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**EXTERNAL AFFAIRS MANAGEMENT
IMPROVEMENT PROGRAM (EAMIP)**

VOLUME 1

PROGRAM OVERVIEW

MARCH 1984

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External Affairs Management Improvement Program (EAMIP)

Volume 1 - Program Overview

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A. INTRODUCTION AND BACKGROUND

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A. INTRODUCTION

PURPOSE AND SCOPE OF THE EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM (EAMIP)

1. The intent of EAMIP is to identify areas where effort is needed to improve the way the Department works or, to make significant achievements in a discrete period of time and to coordinate the tasks or projects to be undertaken on those initiatives. The recent reorganization has addressed the structural issues related to the expanded mandate of DEA, and it is necessary now to adapt the management systems of the Department to support the changes. Quite apart from structural considerations, there are a number of significant issues which need to be addressed if the Department is to fully serve Canada's interests abroad. As well, the Department must respond to the observations made by the McDougall Commission, the Auditor General, Comptroller General and Treasury Board about the state of management practices in DEA. The EAMIP will provide an additional impetus to this work — it will create visibility, represent senior management commitment, and ensure continuity for the many tasks that must be done.

2. The management improvement program has a broad scope. It covers management activities such as planning, organizing, resourcing, directing, implementing, reporting, and audit and evaluation, as well as functions such as finance, personnel and physical resources. Plans for individual projects which respond to specific issues and opportunities form the core of EAMIP. Some projects are departmental in breadth, for example, the establishment of a planning and resource allocation system. Others are particular to a single bureau, e.g. further development of priority market plans. Each project plan identifies the goal to be achieved and the work to be done, by whom, when, and at what cost.

3. EAMIP is a multi-year program of three or more years duration, and it will be updated, at a minimum, annually. Most projects which begin in the first 6-12 months are spelled out in relatively more detail; work scheduled to start later can be elaborated as the date for implementation approaches. Flexibility in the structure of the program will make it possible to shape successive projects in light of experience, both good and bad, with earlier ones.

BACKGROUND

4. The starting point for the development of the management improvement program was the Office of the Comptroller General's (OCG) Improvement in Management Practices and Control (IMPAC) survey of DEA in 1979-80. The Department's initial response to the OCG's findings was drafted prior to the reorganization of 1982. However, recognizing the difficulty of producing an adequate management improvement program in the wake of reorganization, the Comptroller General agreed to the

designation of a number of reorganization related tasks as Phase One of the External Affairs Management Plan.* It was agreed that a full management improvement program, with broad coverage of the Department would constitute Phase Two. A good number of the Phase One projects are complete, while the major outstanding items are reflected in the present document.

5. Work on the full program began in the spring of 1983, when the EAMIP Coordinator was appointed. Executive Committee then approved the terms of reference for the Coordinator, the Coordinating Committee and the Steering Committee. The Coordinating Committee is comprised of representatives at the working level from all Branches. The Steering Committee is chaired by the ADM of the Policy Coordination Branch. Other ADM representatives include MCB, ACB, GGB and TFB. Outside representatives are from Treasury Board, the Office of the Comptroller General, the Privy Council Office and the Office of the Auditor General.

6. Beginning in March/April 1983 interviews were held with over 50 people in the Department. This served as the basis for a discussion paper on the scope of the management improvement program and the range of issues and opportunities that should be pursued. The discussion paper was circulated in the Department and approved by Executive Committee in June. Shortly thereafter a significant restructuring of the Department was announced. While work continued, as feasible, through the summer to identify specific projects for the program, the energy of the Department was largely devoted to making refinements to the new organization structure to enable the Department to operate with that structure beginning September 6, 1983.

7. Recognizing the urgency of many of the management issues facing the Department, the USSEA requested that a concerted effort be made through the autumn to develop a program by December 1983 or early January 1984. In order to meet this target, a small temporary team was assembled headed by the EAMIP Coordinator (CCBM). The team consisted of two DEA officers, one full-time and one part-time, external consultants, and personnel from the OCG equivalent to one person full-time. The working level EAMIP Coordinating Committee has been reconstituted to reflect the new structure of the Department, and once again has a member from each branch. The EAMIP Steering Committee has been expanded to include a representative from both the geographic and functional branches.

* The External Affairs Management Plan Phase II was renamed External Affairs Management Improvement Program on November 16, 1983 by the Executive Committee.

8. The process followed to produce the program included a project identification and a project planning stage. During the month of October, work was concentrated on discussions with ADMs, DGs and Directors to identify and briefly describe tasks that could be suitably represented as projects in the management improvement program. The total list was reviewed by the Steering Committee, and approved in principle by Executive Committee in November. After that detailed plans were prepared for the majority of the projects that are now underway or will commence in 1984-85. The project plans were compiled, and an analysis undertaken of implementation considerations and costs related to the program. The program was reviewed in January by the Steering Committee and Executive Committee and was approved in principle.

CURRENT SITUATION AND NEXT STEPS

9. During January and February further consultation was undertaken in the Department to complete some project descriptions and make adjustments as necessary. Negotiation with the Office of the Comptroller General was also carried out and the program has been accepted for endorsement. The program is now ready for final approval by the Executive Committee, after Steering Committee review, and the endorsement meeting between the USSEA and the Comptroller General will follow.

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B. ISSUES AND PRIORITIES

B. ISSUES AND PRIORITIES

GENERAL APPROACH

1. The primary objective of EAMIP is to put into place management processes and systems and administrative procedures that are adapted to the nature of the Department in all of its roles. Efforts in this direction will be guided by several basic principles.

- . Give first priority to departmental requirements, and within those, ensure response to central agency observations;
- . Respond to the unique features of a foreign service;
- . Emphasize the benefits for managers at all levels in the Department; i.e. what's in it for me;
- . Involve those with responsibility for management in the design and implementation of improvements;
- . Build on existing systems, start with what is known;
- . Identify what can be done with existing resources and what requires new resources, do not create unrealistic expectations;

BENEFITS OF EAMIP

2. The benefits which can be expected to derive from the management plan (as opposed to those that would result from improvements to departmental management systems themselves) are as follows:

- . Incremental improvements in DEA management and administration;
- . A comprehensive and coordinated approach to management improvement, i.e. reduced gaps, overlaps, duplication and confusion;
- . Clear assignment of responsibility and accountability for results of management initiatives;
- . Continuity of effort despite rotationality;
- . Opportunity for senior management to establish the operating principles of the new organization;
- . Opportunity for all managers to contribute to decisions on the way in which the Department will be run;
- . Shared information and integration of effort across the branches.

3. These benefits are difficult to quantify, but are very real nonetheless. The benefits which will result from the introduction of a specific management improvement are described in the individual project plans. Where possible they have been quantified as "reportables".

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PROJECT SELECTION CRITERIA

4. The criteria used to select projects for EAMIP were derived from the issues and opportunities identified in the discussion paper approved by Executive Committee in June, and are as follows:

- . Support to new organizational structures;
- . Strengthen corporate management processes;
- . Representational coverage of departmental programs and operations;
- . Feasibility;
- . Contribution to institutional continuity, memory;
- . Significance, risk factor of doing or not doing a potential project;
- . Information sharing and educational benefit of doing some projects;
- . Response to OAG, OCG, TB, Public Accounts.

5. The selection process has not been a formal one, as such, but rather has involved successive rounds of consultation in which the above considerations were part of the discussion. Over and above these criteria, if a manager has felt strongly enough that something needs to be done about a problem, then a project has been included to cover that concern.

SUMMARY OF MAJOR THEMES

6. The improvements that will be undertaken can be grouped readily within a number of major themes -- aspects of corporate processes, geographic branches, programs and operations, human resource management, management information systems and administrative support services. The issues and opportunities faced in each of these areas, and of the responses to them contained in EAMIP, are summarized in the following paragraphs.

Aspects of Corporate Processes

7. The focus of the projects in this area is directed at planning, resource allocation, program evaluation and the corporate decision-making process. Various components of the planning system are now in place, (e.g. foreign policy framework and post planning), though refinements may be needed and it is necessary to develop these more fully and to integrate them, so that there is a clear link between policy formulation and direction, planning, resource allocation, reporting against plans and evaluation. EAMIP contains a major project on the planning system, which covers the foreign policy framework,

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strategic planning, operational planning and work planning, leading to the production of the strategic overview and multi-year operational plan. An important lead project deals with the development of the DEA operational plan framework followed by Part III of the Estimates. The program evaluation component profiles and multi-year evaluation plan are also the topic of a project. Separate projects have been structured to address management of the ongoing resource allocation process and reporting against plans, as well as to address specific program evaluation projects.

8. The committee structure at the corporate level is now in place, and the management improvement program is concentrating on information to support the executive decision-making process. Among the management information projects, a number are specifically intended to improve the quality of information available to senior management. An initial survey of management information needs will lead to the formulation of an MIS strategy for DEA. The production of a corporate management calendar and a policy document checklist will help to order the business of Executive and related committees.

Support for Geographic Branches

9. A major part of the September 6, 1983 reorganization at DEA was the creation, for the first time, of five geographic Branches responsible for their respective regions, the posts in those regions and for policy and program design and delivery, country planning and resource allocation and control. The Branch and Post Management Procedures Project focuses on providing branch managers with the systems and resources necessary to carry out their management responsibilities. Completion of the 1983 initiative on delegation to Heads of Post is a separate project here, though consideration of any further delegation to HOPs would take place in the context of the branch and post management project.

