantly from approved plans or are seriously misusing the authority given to them.
- (c) There must be a willingness on the part of heads of responsibility centres to accept the greater responsibility and authority inherent in this approach as well as the greater accountability that goes with it.
- (d) There must be some method of making accountability mean something - that will not only provide more than a token deterrent to the head of a responsibility centre from misusing his authority, but will also provide a real incentive for him to devote the thought and time needed to exercise this authority in a responsible manner.

A certain amount of skepticism was expressed to us in the course of our survey concerning how much meaning can be given to accountability in a foreign service type of operation, where measures of effectiveness are almost non-existent and where a foreign service officer's career is less likely to be affected by his ability to manage the resources allocated to him than by his abilities in a number of other much more sensitive areas.

We believe this is a very real problem. We also believe it is a problem that departmental management must be prepared to recognize and deal with if the system proposed in this report is going to result in any real improvement in financial management within the Department.