

result from the wider use of Informatics at Posts in the United States and also identify the operational and support resources needed at individual Posts and at Headquarters.

4.1.12 MANAGEMENT OF CHANGE

The introduction of new systems brings with it major changes in the traditional way of performing office tasks. Unless there is proper preparation, staff reaction to change can be hostile, thus negating the hoped for improvements in productivity.

An essential factor in the Department's management of the introduction of new systems will be a comprehensive training plan involving employees at all levels. Training must deal not only with the operation of a particular piece of equipment but must also be designed to help employees achieve a basic understanding of the technology involved, its capabilities and its pitfalls. It must be complemented by on-the-job coaching, work aids, and a continuous monitoring of the results of the training program. For rotational employees an additional element in the training program must include some guidance in the role of supervisors in managing the EDP function at a Post. Many of them will be expected to supervise locally engaged staff at Posts abroad who have become expert operators of various systems.

4.3 APPLICATIONS OVERVIEW

INTRODUCTION

This section of the planning document provides a capsule overview of the Department's existing systems, those improvements planned for the short term and those projects planned for the longer term. Full details are contained in the annexes. For convenience of discussion the chapter is divided into two parts, one dealing with Headquarters and the other with Posts.

4.4 PART 1 - HEADQUARTERS

4.4.1 DISCUSSION

Projects are described in accordance with the objectives for the future development of the Department's Informatics systems over the next five years that were set out in the preceding part of this planning document (ref 4.2.5).

4.4.2 OBJECTIVE A

To support an effective corporate planning capability for the efficient allocation of resources by drawing from the range of Departmental systems to provide senior management with comprehensive and timely information about the Department's utilization of resources and its performance against plans.

- (1) These projects support the Foreign Policy and Co-ordination Planning Element of the Operational Planning Framework.
- (2) Departmental management must respond effectively to new requirements from Parliament and the central agencies to measure and evaluate the Department's performance. These demands for fuller accountability can only be met if the Department's Informatics systems are able to respond promptly and comprehensively to the demands of Senior Management. This issue was discussed in the study on "Management Information Needs at Headquarters" and it identified a number of areas where short term improvements could be made. Work is already underway in implementing these recommendations. This does not involve the introduction of any major systems, but the development at modest cost of new procedures to make better use of existing data from the Financial and Personnel systems or to obtain additional information from them.