10. Establishing a model of the way in which policy and resource reviews can be conducted of regions or parts of regions is the topic of another project, to be detailed in the new year. A prime focus is also on determining the information needs of managers in the geographic branches, and this is initiated through a pilot project in the United States Branch. Other projects in the MIS section of the EAMIP also focus on the requirements of headquarters managers and posts. Using communications satellites to provide immediate access to Canadian television programming to demonstrate the cost-effectiveness of Canadian high-technology and as an alternate method of transmitting public information for public affairs is the topic of another project. Again, this is structured as a pilot at two U.S. posts with the possibility of extending to other posts in that region or possibly other regions, after assessment.

Programs and Operations

11. The projects in this section reflect aspects of the International Trade Development Branch, Economic and Trade Policy Branch, Political and International Security Branch and the Social Affairs and Programs Branch.

12. The major themes in the section are as follows:

- ° clarification of mandates, priorities and organizational linkages (e.g. Management of Relations with the OECD, Multilateralism and the UN System, Domestic Information and Communications Strategy, Refining Science Counsellor Roles)
- ° developing better planning, monitoring and effectiveness measurement methods and improving management information systems (e.g. PEMD System Improvements, Trade Programs: Methods of Monitoring and Measuring Effectiveness, Redesign of the Import Permits Issue System, Consular Operations MIS, Performance Measurement Tools for Public Diplomacy)
- ° development and implementation of specific program work, in some instances in order to explore means of applying program management techniques, (e.g. International Generic Fish Promotion, Priorization of Manufacturing Sectors, New Thrust for Entrepreneurial Immigration, Review of International Cultural Policy).

Human Resource Management

13. There are five major themes represented by the projects from the Personnel Branch. They are as follows:

- a) emphasis on planning and management of personnel activities to better support the objectives and priorities of the department;
- b) increased managerial capacity and specialist skills to meet the requirements of the department;
- c) an improved information base and information system;
- d) improved service to managers coupled with a clearer understanding of the role of personnel and line managers as well as shared agreement on the equity of treatment of employees;
- e) focus on service to both employees and their families.

The following are examples of projects that are related to each of the themes:

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- a) Design and implementation of a Human Resource Management System;
- b) Design and implementation of an Integrated Policy and Management Framework for Training and Development;
- c) Development and implementation of PMIS;
- d) Delegation of Authority for Personnel Management, Management of Non-Rotational Personnel, Review of the Stream Concept, Retirement Program;
- e) Improved Support Services for Employees and their Families, Employee Couples, Implement Executive Committee Decision in McDougall Recommendation.

Management Information Systems

14. There are five major themes reflected in the Management Information Systems section of EAMIP: improving the information available to support decision-making at all levels; focusing particularly on rapid improvements to the financial and personnel information systems to provide more useful and timely information to managers; emphasis on the information needs of posts and an adequate degree of automation for posts; upgrading of existing systems to make them more useful and cost effective in a variety of program areas; and coordination of the purchase, introduction and use of new technology and of appropriate training in this area.

15. The section therefore contains a mixture of new initiatives (e.g. Defining the Information Needs of Management, Defining the Information Needs of Posts, Computer Assisted Immigration Processing) major improvements to existing systems (e.g. Financial Management System Enhancements, Improvement and Development of the Personnel Information System, System Improvements in PEMD, Redesign of the Import Permits System) and continuing systems and EDP application improvements (e.g. Systems Support for Headquarters, EDP Support for Posts, Library Services).

16. An overall issue is the need to create an MIS strategy for the Department, to determine how to migrate from the existing status to achieve the aim of the strategy and to achieve means of policy and management direction for the converging technologies of Electronic Data Processing, Office Communications Systems and Telecommunications. It is of note that the Department has recently created a Steering Committee for EDP/MIS to provide policy and senior management direction.

Administrative Support Services

17. The major areas in this section of EAMIP focus on the four Bureaux - Finance and Management Services, Physical Resources, Communication General Services, and Management Review and Audit. While the projects are specific to these Bureaux, they are pertinent to management in the Department as a whole. In the sense this group of projects represent further aspects of corporate processes.

Finance

18. The projects in this area are focused on (a) improving and strengthening the Bureau's operations and its ability to perform its mandate and provide service to the Department in an efficient and economical fashion and (b) specific information and EDP systems and applications improvements which are also reflected in the Management Information Systems section of EAMIP.

19. Examples of projects that fall in categories (a) and (b) are as follows:

- (a) Bureau Organization Review, Review of Financing of Operations Abroad, Post Accounts Management, Regionalization of Financial Services, Review of Departmental Authorities, Departmental Manuals, Financial Management Training and Development (with Personnel) and Financial Manual.
- (b) Finance and Management Systems Enhancement, General Purpose Computer for Headquarters, Systems Support for Headquarters.

Physical Resources

20. There are two major themes to the EAMIP work being undertaken in the Physical Resources Bureau and both are aimed at providing effective, efficient, professional service to headquarters managers and posts. The first incorporates operational management improvement projects, the majority of which were already underway or identified, in response to specific needs, when EAMIP was started. These include such initiatives as follows: Physical Resources Roles and Responsibilities, Facilities Master Planning and Delivery System, Property Management Manual, Materiel Management Procurement and Shipping Control and Works of Art Inventory and Management.

21. The second of these themes consists of two comprehensive studies covering the property and materiel management responsibilities of the Department. These studies have been initiated not only because of observations from the central agencies, but also as a result of internal departmental studies and concerns which prompted the request for in-depth reviews in each of these areas. Both studies will be completed by appropriately qualified consultants from the private sector.

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Communication and General Services

22. Again the major aim of the projects in this Bureau is at making policy, organization, operational and systems improvements in order to provide improved service to the Department in an economical manner. Illustrative projects are in Library Services, Telecommunications Policy, Records Management and Telephone Services.

Management Review and Audit

23. Two Projects to Develop the Audit Plan and Activities to be Audited and the Management Review Policy will continue initiatives already underway to strengthen the internal audit capacity and to clarify the role of management review.

PRIORITY SETTING

24. Insofar as possible, the projects in EAMIP have been planned so that they do not compete with one another for time or resources. However, all projects cannot be initiated at the same time without systems overload, or without an infusion of additional resources. Therefore projects that do not compete for time or resources, because they are small, self-contained or have adequate existing resources will be identified. Then those projects which are essential to the success of the program or are an inherent part of Branch responsibilities will be grouped. Some of these can proceed with existing resources, and for the balance, their success will be determined by whether or not resources are applied to them. After Executive Committee's budget decisions for 84/85, projects will be reviewed to determine whether there are any remaining funding or timing problems that must be addressed.

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C. SUMMARY OF PROJECTS

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C. Summary of Projects

No.	Title	Responsibility	Description
	<u>I. Aspects of Corporate Processes</u>	<u>C C B</u>	
CC01	. Development of the OPF.	C M L	- structuring the operational plan framework; includes objectives, linkages and results statements.
CC02	. Departmental Planning System.	C M L C M A	- develop and implement strategic, operational and work planning; includes training.
CC03	. Managing Resource Allocation.	C M A	- process for adjusting workplans and shifting resources during the year, includes py's.
CC04	. Reporting Against Plans.	C M A	- developing procedures for Interim 1984-85 system and then for 1985-86
CC05	. Part III of the Estimates.	C M L	- development of new aspect of main estimates.
CC06	. Evaluation Plan and Profiles.	C M E	- describing grouping of activities for evaluation and setting multi-year plan.
CC07	. Trade Programs-Methods of Monitoring and Measuring Effectiveness	C M E/ T E D	- developing ways to measure impact of trade initiatives; to be done with support and coordination assistance from TED.
CC08	. Revision of Correspondence Manual.	C M R	- updating procedures manual and mechanism to ensure regular update.
CC09	. Corporate Management Schedules.	C M R	- develop, assess and refine a Management Calendar of the timing of regular, annual management events; and similarly a Policy Document Checklist for tracking the progress of major policy documents, e.g. Cabinet Documents in the Dept.
CC10	. Evaluation of Program Delivery Abroad: Immigration and Tourism Program.	C M E (S I D/ T E D)	- analyse a variety of resource allocation and program issues to provide coherent view of DEAs program delivery responsibilities and to make recommendations which enhance the overall effectiveness of program delivery.
CC11	. Project Management Guide and Training.	C C B M	- development of generic project management system(s) for DEA; production of a guide book on this and a training package.
TTF03	. Review of PEMD Program Design.	T E P/ C M E	- See Programs and Operations Section - Trade Development.
CC12	. Inventory of Existing EDP Systems	C C B I	- see MIS section.
CC14	. The Information Needs of Headquarters Management	C C B I	- see MIS section.
CC15	. The Information Needs of Posts	C C B I	- see MIS section.

