

IMPLEMENTATION

Who is to be responsible for implementing the system? When will we see the results?

It is impossible to give detailed answers to these questions at this point. The final 12-page chapter of the consultants' report was devoted to this subject but, except in the recommendations for an implementation organization, their comments were necessarily very general. Here, we will be specific about things that are now being done or about to be started and we will describe in a general way what to expect in the future. We also plan to publish progress reports at regular intervals during the implementation period describing specific projects, announcing policy decisions and discussing problems that are encountered.

Who is Responsible?

At the risk of being trite, it is important to say that implementation is the very real responsibility of everyone who shares in the management of this Department. It is straight forward enough to design some new forms and procedures and learn to use them. However, implementation will not be complete until we have learned to think about our managerial responsibilities in a new way - to relate objectives to tasks and tasks to resources - to accept accountability for both costs and benefits.

The formal organization that will implement the financial management system consists of two committees.

The Implementation Committee is chaired by Mr. Starnes, Assistant Under-Secretary (Administration). The members are: