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- e) changes to the LRCP
 - f) establishment control, including transfer of positions and persons
 - g) staffing control, and
 - h) changes in activities which do not involve resource adjustments

The approach will be to review the adequacy of existing authorities and procedures for these purposes and to propose amendments or additions when required. Interim procedures can be announced as late as June, 1984, in as much as very little occurs in the way of adjustments during the first quarter of the fiscal year. Ongoing procedures can be formulated in the first quarter of 1985/86, after the assessment of the first full cycle of the departmental planning system.

CMA will take the lead on this project and will work closely with Finance, Personnel, Physical Resources, the Branches and Posts, as necessary, to ensure compatibility between the procedures for different types of authorizations. The product will be a single directive covering the various procedures and authorities for revisions to work plans and budgets. The directive will state the decision points, the information requirements and responsibilities for preparation, analysis and review of proposals for change. The directive will assist all levels of management to determine what action is necessary when a proposed change exceeds a manager's level of authority.

The interim procedures will be assessed at the end of 1984/85, and the ongoing procedures at the end of 1985-86. The project will have been a success when decisions about work plans and budget changes are made systematically, and with adequate knowledge of consequences, at the appropriate level of management in the department.

IMPLEMENTATION CONSIDERATIONS:

This project has links with various planning, finance, personnel and geographic branch projects, as described above. Approval of the directive will be through administrative committees to executive committee. There will be an initial briefing for Branch staff on the content of the directive, and training related to this subject will be incorporated into the training program for the departmental planning system.

The major constraint on the formulation of interim procedures will be adequate time for senior management to deal with the issues related to the assignment of authority to decide types and levels of work plan and resource changes. To some extent, the pace of development of the departmental planning system will impose constraints on the development of ongoing procedures. The consequence of delay in this project will be continued uncertainty about who can make what decisions, with the attendant risk of misalignment, underutilization or overexpenditure of resources.