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C. Summary of Projects

No.	Title	Responsibility	Description
CC17	. DEA's Domestic Clientele.	C C B M C C B R	- to identify the members of the Department's constituency and design a strategy for interaction with that clientele; initially focusing on business, industry and labour.
CC18	. Official Department Visits	X D X	- to develop a plan for official departmental visits and design a financial program facilitating budgeting; review existing standards; initial consultation with CMR.
CC19	. MIS EDP Training in DEA	C C B I	- See MIS section
GB01	. Branch and Post Management Procedures	C C B M	- see support for Geographic Branches Section.
GB02	. Completion of 1983 Initiative on Delegation to HOP's	C C B M	- see support for Geographic Branches.
	<u>II. Support for Geographic Branches</u>	<u>U G B</u> <u>L G B</u> <u>P G B</u> <u>R G B</u> <u>G G B</u>	
GB01	. Branch & Post Management Procedures	C C B M	- working with all geographic branches and functional areas as appropriate to establish initial management principles, determine authorities, carry out HOP letter pilot and determine staff requirements and re-examine HOP delegation.
GB02	. Complete 1983 Initiative on Delegation Effort to HOP.	C M D/ C M L	- work required to complete training, communication and documentation of HOP delegation begun in early 1983.
GB03	. Policy & Resource Review Prototype	G A D (CME/CML C P D)	- an initial policy and resource review is being conducted of one area of one region and will be analyzed to provide a model for further efforts in this direction. In relation to this work a statistical input model for geographic reviews is being developed by CME and CML and criteria for interregional comparison is being developed by CPD.
GB04	. Pilot Project on Substantive Information Management (UGB).	C C B I / C M L / U R R	- see MIS section
GB05	. Satellites for U.S. Posts - New York and Washington	U G P / S C S	- pilot to examine value, in a public diplomacy sense, of using satellite dishes to provide real time Canadian news and information programming, House of Commons coverage, etc.
GB06	. Canada - USA Sector Free Trade Studies		- to assess the pros and cons of sectoral free trade between Canada and the USA for individual sectors

C. Summary of Projects

No.	Title	Responsibility	Description
<u>II. DEPARTMENTAL PROGRAMS & OPERATIONS</u>			
<u>A. International Trade Development</u>			
TF01	. Int'l Generic Fish Promotion.	T A F	- process for planning and implementing 5-year promotion program of \$28M aimed primarily at the USA.
TF02	. PEMD System Improvements.	T E D/ T E P	- see MIS section.
TF03	. Evaluation of the PEMD Program Design.	C M E/	- see Corporate Process (Evaluation).
TF04	. Defence Import Contract System.	T D D	- see MIS section for description.
TF05	. Priorization of Manufacturing Sectors.	T I D	- process to determine strategic priorities with geographics in order to best serve them and make best use of resources.
TF06	. Export Market Development Plans	T E D	- to identify effective ways of advising Canadian exporters of viable sectoral opportunities as priority export markets and to meet the concerns of the Auditor General's Report.
TF07	. Cost Recovery Technical Assistance Program.	T E D	- implementation and assessment of recommendations for improving the operation and visibility of this program.
CC07	. Trade Programs, Methods of Monitoring and Measuring Effectiveness.	C M E/ T E D	- see Corporate Processes (Evaluation).
<u>B. Economic and Trade Policy</u>			
EF01	. Economic Summitry - Critical Path	E F B	- description and checklists to order process of preparing for summit meetings.
EF02	. Improvement of Technology Inflow Mechanisms and Science Counsellor System	E T S	- review, make recommendations for purpose and improvements in role of Counsellors and quality of scientific and technical information.

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C. Summary of Projects

No.	Title	Responsibility	Description
EF06	• STRB Pilot project for Ad Hoc Reports.	E S C	- see MIS section.
EF07	• Redesign of the Import Permits Processing System	E S C	- see MIS section.
EF08	• Improvement of the Import Quota Allocation System.	E S D	- review, identify improvements, document and communicate clearly to businessmen how allocation decisions are made - the process and the criteria: a main purpose is to increase transparency of the process.
EF09	• Preparations for Re-negotiation of GATT Agreement on Gov't Procurement.	E P G	- structuring a plan for this work in the Department to assist in the meeting of tight deadlines and as a possible model for the future.
EF10	• GATT Work Programme.	E P G	- the process of preparing for tariff harmonization is complex and takes place over a two-year period; a project with timing and linkage factors will assist in the management of the work, the application of resources, and may serve as a model of this type of project management.
EF11	• Canadian Participation in the Harmonized System		- to prepare the Canadian position for the upcoming GATT negotiations with a view to the incorporation of the Canadian tariff and the tariffs of our major trading partners into the harmonized system of tariff classification.
EF12	• Government Participation in International Commodity Agreements	E P A	- a process and workplan for negotiation of sugar and cocoa agreements to facilitate meeting tight deadlines and to assess usefulness for future negotiations.
EF14	• International Negotiations on Trade in Services.	E P T	- through international negotiations to promote a more liberal international trading environment for Canadian service industries to facilitate their ability to plan, invest and export which will result in more employment in Canada.
EF15	• Management of Relations with OECD.	E E R	- review and clarify priorities in OECD relationship for Canada and clarify roles and responsibilities of departmental players.

C. Summary of Projects

No.	Title	Responsibility	Description
<u>C. Political and International Security Affairs</u>			
IF01	. Study of Multilateralism : Canada and the UN System.	I M D	- review of scope and rationale of UN activities, rationalization of resource application, interfaces and coordination requirements.
IF02	. Crisis Management and Emergency Planning.	Z S E	- develop a crisis management capability including planning support, and definition and description of procedures.
IF03	. Personal Safety Program Implementation.	Z S P/ Z S E	- to provide adequate personnel safety for employees and their dependents; includes developing personal safety threat assessments for each post, revising personal safety manual, and mandatory personal safety briefings.
<u>D. Social Affairs and Programs.</u>			
SF01	. New Thrust for Entrepreneurial Immigration.	S I M/ S I M A	- to develop procedures, communicate them and implement the program for one full cycle, then assess success and refine as ongoing program, or no.
SF02	. International Exchange of Information.	S I M/ S I M A	- to develop a list of priority subjects with CEIC, agree on product, produce product and assess viability of continuing this program.
SF03	. Upgrading of Immigration Program Productivity via Introduction of Modern Office Equipment.	S I M/ S I M R	- modernize Immigration sections at Posts to enable them to meet escalating demands for resources.
SF03-B	. Inventory of Existing Office Equipment in Immigration Program Abroad.	SIM/SIMR	- provide inventory information to be used to support decision-making on the upgrading of equipment and non-technical procedural, managerial and processing innovations.
SF04	. Computer Assisted Immigration Processing.	S I M	- see MIS for description.
SF05	. Consular Services Training.	S I C	- development, implementation and assessment of improved training program.
SF06	. Consular Operations MIS.	S I C	- see MIS section.
SF07	. Extension of Cost Recovery In Consular Program.	S I C	- explore feasibility of extending cost recovery in Consular; project to be determined in the fall of 1984.
SF08	. Domestic Information & Communications Strategy.	S C I	- review of mandate, objectives, interfaces and seeking Executive Committee approval of a strategy for these activities.

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C. Summary of Projects

No.	Title	Responsibility	Description
SF10	. Performance Measurement Tools for Public Diplomacy Activities.	S C D	- establishing adequate performance measurement indicators and system for monitoring and evaluating processes, activities and outputs.
SF11	. A Project Management System for Cultural, Public and Information Programs.	S C D	- structuring a system to ensure common management approach to all projects.
SF12	. Rationalization of Publications in DEA.	S C D	- review of all departmental publications and those of other departments (closely related) to determine overlaps, audience, targeting and possible elimination of some publications.
SF15	. Communications		- to implement the recommendations of the Communications Task Force report; the project would be the follow-up to some or all of these depending on which ones are approved by senior management. The project, when fully developed, may be lodged in another Branch.
SF16	. Review of International Cultural Relations Policy.	S C C	- to develop and promulgate an International Cultural Policy for Canada which will provide a guide to all those who are engaged in International Cultural Activities.
SF17	. Process Model for Formal Bilateral Cultural Agreements and Informal Arrangements.	S C C	- to establish a process model to increase the efficiency and effectiveness of cultural mixed commissions, and possibly to be used as a model for other mixed commissions.
SF18	. International Population Conference Mexico, August 1984	S I S	- project to develop a Canadian position for the conference, consultation, preparation of a cabinet document, delegation selection and preparation.
SF19	. Indigenous Peoples' Organizations Int'l Liaison.	S I S	- project to be developed later in 1983-84; deals with definition of DEA's role in this area.
IV. <u>Human Resource Management.</u>			
AC01	. Ex Conversion - Phase II	A C B/ A C B Z/ A D A	- the creation of a fully qualified, appropriately sized and classified senior headquarters complement to provide effective managerial leadership to the department.
AC02	. PMIS Workload Priorities	A D A	- See MIS section.
AC03	. Affirmative Action Workplan	A C B/ A D A	- completion of a comprehensive and practical work plan which will guide the conduct of the work force audit phase of the affirmative action program.

