

3) BUILDING A MORE INTEGRATED DEPARTMENT

Since the decision taken in the early 1980s to consolidate all foreign operations, including immigration delivery, and combine the trade program of Industry, Trade and Commerce with the foreign policy role of External Affairs, much has been accomplished in overcoming the difficulties that come with this type of major integration.

The formal structure of the Department imposes limitations and the separate identities and specializations of individual programs must be respected. However, much more still can be done to build a stronger corporate identity and spirit and to break down internal barriers which are often subtle. The Corporate Review has concluded that the organization of the Department as a geographic/functional matrix should be retained, that smooth and effective functioning can be enhanced and that the consolidated foreign service must be revalidated as the cornerstone of our operations abroad.

To achieve this goal we will:

- aim for greater spans of control across the Department through selective delayering. This will result in the immediate elimination this fiscal year of 2 ADM positions, 6 Director General positions and 10 Director positions (see Annex B).
- implement de-streaming for rotational EX-1s and EX-2s
 (NOTE: Even though de-streaming of the FS category was considered to have merit in removing formal barriers and giving more flexibility to resource and personnel management, while retaining program expertise, it was decided to de-stream only the EX category and to review total de-streaming within 2 years.)
- increase opportunities for, and encouragement to, cross-stream assignments as well as secondments and interchanges so as to broaden experience both inside and outside the Department, while continuing to develop strong functional expertise
- strengthen the use of both official languages in the Department
- keep the "Suggestion Box" operational and establish incentive awards for the best implementable suggestion in each quarter
- expect managers to improve the mechanisms and opportunities for better two-way internal communications between management and staff