

## THE CORPORATE REVIEW

### FINAL REPORT

#### INTRODUCTION

The Corporate Review has now been completed. An action plan for corporate renewal is outlined in this report. It will form the basis for change in the Department in the months and years ahead.

You are all aware of the Review carried out in the last six months to provide senior management with the information necessary to make these decisions. The process has been highly participatory, involving managers and staff at all levels in working groups, focus groups, and consultations with unions and associations. A suggestion box yielded a remarkable array of ideas for improvements and demonstrated strong interest in change.

Many of you have expressed concern at being left out of the process in these last weeks as the Review was completed. Unfortunately, this period of silence was unavoidable. As we explained in the Interim Report a month ago, the final decisions had to be made within the Steering Group and we needed to consult with Ministers before the results could be announced. This final step was completed this week.

Some of the decisions were difficult ones and may not be popular. We heard strong arguments in support of and against specific options. Many critical elements had to be weighed and all decisions viewed in the context of their immediate and future impact on individuals and on the Department.

This is an opportunity to create a stronger and better organization. Equally important, it has re-affirmed many essential strengths and current ways of doing things. It has confirmed the standards of quality and effectiveness that already existed throughout our organization.

#### FULFILLING OUR MANDATE

Perhaps most importantly, we have re-validated certain operational principles of relevance to our mandate. At home, EAITC will adapt to the increasing globalization of domestic issues and policies through the provision of strong leadership in our mandate areas. Relevance will be the key. Abroad, we will continue to deliver the major international programs of the government directly and in cooperation with CEIC, other government departments and CIDA.

The objectives of a flexibly managed consolidated foreign service, enunciated in 1981 are: economy and efficiency, unified management and image abroad, improved careers and broadened experience. These remain as relevant, if not more so, in today's environment of increasing change and greater restraint. We will ensure overall policy coherence and co-