C. Summary of Projects

No.	Title	Responsibility	Description
AC04	• Design and Implementation of a Human Resource Management Framework in DEA.	A D A	- Improved capacity to implement an effectively integrated human resource management framework for the Personnel Branch which is fully linked to the departmental planning system.
AC05	• Integrated Policy and Management Framework for Training and Development in DEA.	A D D/ A D T	- articulation of a clear and comprehensive policy statement for training and development coupled with a more systematic method of determining training and development needs and the means to effectively meet those needs.
AC06	• Review of Secondments Program.	A C B/ A P Z	- completion of a systematic examination of the overall progress which has been made in achieving the priorities of the secondment policy which was circulated by the USSEA in July of 1983.
AC07	• Implementation of Executive Committee Decisions on McDougall Recommendations.	A C B/ A D A	- ensure effective monitoring of those limited number of outstanding projects which will not have been fully implemented by December, 1983.
AC08	• Management of Non-rotational Personnel in DEA.	A P D/ A P N	- systematic examination of how specialized non-rotational professional and administrative groups are managed from the Personnel perspective and of what the relationship should be to the personnel practices for rotational professional and administrative groups.
AC09	• Review of Stream Concept.	A D A	- to provide, by mid January 1984, an outline summary or agenda paper of the critical issues to be dealt with in the formal review of the stream management concept; thereafter to conduct the review.
AC10	• Human Factors in the Introduction of New Office Technology.	A D A	- development of an improved capacity to anticipate and effectively respond to the human resource implications of new office technology.
AC11	• Foreign Service Career Models by stream.	A D A	- formulation of career models for each of the major officer groups to assist in career planning and training and development.
AC12	• Human Resource Plan for Responding to Financial Management Needs.	A D A	- implementation of a human resource plan which effectively responds to the organizational staffing, classification and training and development needs necessary to establishing a strengthened financial management process.
AC13	• Development of a strengthened and more responsive Classification Process in External Affairs	A B D/ A B C	- completion of a detailed examination which will result in a strengthened basis for managing the classification process. To come in March.

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C. Summary of Projects

No.	Title	Responsibility	Description
AC14	• Delegation of Authority for Personnel Management.	A D A	- to define general principles and special responsibilities of line and personnel managers. To seek senior management approval and communicate clear direction on delegation of authority for personnel management.
AC15	• Consolidation of Development Aid Stream	A P A	- complete consolidation of the aid stream including determining size and configuration of stream with CIDA as well as the development of explicit operational guidelines for ongoing administration of the stream.
AC16	• Rotational AS/AT Program Implementation.	A P A	- increasing the Department's managerial and administrative capacity by extending the AS/AT program to all levels on both a short and long term basis.
AC17	• Improvement of Foreign Language Training Program.	A D D/ A D T B	- design and implementation of an expanded and more effective foreign language training program with particular focus on the specific communicative skills required in the various fields of foreign operation.
AC18	• Improvement of Support Services Program to Employees and Families.	A D D/ A D T B	- implementation of an effective and well integrated support services program which responds to the needs of both employees and their families at the preparation level, during the posting and upon return from posting.
AC19	• Retirement Programme.	A B D/ A B S	- provide improved retirement related advice and support to employees, thereby creating an improved employee understanding and attitude towards retirement.
AC20	• Improved Capacity to Deliver Secretarial Services	A B L/ A B D	- to improve the circumstances in which secretarial services are provided at headquarters so that they may be delivered as efficiently and effectively as possible.
AC21	• Establishment Analysis	A D A/ C M D	- to review the managerial effectiveness of the departmental establishment; the existing occupational group structure and distribution will be tested against four factors: 1) departmental priorities; 2) mix of rotational non-rotational and LES positions; 3) number of rotational positions abroad and at headquarters and 4) allocation of positions to occupational category and group. To come March/April.

C. Summary of Projects

No.	Title	Responsibility	Description
AC22	• Career Review and Counselling	A D A	- to review the effectiveness of the existing career review and counselling function in supporting the selection, development and deployment of the right mix of employee skills to achieve the department's priorities and mandate. Included will be an assessment of the administrative costs of meeting the current systems requirements in the areas of assignment, promotion, training and development and human resource planning. To come March/April.
AC23	• Assignment Policy for Employee Couples.	A D A	- creation of an effective well understood approach to managing employee couples within the assignment process.
AC24	• Review of Diplomatic Designations.	A P D	- develop criteria that will establish the diplomatic rank of senior officers on the basis of the program requirements of the positions.
<u>V. Management Information Systems and Electronic Data Processing</u>		(6 Branches Involved)	
<u>A. New Initiatives or Major Improvements.</u>			
MF08.1	• Finance and Management Systems Enhancements - Financial Information Needs Definition.	M F D M F R	- enhancement to the system to record all HQ commitments, provide reports to Executive Committee and to users of FMS outside the Bureau of Finance & Management, incorporate changes arising from OPF and associated developments.
MF08.2	• Financial Planning Enhancement	M F S	
AC02	• PMIS Workload Priorities.	A C B A D A	- to make the information coming from the system useful and accurate, first phase to be completed by March 31, 1984.
MR13	• Property Management Information System Enhancement.	M R C S	- redefinition of management and operational information requirements.
CC12	• Inventory of Existing EDP Systems.	C C B I	- profiles of current EDP systems and a mechanism to keep this inventory up to date. Work completed, report provided.
GB04	• Pilot Project on Substantive Information Management - UGB.	C C B I C M L	- to identify what the information needs are, determine what is available in the market place and in the Department and transform the identified information into useful systems, initially in UGB.

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C. Summary of Projects

No.	Title	Responsibility	Description
CC14	• Information Needs of Headquarters Management.	C C B/ C C B I	- to assess the information needs of the Department prior to developing an MIS strategy.
CC15	• Information needs of Posts.	C C B I	- to assess the information needs of posts as part of developing an MIS strategy.
MF10	• General Purpose Computer for HQ.	M F D	- acquire a general purpose computer to serve HQ data processing requirements.
SF04	• Computer Assisted Immigration Processing System.	S I M	- a pilot project in Hong Kong to establish feasibility of replacing a labour intensive immigration processing system with an automated one.
MF09	• Office Automation in DEA.	M F S X	- develop an office automation strategy for DEA, both headquarters and posts; a pilot project approach.
EF06	• STRB Pilot Project for Ad Hoc Reports.	E S C	- updating an out-of-date system; initially a pilot project on textiles and clothing focussed on 17 countries.
EF07	• Redesign of the Import Permits Processing System.	E S C	- reviewing current system to establish cost effective means of revamping the system.
TF04	• Defence Import Contract System.	T D D	- to update out-of-date system to be more efficient, less costly and compatible with Export System.
SF06	• Consular Operations MIS.	S I C	- pilot project on improved information on workload/services from posts, analysis of this and exploration of automation benefits.
CC19	• MIS EDP Training	C C B I	- formulating, in conjunction with ADD, a relevant and effective set of training and development activities for MIS/EDP; to be developed in May/June
B. <u>Operational Improvements</u>			
TF02	• System Improvements In PEMD.	T E D	- to improve PEMD data base and ensure linkage with the financial system at DRIE.
MF12	• Systems Support for Headquarters.	M F D/ M F S	- to improve method of planning and resourcing support requirements in EDP for headquarters managers.
MF11	• EDP Support at Posts.	M F S	- design and implement appropriate automated systems for support of posts (London, Paris, Hong Kong pilot projects).
MG01	• Word Processing Services.	M G D W	- rationalization of word processing at headquarters.

C. Summary of Projects

No.	Title	Responsibility	Description
MG02	. Library Services.	M G L	- Improvements in library services, e.g. on-line acquisition and cataloguing; expand research service after policy is approved.
	<u>Administrative Support Services</u>	<u>M C B</u>	
MR14	. Accommodation Plan.	C C B A	- to plan and execute the accommodation of all DEA staff in the L.B. Pearson Bldg. post reorganization, targeted end date - August 1984.
	<u>Finance</u>		
MF01	. Bureau Organization Review.	M F D	- taking into account the reorganization of the Department, the review will clarify the Bureau's mandate, responsibilities and authorities, and determine staff levels and classification levels.
MF02	. Post Accounts Management.	M F F	- design and implement an appropriate organization for the management of post financial returns.
MF03	. Regionalization of Financial Services.	M F D/ M F R	- review current practices in UK and France, expand to other multi-post countries as appropriate.
MF04	. Review of Financing of Operations Abroad.	M F F/ M F R	- determine whether current, post financing processes are the most appropriate, i.e. letters of credit, working capital advances, etc.
MF05	. Departmental Manuals.	M F S/ M F S X	- scheduling and publication of a full complement of departmental manuals.
MF06	. Financial Management Training & Development.	M F D	- ensure that appropriate financial management training and development is designed and delivered effectively; will need assistance from Personnel.
MF07	. Review of Departmental Financial Authorities.	M F D	- review, revise and document departmental financial authorities, with particular reference to delegation to managers and adequacy of the level of authorities for the department from T.B.
MF08.1	. Finance and Management Systems Enhancements - Needs definitions.	M F R/ M F S	- see MIS section.
MF08.2	. Financial Planning Enhancements.	MFR/MFRE	- see MIS section.

