

Even at this juncture in my experience in the federal government, it is my observation that "the best performance in some departments" is of a very high professional standard indeed. This represents, therefore, an appropriately difficult, but accurate, standard of comparison.

We have developed a questionnaire format as the means of conducting the survey to ensure high quality input, objectivity in conducting the survey and consistency between departments.

We have assigned 35 officers in my department to carry out this survey in conjunction with departmental personnel.

This assignment of officers is just one of the ways I'm trying to minimize workload for the departments involved. To avoid duplication of effort, we are concentrating initially on collecting as much information as we can for the survey from central agency sources such as the Auditor General, the Program Branch of the Treasury Board Secretariat and my own Financial Administration and Efficiency Evaluation Branches.

When information has been collected from central agencies, it will be verified with departmental personnel. Any missing information will be obtained by IMPAC personnel working closely with those of departments. Again, there will be ongoing participation of OCG officers to minimize the demands on departmental staff.

The information in the survey will be used as a basis for a preliminary assessment. Preliminary recommendations will then be formulated concerning priorities and possible solutions. At all times, departmental staffs will have access to the evaluations and the recommendations, as well as the supporting documentation.

After this phase is completed, I will meet personally with the Deputy Minister of the Department in question and with any staff nominated by him. The objective of this meeting will be to review the important findings of the survey, to resolve any disagreements that exist or crystalize any differences in views on the evaluations and priorities of the actions recommended.