

THE RESULTS OF THE EXTERNAL AFFAIRS

MANAGEMENT IMPROVEMENT PROGRAM

The External Affairs Management Improvement Program (EAMIP) was carried out during the period 1982-1987. It introduced a heightened awareness of the need for efficient and effective administration and program delivery in DEA.

The principal initiatives were undertaken in finance, personnel, and corporate management, although many other projects were launched as adjuncts to on-going activity of divisions throughout the Department.

The impetus for EAMIP came from several directions. First, the years before 1982 had seen a process of consolidation between External Affairs and the foreign service arms of other departments. In particular, the integration of immigration and trade functions into the Department resulted in a need for larger and different systems of management and administration. Second, Departmental management developed a corporate commitment to improved management practices, while at the same time working on a closer relationship with the Office of the Comptroller General. Third, the environment of growing resource restraint encouraged the Department to turn to computer systems and better management information in its effort to increase productivity and continue its high standards of service and program delivery in the face of a diminishing resource base.

The 1987 Auditor General's Report gave the Department credit for significant improvements in financial management and control since the 1982 audit. Many of these improvements took place within the framework of EAMIP. A major review of financial management resulted in a reorganization of headquarters financial functions, and improved systems of financial control, especially with respect to accounts at missions. A financial training program has been developed and implemented. A completely re-designed financial information system (FINEX) will be implemented in April 1988.

In personnel management, the Department has created a full executive complement from former senior foreign service positions plus some non-rotational positions. Fully operational plans have been developed in support of the Government's affirmative action program. Training programs, including foreign language training, have been redesigned to focus more closely on program needs. A stream of AS positions has been developed for the management of the Administration program; this will lead to long-term improvements in the quality of administration at missions.