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C. Summary of Projects

No.	Title	Responsibility	Description
MF08.3	• Enhance Financial Management	MFR/MFRS	- to establish a financial policy and systems development capacity to meet statutory and regulatory requirements of Parliament and Central Agencies while at the same time meeting the essential needs of departmental managers.
MF09	• Office Automation In DEA.	M F S/ M F S X	- see MIS section.
MF10	• General purpose computer for Headquarters.	M F S/ M F S C	- see MIS section.
MF11	• EDP Support at Posts.	M F S/ M F S C	- see MIS section.
MF12	• Systems Support for HQ.	M F D/	- see MIS section.
MF13	• Financial Management Manual.	M F D/ MFF/MFR	- develop and document new financial management manual for DEA.
<u>Physical Resources</u>			
MR01	• Physical Resources roles and responsibilities.	M R D/ M R M S	- definition of the role of the bureau, delegation of authority, service role of bureau.
MR02	• Master planning and delivery system.	M R P/ M R P C	- create a project planning and delivery system for acquisition and development of facilities abroad.
MR03	• Guidelines for the evaluation of accommodation and establishment of criteria.	M R P/ M R P R	- improvement to planning, staffing, procedures and standards for acquisition and development of property abroad. Project completed.
MR04	• Project Completion Report.	M R P/ M R P C	- in response to OAG, development of forms and procedures for formal and standardized close-out of projects. Project completed.
MR05	• LRCP, T.B. Submission.	M R D/ M R P	- update and evaluation of LRCP for submission in 1984 and to resolve issues re priorities, standards, etc. raised by T.B.
MR06	• Works of Art Computer Inventory.	M R P/ M R P F	- establishment of system for documentation and handling of 3,000 works in fine arts collection (exclusive of Cultural Affairs).
MR07	• Procurement Control Systems and Automation.	M R D/ M F S	- the inventory suspense account, shipping commitment system and automation related to the materiel management function.
MR08	• Central Services Study (Management of L.B. Pearson Bldg.).	M R D/ M G D	- review recommendations on the management of the L.B. Pearson Building and implement approved recommendations; administrative committee to review.

C. Summary of Projects

No.	Title	Responsibility	Description
MR09	• Delegation to HOPs for vehicles purchasing and supplementary furnishings.	M R C/ M R C P	- determine feasibility of further delegation in these areas and implement where so decided.
MR10	• Property Management Manual.	M R M S	- develop a comprehensive Property Management Manual to provide operating guidance to HQ and Posts.
MR11	• Review of Real Property Management in the Department.	M C B	- an objective review of the property management function to ensure that the Department has identified all of the required improvements in the context of the already initiated improvement projects in this plan; to ensure credibility of these efforts in the eyes of Central Agencies and to determine the capacity of the Bureau to deliver its function with existing resources.
MR12	• Materiel Management System Feasibility Study.	M C B	- an objective review of the present system with a view to identifying improvements to the materiel management system.
MR13	• Property Management Information Systems (BMIS) Enhancement.	M R C S	- see MIS section.
<u>Communications and General Services</u>			
MG01	• Word Processing Review.	M G D W	- see MIS section.
MG02	• Library Services.	M G L	- see MIS section.
MG03	• Departmental Telecommunications Policy.	M G T	- to develop, have approved and disseminate a telecommunications policy for the Department.
MG04	• Improving Radio Communications	M G T	- to set up a radioteletype unit, to plan for and implement this aspect of communications equipment at posts with priority requirements; to come in Jan/Feb.
MG05	• Enhancement of the Communicator's Position.	M G T (A P S)	- to enhance the career prospects of communicators by creating some communication officer positions; deciding which posts would receive a communication officer position and determining how best to manage the competitions for these positions.
MG06	• Records Management Work Plan	M G I	- develop overall work plan, set priorities, seek approval, structure further projects. Record Management Improvement Plan now available.

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C. Summary of Projects

No.	Title	Responsibility	Description
MG07.1	<ul style="list-style-type: none"> • Enhanced Exchange Wide Dial Telephone Services. 	M G D/ M G D T	- planning, implementation and training for the introduction of digital phones.
MG07.2	<ul style="list-style-type: none"> • Rationalization of Enquiry and Reception Services. 	M G D/ M G D T	- rationalize the enquiry service which now involves several units and provide an adequate data base so that service to the general public is improved.
<u>Management Review and Audit</u>			
MM01	<ul style="list-style-type: none"> • Development of Long Term Internal Audit Plan. 	M M A	- multi-year audit plan and scope of audit universe to be established.
MM02	<ul style="list-style-type: none"> • Management Review Plan. 	M M I	- determining the role, mandate, approach to managerial review as separate from audit or evaluation.

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D. IMPLEMENTATION CONSIDERATIONS

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1. The scope of EAMIP is comprehensive with respect to the management and administrative functions of DEA, and it responds to the management issues that were identified during the course of its development. It will however, remain a dynamic program that can be modified as circumstances warrant. New projects can be added as they emerge and the entire program will be updated annully.
2. The appended bar charts show the sequence of implementation for individual projects in EAMIP. The steps and timing were premised on the availability of resources according to the cost summaries contained in each of the project plans. A final implementation schedule can be developed only when it is known if the required resources have been approved by Executive Committee, and/or by Treasury Board. The pace of implementation, particularly beyond 1984-85, will also be affected by the outcome of various "Phase 1" type projects, (e.g. MR 11 Review of Real Property Management), which will determine the nature and scope of activity that should follow in subsequent phases.
3. Clearly, it is necessary to ensure that EAMIP does not create an overload for DEA management. If the problem does arise, it can be controlled through the rate of disbursement of new funds, or by adjustment to the speed of implementations of major systems, e.g. the departmental planning system. It should be noted that of the 125 projects, 42 are either to be completed by the end of 1983-84, do not require extra resources or are of such a nature that they involve a limited number of people in discrete areas of the Department. These projects can be regarded as not competing for time or resources in the same manner as other projects in the overall program.
4. Some of the considerations that will be kept in mind during the implementation of EAMIP are the following:
 - Corporate processes: ensure that the pace of development of planning and reporting systems does not place an undue burden on the Department
 - Branch and Post Management: Co-ordinate the design and implementation of the many pieces that make up a viable branch management system
 - Programs and Operations: ensure that the goals set in the projects are attainable within resources available or to be sought through normal routes
 - Human Resource Management: again, to ensure that all projects can be undertaken by the resources identified, and that the impact of changes can be absorbed by the department in the timeframes forecast
 - Management Information Systems: to ensure that the volume of work can be handled, that the pilot and systems development projects do not absorb an inordinate amount of managers' time, and to provide adequate co-ordination between the different units in DEA involved in MIS.

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- Financial Services: Develop greater precision in the projects as priorities for financial systems development and financial management are further clarified
- Physical Resources: Adjust projects, if necessary, to reflect the outcome of the front-end studies of property and materiel management

5. The momentum for implementation of EAMIP over its three or more year lifespan will be provided by key projects in each area, as illustrated in the appended bar charts. These projects include, amongst others, development of the departmental planning system, the operational planning framework, the evaluation plan, branch and post management procedures, the human resource management framework, training and development policy, headquarters and posts management information needs, financial systems improvements, and property and materiel management system improvements.

6. Some of the projects are now underway, and more are scheduled to begin shortly. All managers involved will be contacted concerning the initiation of projects and the status of resource requests that may have been associated with a project plan. At the same time, project managers will be asked to update steps and timing, if this is necessary to ensure an accurate base for monitoring the program.

No.	Title	Resp.	83/84		84/85				85/86				86/87					
			J.F.M	J.F.M	A.M.	J.J.A.S.O.N.D.	J.F.M	A.M.	J.J.A.S.O.N.D.	J.F.M	1	2	3	4				
AC04	Human Resource Management Human Resource Mgmt. Framework	ADA			Design	Approve	Train	Implement					Assess					
AC05	Training and Development Policy	ADD/ADT			Develop Mgmt. Framework		Policy/Linkages	Org. Review										
AC08	Mgmt. of Non-rotational Prsl.	APD			Design Mgmt. System		Implementation	Assess										
AC14	Delegation of Authority for Personnel Management	ADA			Policy	Individual Statements	Approve											
AC16	Rotational AS/AT Program	APA			Implement	Ongoing												
CC14	Management Information Systems Defining the Info Needs of Mgmt.	CCBI			Info.Needs Analysis	Plan							Implementation					
CC15	Defining the Info Needs of Posts	CCBI			Info.Needs Analysis	Plan							Implementation					
MF08.1	Financial Info. Needs Definition	MFR			Info.Needs Analysis		Systems Req't. Desc.											
MF08.2	Financial Planning Enhancements	MFR			Systems Design and Development				Implement					Assess				
MF08.3	Enhance FMS	MFR			TBD													
AC02	PHIS Workload Priorities	ADA			Post Pref.	PY Utilization	Improve Data Quality	LES's		Employee Work History								
GB04	Pilot Proj. Sub. Info. Mgmt.	URR			Assess Req't.	Test	Evaluate	Future TBD										
TF02	PEMD System Improvements	TED			Implement	Evaluate												
MF01	Administrative Support Services Bureau Organization Review	MFD			Review Mandate and Org.	Design Org.Struc.	Staffing and Classification						Assess					

No.	Title	Resp.	83/84				84/85				85/86				86/87				
			J	F	M		A	M	J	J	A	S	O	N	D	J	F	M	1
MF06	Financial Mgmt. Trng. & Devel.	MFD	Planning				Development				Implementation				Assess				
MF07	Review of Dept'l. Fin. Auth.	MFD	Review and Document				Analysis & Recommendations				Implement								
MF13	Fin.Mgmt.Manual Dev. & Pub.	MFD	Develop Subject Outline				Staff				Implement TBD								
MR01	Physical Resources Roles & Resp.	MRD	Analysis and Reccos				Implementation												
MR02	Master Ping. & Delivery System	MRP	TBD																
MR11	Review Real Property Mgmt.	MCB	Analysis				TBD												
MR12	Material Mgmt.System Feas.Study	MCB	Analysis				TBD												
MM01	Internal Audit Plan	MMA																	
MM02	Management Review Plan	MMI																	

PROJECT NUMBER	TITLE	1983/84	1984/1985	1985/1986	1986/1987
		J F M	A M J J A S O N D J F M	A M J J A S O N D J F M	1 2 3 4
	<u>INTERNATIONAL TRADE DEVELOPMENT</u>				
TF01	International Generic Fish Promotion				
TF03	Evaluation of PEMD Program Design		Phase II TBD		
TF05	Priorization of Manufacturing Sectors				
TF06	Priority Market Plans	TBD			
TF07	Cost Recovery Technical Assistance Program		Phase II TBD		
	<u>ECONOMIC AND TRADE POLICY</u>				
EF01	Economic Summltry				
EF02	Science Counsellor System				
EF08	Import Quota Allocation System		TBD		
EF09	Preparation for Renegotiation of GATT Agreement on Government Procurement				
EF10	GATT Work Program-New Round of Multilateral Trade Negotiations				
EF11	Canadian Participation in the Harmonized System				
EF12	Process for Commodity Agreements				
EF14	International Negotiations on Trade in Services				
EF15	Management of Relations with OECD				
	<u>INTERNATIONAL POLITICAL AND SECURITY AFFAIRS</u>				
IF01	Multilateralism & the UN System				

PROJECT NUMBER	TITLE	1983/84	1984/1985	1985/1986	1986/1987
		J F M	A M J J A S O N D J F M	A M J J A S O N D J F M	1 2 3 4
IF02	Crisis Management and Emergency Planning				
IF03	Personal Safety Program				
	<u>SOCIAL AFFAIRS AND PROGRAMS</u>				
SF01	New Thrust for Entrepreneurial Immigration				
SF02	International Exchange of Information				
SF03	Upgrading of Immigration Productivity				
SF03B	Inventory of Existing Immigration Office Equipment				
SF05	Consular Services Training				
SF07	Extension of Cost Recovery in Consular Program		TBD In 1984/85		
SF08	Domestic Information and Communications Strategy				
SF10	Performance Measurement for Public Diplomacy				
SF11	Project Management System for SCD				
SF12	Rationalization of Publications				
SF15	Communications	TBD			
SF16	Review of International Cultural Relations Policy				
SF17	Process Model for Cultural Agreements				
SF18	World Population Conference				
SF19	Indigeneous Peoples' Organizations International Liaison	TBD			

PROJECT NUMBER	TITLE	1983/84	1984/1985												1985/1986												1986/1987			
		J F M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	1	2	3	4
	<u>HUMAN RESOURCES MANAGEMENT</u>																													
AC22	Career Review and Counselling	TBD																												
AC23	Assignment Policy for Employee Couples																													
AC24	Review of Diplomatic Designations																													

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E. RESOURCES

E. EAMIP RESOURCES

1. As shown in the following schedules, the total cost of the EAMIP is estimated to be 380.8 PY and \$27.7 million to the end of 1985-86. The total peak year cost, i.e. 1984-85 (which is more significant for assessing resource requirements at a point in time) is estimated to be 168.6 PY and \$12.7 million. Of the latter amount, 61.4 PY and \$6.1 million are new resources, a large percentage of which are in the MIS area.

2. The demand for new resources can be controlled by regulating the development of automated information systems. However, as shown in the summary of new resource requirements, many of the key projects in EAMIP require new, albeit moderate resources. As a consequence, the pace of implementation of EAMIP will depend on the extent to which resources are made available.

3. The schedule of new costs indicates the potential source of funding for each project which requires additional resources. After it is known what new costs can be accommodated in the DEA 1984-85 budget, a resource plan will be drawn up for the balance. The possibilities are the MYOP, the UCG Implementation Assistance Program fund, or a separate submission(s) to Treasury Board for EAMIP.

4. Projects costs are as accurate as it is now possible to make them. For a number of projects, total costs can be known only after the first phase is completed. Project managers will be asked to revise the resource summary prior to commencement of the project, if there has been a significant change from the current estimate. As well, costs in total will be examined during the annual update of the EAMIP.

Reportables

5. At this early stage of the Program it is difficult to be definitive about the exact amount of reportables that will be achieved. In several projects, savings or benefits to the economy are identified but often feasibility studies or initial exploratory work is required at the front end of the project before firm estimates can be made. The following paragraphs highlight projects which are expected to result in reportables.

The Computer Assisted Immigration Processing System (CAIPS), initially being set up as a pilot project in Hong Kong, is expected to result in an annual net saving of \$293,000 beginning in 1985-86, for the Hong Kong post alone. This includes the predicted reduction of 2 FS positions and a reduction of 5 in the LES requirement. Implementation will proceed at other high volume posts, and annual savings are expected to be approximately \$1 million by 1989.

The Redesign of the Import Permits Issue System, by eliminating costly service bureau charges, is expected to save \$250,000 annually beginning in July/Aug. 1985/86. Improvements in the design of the Defence Imports Contract System will also result in savings in the range of \$5-\$10,000 annually beginning in 1985-86, or earlier, which is now expended on the correction of malfunctions or is attributable to the loss of the system for periods up to six months.

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The Review of Post Accounts Management is expected to result in savings, but a firm estimate is not available as yet. The project on Regionalization of Financial Services is also expected to result in savings, which are likely to be required for redeployment to higher priority activities. Review of Financing of Operations abroad may well result in important benefits in terms of total government involvement in the financing of government operations by the Department of Finance and cash management administration by the Receiver General. Rationalization of Publications should also effect savings through the elimination and or consolidation of publications. Rationalization of the Enquiry Service could result in some savings as well. Savings are expected from the Materiel Management System Feasibility Study and from the Improvement to the Import Quota Allocation System. In all of these projects estimates of savings cannot be made until preliminary work is underway.

There are other projects in the program which are representative of initiatives in the Department which are expected to be of direct benefit to the economy. International Generic Fish Promotion, through the investment of 28M over a five year period, is expected to result in a \$225 million annual increase to \$1.1 billion in exports by year five of the program. The New Thrust for Entrepreneurial Immigration, at a conservative and very preliminary estimate, is expected to result in the creation of 6000 new jobs with the attendant effects on the economy.

Exploration of increasing cost recovery in Consular Operations, to be looked at beginning in the fall of 1984, may well produce reportables. The Policy and Resource Review Model, being conducted on a portion of one region may effect savings in that region. If applied to other regions, further savings in DEA's operations abroad may be possible. Efforts will continue towards increasing the scope of savings and benefits to be derived from the implementation of EAMIP.

EAMIP TOTAL COST

EAMIP COST PER AREA AND TOTAL COSTS		1983/1984		1984/1985		1985/1986		TO COMPLETE		TOTAL PROJECT	
		PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Corporate Processes	E	6.35	295.9	9.5	381.7	5.25	210.0			21.1	887.6
	N			3.0	152.0	5.0	360.0			8.0	512.0
	TD	6.35	295.9	12.5	533.7	10.25	570.0			29.1	1399.6
	ID	.8		2.8		1.0				4.6	
Geographic Branches	E	1.95	132.5	.7	50.5	.2	10.5			2.85	193.5
	N	.75	76.0	2.0	186.0	1.0	138.0			3.75	400.0
	TD	2.7	208.5	2.7	236.5	1.2	148.5			6.6	593.5
	ID	1.15		.2		.2				1.55	
International Trade Development	E	.7	88.5	.7	47.5	.5	28.0	1.0	55.0	2.9	219.0
	N			1.0	66.0	1.0	71.6	3.0	225.0	5.0	362.6
	TD	.7	88.5	1.7	113.5	1.5	99.6	4.0	280.0	7.9	581.6
	ID	.2		.2		.2		.5		1.1	
Economic and Trade Policy	E	2.30	136.0	5.40	309.0	3.1	184.0			10.8	629.0
	N	1.0	14.0	9.0	523.9	9.75	460.0			19.75	997.0
	TD	3.30	150.0	14.40	832.0	12.85	644.0			30.55	1626.0
	ID			.25		.25				.5	
International Political & Security Affairs	E	3.2	120.0	7.3	250.0	8.0	273.0			18.5	643.0
	N	.2	10.0	6.3	261.0	7.0	279.0			13.5	550.0
	TD	3.4	130.0	13.6	511.0	15.0	552.0			32.0	1193.0
	ID	.1		.2						.3	
Social Affairs and Programs	E	6.95	328.5	19.8	1107.5	15.4	805.0	.3	15.0	42.45	2256.0
	N			1.25	416.5	3.0	573.0		500.0	4.25	1489.5
	TD	6.95	328.5	21.05	1524.0	18.4	1378.0	.3	515.0	46.7	3745.5
	ID	.3		.45		.2		.1		1.05	
Human Resources Management	E	17.65	946.8	26.40	1532.0	16.25	827.0			60.3	3305.8
	N		10.0	2.0	83.0	1.0	32.0			3.0	125.0
	TD	17.65	956.8	28.40	1615.0	17.25	859.0			63.3	3430.8
	ID	1.43		4.43		.25				6.11	
Management Information Systems	E	8.10	847.0	25.8	1818.5	20.6	1310.5			54.5	4196.0
	N		118.0	16.5	2889.5	13.5	1774.5			30.0	4782.0
	TD	8.10	965.0	42.3	4708.0	34.1	3085.0			84.5	8978.0
	ID	.7		1.0		.5				2.2	
Finance	E	2.75	162.5	8.25	665.0	7.0	475.0	1.0	70.0	19.0	1372.5
	N		65.0	10.5	1205.0	22.0	1540.0	2.0	150.0	34.5	2960.0
	TD	2.75	227.5	18.75	1870.0	29.0	2015.0	3.0	220.0	53.5	4332.5
	ID	.65		3.4		3.0				7.05	
Physical Resources	E	2.3	166.9	2.2	139.5	.35	24.0			4.85	330.4
	N	.6	41.0	4.0	214.0	6.0	250.0	1.4	84.0	12.0	589.0
	TD	2.9	207.9	6.2	353.5	6.35	274.0	1.4	84.0	16.85	919.4
	ID	.2		.3						.5	
Communication and General Services	E	.6	21.6	1.1	235.0		250.0			1.7	506.6
	N			5.6	234.0	1.5	58.0			7.1	292.0
	TD	.6	21.6	6.7	469.0	1.5	308.0			8.8	798.6
	ID	.1		.5						.6	
Management Review and Audit	E	.2	141.6							.2	141.6
	N										
	TD	.2	141.6							.2	141.6
	ID	.5								.5	
Total EAMIP	E	53.05	3387.8	107.15	6536.2	76.65	4397.0	2.3	140.0	239.15	14461.0
	N	2.55	334.0	61.15	6230.0	70.75	5536.1	6.4	959.0	140.85	13059.1
	TD	55.6	3721.8	168.3	12766.2	147.4	9933.1	8.7	1099.0	380.0	27520.1
	ID	6.13		13.73		5.6		.6		26.06	

