

PROPOSED FINANCIAL SYSTEM IMPLEMENTATION TEAM

4.37 In view of the major task that the development of an integrated and automated financial management system will be (see Chapter III), it appears appropriate for this purpose to create a special project team composed of the required mix of experts and reporting to the Director General. To that end, it may be necessary to hire experts with the required expertise; experience in other Departments with financial tasks of a magnitude comparable to that in External Affairs indicates that 7 to 10 highly qualified specialists may be required for such a team. If the study of central information requirements indicates that a comprehensive resource (P-Ys, finances, administration and materiel) system should be developed, and should such a course of action be approved by the Executive Committee, this team could be expanded to take on the additional task or, alternatively, it could coordinate its activities with another team tasked to develop the financial administrative system. Clearly, this grouping of expertise for a project would be time-limited, the need eventually disappearing.

4.38 As shown in Annex B to Chapter III, it is important to clearly distinguish the different steps in the adoption of information systems: overall planning and design to meet corporate information needs (on the basis of needs identified not only in the corporate center, but also in the various branches), system development (including costing at some stages) and implementation. In the new Headquarters organization, overall Departmental system policy and planning should be a responsibility of Policy Co-ordination Branch staff. After they are approved in principle, broad plans for financial or administrative systems would be passed to the Implementation Team for (a) system development, design, costing, and (b) implementation. The Team would obtain approval and funding of the design.

Recommendations. The Task Force recommends that:

27. Using some of the resources of the Computer System and Management Consulting Sections and with additional expertise as required, a Financial System Implementation Team reporting directly to the Director General be created to develop and implement an integrated and automated financial management system.

FINANCIAL TRAINING

4.39 The Task Force makes the distinction between the financial training requirements of senior managers (including HOPs) and those of administrative and accounting officers. One view expressed to the Task Force in this regard is that the Bureau should have a policy and training section responsible for all training; Task Force views are different. The two types of training require different kinds of financial expertise: the first being related to the tasks of the