

Second, we must ensure that we make the technology that we do have, respond to our operational needs, rather than the converse.

To do that, we need to make structural change so that information technology becomes integral to the way we do everything. **For instance, we should do simple things like simplifying our E-mail addresses. We should also change the way we manage our administrative procedures, leave forms, travel and FSD claims, which now are processed through a hybrid chain of electronic and paper forms. They could all be on line. Employees should be enabled to be responsible for their own personal administration subject to verification after the fact.**

To accomplish this, we need a new partnership between our general workforce and our technical experts. The latter are teachers, innovators - indispensable partners to the rest of us, who should be working at the heart of our business at the delivery level.

One initiative in this sprint would be to assign to each bureau a full time technologist or create in each bureau at least one "super user" whose normal responsibilities would include teaching others in the use of information technology.

Third, we must systemize how we use IT to do operational research.

We have an excellent investment in SIGNET which has given us good research and communications architecture. **We now need to put more emphasis on the content. We must take advantage of the technology we have to update the methodology for research in the Internet age.**

I have a few suggestions to start the process:

- **We should enhance the role and resources of the Library/Information Services Centre and stress its role in teaching research skills and techniques. An environment characterized by the overload of information, challenges all our staff to be able to manage, sift and package data. "Research" can no longer be a boutique subject in such an environment - all officers must have the skills to do it, if the quality of the intelligence and advice we provide is to be at a standard that competes with advice coming to our clients from other sources. The Research Centre should be associated with CFSI to serve this purpose.**
- **We have to build a reliable comprehensive electronic archiving capacity to allow us to retain a corporate memory and build our capacity to use it. The present transitional stage cannot hold for long. The challenge will be to build a system that allows us to retain information, gives usable access and encourages sharing.**