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Legend: E - Existing
 N - New
 TD - Total Direct Costs
 ID - Indirect Costs

COST SCHEDULE FOR KEY PROJECTS

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PROJECT NUMBER	EAMIP PROJECTS		1983/1984		1984/1985		1985/1986		TO COMPLETE		TOTAL PROJECT	
			PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
	TOTAL	E	1.0	80.0	.5	40.0					1.5	120.0
	Support for Geographic Branches	N	.75	36.0	2.0	96.0	1.0	48.0			3.75	180.0
		TD	1.75	116.0	2.5	136.0	1.0	48.0			5.25	300.0
		ID	.75								.75	
TF01	DEPT'L PROGRAMS & OPERATIONS											
	International Generic Fish Promotion	E	.2	14.2	.5	27.5	.5	28.0	1.0	55.0	2.2	124.7
		N			1.0	66.0	1.0	71.6	3.0	255.0	5.0	362.6
		TD	.2	14.2	1.5	93.5	1.5	99.6	4.0	280.0	7.2	487.3
TF03	PEMD: Evaluation of PEMD Program Design	ID	.1		.2		.2		.5		1.0	
		E	.3	44.3							.3	44.3
		N										
		TD	.3	44.3							.3	44.3
TF06	Export Market Development Plans	ID										
		E	.1	25.0	.2	20.0					.3	45.0
		N										
		TD	.1	25.0	.2	20.0					.3	45.0
SF12	Rationalization of Publications	ID										
		E	.1	4.0	.2	5.0					.3	9.0
		N										
		TD	.1	4.0	.2	5.0					.3	9.0
SF15	Communication and Public Diplomacy	ID										
		E										
		N	TBD									
		TD										
	TOTAL	E	.7	87.5	.9	52.5	.5	28.0	1.0	55.0	3.1	223.0
	Dept'l Programs & Operations	N			1.0	66.0	1.0	71.6	3.0	225.0	5.0	362.6
		TD	.7	87.5	1.9	118.5	1.5	99.6	4.0	280.0	8.1	585.6
		ID	.1		.2		.2		.5		1.0	
AC04	HUMAN RESOURCES MANAGEMENT											
	Human Resource Management Frame Work	E	.25	25.0	1.5	90.0	.25	30.0			2.0	145.0
		N										
		TD	.25	25.0	1.5	90.0	.25	30.0			2.0	145.0
AC05	Training and Development Policy	ID			1.25		.25				1.5	
		E	.1	15.0	1.25	117.0					1.35	132.0
		N										
		TD	.1	15.0	1.25	117.0					1.35	132.0
AC08	Management Non-Rotational Personnel	ID			1.25		.25				1.25	
		E			1.25	120.0					1.25	120.0
		N										
		TD			1.25	120.0					1.25	120.0
AC14	Delegation of Authority for Personnel Management	ID			.25						.25	
		E			1.0	40.0					1.0	40.0
		N										
		TD			1.0	40.0					1.0	40.0

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COST SCHEDULE FOR KEY PROJECTS

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PROJECT NUMBER	EAMIP PROJECTS		1983/1984		1984/1985		1985/1986		TO COMPLETE		TOTAL PROJECT	
			PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
MF07	Review of Dept'l Fin. Authorities	E	.5	20.0	.75	30.0	1.0	40.0			2.25	90.0
		N		10.0		30.0						40.0
		TD	.5	30.0	.75	60.0	1.0	40.0			2.25	130.0
		ID	.2		.5		.2				.9	
MF08.3	Enhance FMS	E	.75	30.0	1.0	40.0	1.0	40.0			2.75	110.0
		N			9.0	500.0	18.0	1000.0			27.0	1500.0
		TD	.75	30.0	10.0	540.0	19.0	1040.0			29.75	1610.0
		ID										
MF13	Fin. Management Manual - Development and Publication	E										
		N		10.0	.5	120.0	1.0	40.0			1.5	170.0
		TD		10.0	.5	120.0	1.0	40.0			1.5	170.0
		ID										
MR01	Physical Resources Roles & Resp.	E	.2	10.0	.3	15.0					.5	25.0
		N										
		TD	.2	10.0	.3	15.0					.5	25.0
		ID	.2		.3						.5	
MR02	Master Planning & Delivery System	E										
		N	.6	36.0	2.0	120.0	2.0	120.0	1.4	84.0	6.0	360.0
		TD	.6	36.0	2.0	120.0	2.0	120.0	1.4	84.0	6.0	360.0
		ID										
MR11	Review Real Property Management	E		19.6		7.7						27.3
		N										
		TD		19.6		7.7						27.3
		ID										
MR12	Material Management Systems - Feasibility Study	E		20.0		17.8						37.8
		N										
		TD		20.0		17.8						37.8
		ID										
MM01	Internal Audit Plan	E		133.4								133.4
		N										
		TD		133.4								133.4
		ID	.5								.5	
MM02	Management Review Plan	E	.2	8.2							.2	8.2
		N										
		TD	.2	8.2							.2	8.2
		ID										
	TOTAL Admin. Support Services	E	2.15	266.2	4.05	330.5	4.0	210.0	1.0	70.0	11.20	876.7
		N	.6	56.0	12.5	1170.0	24.0	1560.0	3.4	234.0	40.5	3020.0
		TD	2.75	322.2	16.55	1500.5	28.0	1770.0	4.4	304.0	51.7	3896.7
		ID	1.15		1.3		.7				3.15	
	TOTAL Cost Key Projects	E	10.55	777.7	24.1	1416.2	12.5	555.5	2.0	125.0	49.15	2874.4
		N	1.35	210.0	19.5	1746.5	31.5	2149.1	6.4	459.0	58.75	4564.6
		TD	11.9	987.7	43.6	3162.7	44.0	2704.6	8.4	584.0	107.9	7439.0
		ID	3.45		7.3		2.15		.5		13.4	

EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM
NEW COSTS: BY PROJECT

	PROJECT NUMBER		1983/1984		1984/1985		1985/1986		TO COMPLETE		TOTAL PROJECT		Source
			PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	
CORPORATE PROCESSES	CC02	Dept'l. Planning System			1.0	40.0	1.0	40.0			2.0	80.0	IAP/Budget
	CC04	Reporting Against Plans			.5	20.0	1.0	40.0			1.5	60.0	IAP/Budget
	CC06	Evaluation Components/Plan			1.0	60.0	3.0	280.0			4.0	340.0	Budget/MYOP
	CC11	Program Mgmt. Guide & Training			.5	24.0					.5	24.0	IAP/Budget
	CC17	DEA's Domestic Clientele				8.0						8.0	Budget
			Total Corporate Processes			3.0	152.0	5.0	360.0			8.0	512.0
GEOGRAPHIC BRANCHES	GB01	Branch and Post Management Procedures	.75	36.0	2.0	96.0	1.0	48.0			3.75	180.0	IAP/Budget
	GB05	Satellite for U.S. Posts - New York and Washington		40.0		90.0		90.0				220.0	Budget, MYOP
		Total Geographic Branches	.75	76.0	2.0	186.0	1.0	138.0			3.75	400.0	
INTERNATIONAL TRADE DEVELOPMENT	TF01	Int'l. Generic Fish Promotions			1.0	66.0	1.0	71.6	3.0	225.0	5.0	362.6	Unfreeze
ECONOMIC AND TRADE DEVELOPMENT	EF02	Improvement of Technology in Flow Mechanisms & Sc.Cons.Sys				30.0						30.0	Budget
	EF08	Improvement of Admin of Imp. Quota Allocation System			.75	45.0	.5	30.0			1.25	75.0	Budget
	EF09	Renegotiations of GATT Agreement of Gov't. Procurement			2.0	100.0	1.0	50.0			3.0	150.0	Budget, MYOP
	EF10	GATT Work Program/ New Round of Negotiations			3.0	160.0	4.0	170.0			7.0	330.0	Budget, MYOP
	EF11	Canadian Participation in the Harmonized System			1.0	60.0	3.0	120.0			4.0	180.0	Budget, MYOP
	EF12	Government Participation in Int'l. Commodity Agreements	1.0	14.0	1.0	88.0					2.0	102.0	Budget
	EF14	International Negotiation on Trade in Services			1.0	60.0	1.0	70.0			2.0	130.0	Budget
	EF15	Mgmt. of Relations with OECD			.25	20.0	.25	20.0			.5	40.0	Budget, MYOP
		Total Economic and Trade Development	1.0	14.0	9.0	523.0	9.75	460.0			19.75	997.0	

