

6) MORE FLEXIBILITY IN RESOURCING AND ADMINISTRATION

Despite resource limitations, we must continue to strengthen Canada's international network even as we may have to decrease costly Canada-based positions abroad. Our strength will rely on our ability to move resources quickly, to train and use local resources more effectively, to maintain staff at posts ready and able to move beyond their area of expertise, and serve other government interests and the public generally when required. Greater care will be taken to focus program resources strategically where they will make the most difference, even if this means that some services and activities must be dropped. Our infrastructure will be "lighter on its feet" and more responsive.

Simplification of departmental administration will be an ongoing objective following the Corporate Review.

To this end, we will:

a) For resource management:

- create a Program Management Board, made up of the Undersecretarial Group, which will meet regularly to deal with resource issues, to hear proposals for resource increases, to re-allocate financial and person-year resources among programs and branches, and to determine the strategy for the seeking of resources from central agencies
- create a PY and financial "priorities" reserve for the Department
- design a simplified annual process for the setting of priorities and the allocation of resources. This will involve:
 - * a shorter and simpler Mission Operational Plan
 - * the allocation of resources among branches on the basis of global plans and objectives
 - * resource movements to and from branches in response to changing priorities

b) For cost recovery:

- expand, in co-operation with CEIC, cost recovery in the delivery of the immigration program while further investigating the concept of a largely or wholly self-financing Special Operating Agency for the delivery of Immigration and Consular services within a larger policy Branch for possible implementation by 1992 (see Annex D)