

introduction of modern office technology on officers of various levels in Headquarters and at one post, the Consulate General in New York. The project in New York is designed to study the effectiveness of office automation technology (the MITEL KONTACT) on officers at the working level at a post. The Headquarters pilot, using the same technology focuses on how senior managers can make use of it. A third, smaller pilot, centered on the USA Branch using different technology (the GRID) is designed to determine the information needs of senior management.

Early indications are that most of those involved in the pilots are reacting positively to the new equipment and a number of participants have been able to find new ways of putting the equipment to use. The results of these projects will help the Department to determine how new technology will best serve the needs of managers, desk officers, and support staff and its potential for improving the efficiency of Departmental operations. However, because the capability of the equipment now in use is limited to handling unclassified material it cannot meet the Department's long-term needs (nor was it intended to). These require an appropriately secure system that can be used for both classified and unclassified work.

Further introduction of modern office technology into the Department will offer considerable advantages in terms of the increased efficiency and productivity of managers and desk officers. The Committee needs to consider as a matter of priority the next steps the Department should take to build on the results of existing projects. A new project based on using secure equipment would enable the Department to draw conclusions at modest cost about the capability and kinds of equipment that would best meet its long-term requirements. A first step would be to retain a consultant to define in detail the needs of those who would be involved in the project. A subsequent step would be to determine the equipment that would best serve these requirements. Because of the security problem there is a limit to the extent to which an outside consultant can help in this task which means that there will have to be a commitment of Departmental resources to supplement the consultant's work.

The equipment configuration and cost cannot be determined until after the suggested studies have been carried out. All that can be said with certainty at this time is that this project will be the major determining factor in the Department's way of operating at least until end of the century. The working environment of hundreds of employees at Headquarters will be affected. The project's dimensions will go beyond the operation of equipment to include issues relating to management, training, and support in all its aspects. It will require the close and continuing attention of senior management.

#### 4.2.11 UNITED STATES

A number of initiatives are proposed involving increased use of Electronic Data Processing at Posts in the United States for a variety of purposes. Projects have largely evolved in response to the individual requirements of a single Post but there has been no study of the way in which Informatics could be introduced to support the full range of operations of all Posts in the United States. The proximity of the United States to Canada and the very high level of technical expertise available in the cities where Canadian Posts are located should mean that wider introduction of Informatics could be more easily accomplished at these Posts than at others elsewhere in the world. Moreover the high priority in the Department's objectives of managing relations with the United States and the complexity of Departmental operations there underline the urgency of this project.

As a first step, it is suggested that a study be undertaken of the operations of Posts in the United States and links with Ottawa to determine ways in which a wider use of Informatics would make their operations more effective. Among the study's objectives should be a precise definition of requirements across the full range of Post activities and possible integrated approaches to support them. The study should endeavour to identify the concrete benefits that would