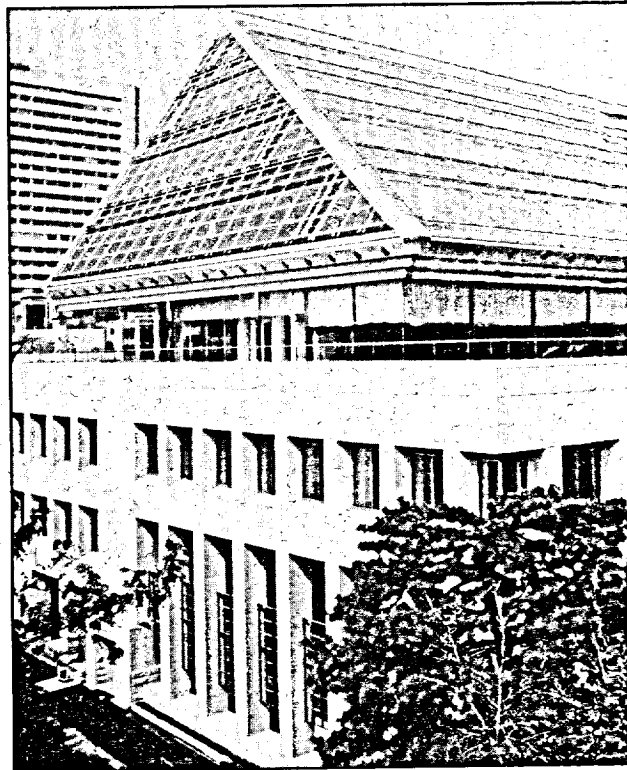


CHAPTER 10

POLICY COORDINATION, CORPORATE MANAGEMENT AND PERSONNEL

Highlights

- Extensive reorganization of Corporate Management.
- Departmental Ombudsman mediates employee disputes.
- Information Resource Management Bureau handles over two million documents and 30 000 research requests.
- Phase 1 of \$200 million Tokyo Embassy project is completed.
- Canadian staff successfully evacuated from Middle-East during Persian Gulf crisis.



The new Canadian chancery in Tokyo

CORPORATE MANAGEMENT

OVERVIEW

In July 1990, the former Finance and Administration Branch, the Special Projects Branch, and several core functions of the Department were merged to form the Corporate Management Branch. The Passport Office, formerly part of the Finance and Administration Branch, is now a Special Operating Agency reporting to the Assistant Deputy Minister, Social Affairs Branch.

The new Corporate Management Branch is the largest single entity within headquarters, with about one-third of headquarters staff. It manages the allocation of all personnel and financial resources and provides central support services both at headquarters and abroad for the management of the Department's finances, real property and materiel, records and registries, global communications, informatics and data processing services, contract services, inspections, and audit and evaluation functions.

The Branch has managed the Department's resource base effectively despite financial and personnel reductions, and has shifted resources efficiently to take account of changes in government priorities, by:

- completing the downsizing of the Department according to the recommendation of the 1989 Expenditure Review Committee and requirements of the 1991 federal budget which removed \$46 million from the Department's budget and cut 460 positions from the organization;
- delegating more operating authority to unit managers, giving them clearly defined accountability criteria;
- contracting out where efficient and cost effective;
- initiating the final steps in acceptance testing of the Canadian On-Line Secure Information and Communications System (COSICS) Phase I in the U.S. and in selected headquarters units, and revising the concept for Phase II which will complete the installation for the remainder of the Department's employees in Canada and abroad;
- continuing to replace leased facilities abroad through purchase and/or construction;
- continuing a management-directed program of internal audits and program evaluations; and
- enhancing and strengthening the Department's financial audit and management systems.