

*The Political Officer
in the Department of Foreign Affairs and International Trade*

Business planning

6. The department should revise its Planning, Reporting and Accountability Structure (PRAS) to better reflect the reality of a department with both functional and geographic bureaux and a significant proportion of its resources at missions abroad. The PRAS should allow for the presentation of a more rounded picture of how the department is serving Canadian interests in various regions of the world.
7. All missions should be required to prepare annual plans.
8. Bureau and mission objectives should dovetail with managers' annual performance contracts; such contracts should be developed for all employees; and personnel appraisals should reflect individual successes in fulfilling contracts.
9. The department should enhance training for all officers in the government's expenditure management system, program development and evaluation, and performance management.
10. The department should launch a "performance management" initiative aimed at achieving operational improvements in foreign policy work, the focus to be on identifying core functions, ensuring program resources are managed accordingly, establishing program delivery standards, and creating program support positions where warranted. See Annex 1

Information management

11. Executive Committee should review the department's strategic plan for information technology to ensure that top priority is accorded "mission-critical activities", in particular foreign policy applications. The plan should be revised to draw on the experience of other foreign ministries, the Privy Council Office, and successful departmental programs notably COSMOS.
12. The department should establish an electronic document management system which provides officers with "one-stop shopping" access to a departmental website with subject pages containing both classified and unclassified information and links to other directories.
13. As soon as possible, the department should enunciate disciplines for the numbering, tagging and distribution of official communications and rules for the use of e-mail.