

these programs, and the requirements and expectations of departmental management and clients. The tasks to be carried out in this phase include:

1. Collecting and reviewing existing documentation and background material for the study;
2. Interviewing central services program area staff (approximately 15 interviews);
3. Analyzing the collected material, and preparing a brief reviewing the present organizational configurations and concerns of the Headquarters administrative service program areas; and
4. Reviewing the brief with management of the Communications and General Services Branch, the Physical Resources Branch, and the Management Services Division.

B - Definition of the Scope of Headquarters Central Services:

From the assessment of the current situation, a number of alternative organizational models should be reviewed, and the responsibilities of the proposed organization identified. This will clearly outline the scope of the proposed organizational model.

C - Development of a recommended Organizational Model

From the alternative organizational configurations a recommended model will be proposed, outlining:

- the organizational policies, roles and reporting functions;
- the personnel requirements;
- the effects on existing program areas; and
- the organization's proposed responsibilities.

D - Development of Implementation Plan and Evaluation Criteria:

This involves the preparation of a general implementation plan for the creation of the proposed organization, including a short description of the tasks and approach to be taken.

Criteria for the short and long range evaluation of the organizational effects should also be developed by the consultant.

E - Presentation and Final Report:

The final steps of the first part is the preparation and succinct presentation of the study findings, recommendations, implementation plan and evaluation criteria, to be followed up with a final report.

Phase II - Implement the approved plan.

IMPLEMENTATION CONSIDERATIONS:

There are some concerns respecting the material management function. Implementation will require the consideration of organization, job descriptions, classification and staffing. Physical location will also have to be considered.

MAJOR STEPS AND TIMING:

Phase I - Study and Recommendations
ADM approval/Administrative Cttee.

Oct. 83 - Dec. 83
January 1984

Phase II- Implementation
- Steps & Timing to be developed
depending on approvals.

Jan. 84 - April 84