1. IAP = OCG Implementation Assistance Program
2. Budget = 1984/85 Budget, i.e. Internal to Department
3. MYOP = 1985/86 MYOP request to Treasury Board
4. TBS = Treasury Board Submission
5. Unfreeze = Release approved PY's

EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM
NEW COSTS: BY PROJECT

	PROJECT NUMBER		1983/1984		1984/1985		1985/1986		TO COMPLETE		TOTAL PROJECT		Source
			PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	
INT'L. POLITICAL & SECURITY AFFAIRS	IF01	Multilateralism and the U.N. System	.2	10.0	.3	12.0					.5	22.0	Budget
	IF02	Crisis Management and Emergency Planning			4.0	145.0	4.0	145.0			8.0	290.0	Budget/MYOP
	IF03	Personal Safety Program Implementation			2.0	64.0	3.0	134.0			5.0	198.0	Unfreeze/Budget
		Total Int'l. Political & Security Affairs	.2	10.0	6.3	221.0	7.0	279.0			13.5	510.0	
SOCIAL AFFAIRS AND PROGRAMS	SF01	New Thrust for Entrepreneurial Immigration					2.0	105.0			2.0	105.0	MYOP
	SF02	International Exchange of Information					1.0	58.0			1.0	58.0	MYOP
	SF03	Upgrading of Immigration Productivity				341.5		375.0		500.0		1216.5	Budget, MYOP
	SF05	Consular Services Training				15.0		35.0				50.0	Budget, MYOP
	SF08	Domestic Information and Communications Strategy			.25	25.0					.25	25.0	Budget
	SF16	Review of Int'l Cultural Relations Policy			1.0	35.0					1.0	35.0	Internal
		Total Social Affairs and Programs			1.25	416.5	3.0	573.0		500.0	4.25	1489.5	
HUMAN RESOURCES MGMT.	AC17	Foreign Language Training Program			2.0	64.0					2.0	64.0	
	AC18	Support Services to Employees and Families					1.0	32.0			1.0	32.0	MYOP
	AC19	Retirement Program		10.0		2.0						12.0	Internal
	AC20	Improved Capacity to Deliver Secretarial Services				17.0						17.0	Internal
	Total Human Resources		10.0	2.0	83.0	1.0	32.0			3.0	125.0		
MANAGEMENT INFORMATION SYSTEMS	CC14	Information Needs of Headquarters Management		25.0		35.0						60.0	Budget
	CC15	Information Needs of Posts		15.0		60.0						75.0	Budget
	GB04	Pilot Project on Substantive Information Management (UGB)		5.0		100.0		50.0				155.0	Budget, MYOP
	MF08.2	Financial Planning Enhancement			.5	50.0	.5	50.0			1.0	100.0	TBS/MYOP*
	AC02	Improvement of the Personnel Management Information Sys.			1.0	41.5		9.5			1.0	51.0	TBS/MYOP*

* Because of size of the EDP expenditure, the possibility of a separate TB Submission is under consideration, although all sources of funding will be explored.

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EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM
NEW COSTS: BY PROJECT

	PROJECT NUMBER		1983/1984		1984/1985		1985/1986		TO COMPLETE		TOTAL PROJECT		Source		
			PY	\$	PY	\$	PY	\$	PY	\$	PY	\$			
MANAGEMENT INFORMATION SYSTEMS (continued)	MR13	Property Management Info. System Enhancement			120,0		50,0				170,0		Internal		
	MF09	Development of the Office Automation Strategy			1,0	371,0	1,0	326,0			2,0	697,0	TBS/MYOP		
	MF10	General Purpose Computer for Headquarters			350,0		50,0				400,0		TBS/MYOP		
	EF06	STRB Pilot Project for Ad Hoc Reports			197,0						197,0		Budget		
	SF04	Computer Assisted Immigration Processing											TBS/MYOP		
	TF02	System Improvements in PEMD		73,0								73,0			
	MF11	EDP Support for Posts			3,0	515,0	2,0	484,0			5,0	999,0		TBS/MYOP	
	MF12	EDP Support for Headquarters			10,0	685,0	10,0	555,0			20,0	1240,0		TBS/MYOP	
	MG01	Word Processing Services			1,0	365,0		200,0			1,0	565,0		TBS/MYOP	
	MG02	Library Services		TBD											
			Total Management Information Systems		118,0	16,5	2889,5	13,5	1774,5			30,0	4782,0		
	FINANCE	MF01	Bureau Organization Review				250,0					250,0		Budget	
		MF02	Post Accounts Management		35,0		55,0					90,0		Budget	
MF03		Regionalization of Financial Services		10,0		100,0		100,0			210,0		Budget/MYOP		
MF06		Financial Management Development and Training			1,0	150,0	3,0	400,0	2,0	150,0	6,0	700,0		Budget/MYOP	
MF07		Review of Departmental Authorities		10,0		30,0					40,0		Budget/MYOP		
MF08,3		Enhance FMS			9,0	500,0	18,0	1000,0			27,0	1500,0		TBS/MYOP	
MF13		Financial Management Manual		10,0	.5	120,0	1,0	40,0			1,5	170,0		Budget/MYOP	
			Total Finance		65,0	10,5	1205,0	22,0	1540,0	2,0	150,0	34,5	2960,0		

EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM
NEW COSTS: BY PROJECT

	PROJECT NUMBER		1983/1984		1984/1985		1985/1986		TO COMPLETE		TOTAL PROJECT		Source
			PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	
PHYSICAL RESOURCES	MR02	Master Planning and Delivery System	.6	36.0	2.0	120.0	2.0	120.0	1.4	84.0	6.0	360.0	Budget/MYOP
	MR03	Guidelines for the Evaluation of Accommodation			2.0	65.0	4.0	130.0			6.0	195.0	Budget/MYOP
	MR06	Works of Art Inventory and Management		5.0		29.0						34.0	Internal
		Total Physical Resources	.6	41.0	4.0	214.0	6.0	250.0	1.4	84.0	12.0	589.0	
COMMUNICATIONS AND GENERAL SERVICES	MG03	Departmental Telecommunications Policy			.6	25.0					.6	25.0	Unfreeze
	MG04	Improving Radio Communications			3.0	109.0	1.0	33.0			4.0	142.0	
	MG07	Enhanced Exchange Wide Dial Telephone Services			2.0	100.0	.5	25.0			2.5	125.0	Unfreeze
		Total Communications and General Services			5.6	234.0	1.5	58.0			7.1	292.0	
		TOTAL NEW	2.55	334.0	61.15	6230.0	70.75	5536.1	6.4	959.0	140.85	13059.1	

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Costs for Individual Projects

PROJECT NUMBER	EAMIP PROJECTS		1983/1984		1984/1985		1985/1986		TO COMPLETE		TOTAL PROJECT	
			PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
CC01	CORPORATE PROCESSES Operational Plan Framework	E*	.5	18.0	1.3	47.0					1.8	65.0
		N										
		TD	.5	18.0	1.3	47.0					1.8	65.0
		ID										
CC02	Departmental Planning System	E	3.0	120.0	5.0	200.0	5.0	200.0			13.0	520.0
		N			1.0	40.0	1.0	40.0			2.0	80.0
		TD	3.0	120.0	6.0	240.0	6.0	240.0			15.0	600.0
		ID	.5		2.0		1.0			3.5		
CC03	Managing Resource Allocation	E			.25	10.0	.25	10.0			.5	20.0
		N										
		TD			.25	10.0	.25	10.0			.5	20.0
		ID										
CC04	Reporting Against Plans	E			.25	10.0					.25	10.0
		N			.5	20.0	1.0	40.0			1.5	60.0
		TD			.75	30.0	1.0	40.0			1.75	70.0
		ID										
CC05	Part III of the Estimates	E			1.1	46.7					1.1	46.7
		N										
		TD			1.1	46.7					1.1	46.7
		ID										
CC06	Evaluation Plan and Profiles	E	.3	17.3							.3	17.3
		N			1.0	60.0	3.0	280.0			4.0	340.0
		TD	.3	17.3	1.0	60.0	3.0	280.0			4.3	357.3
		ID										
CC07	Trade Effectiveness Measures	E	.25	30.0	.75	30.0					1.0	60.0
		N										
		TD	.25	30.0	.75	30.0					1.0	60.0
		ID										
CC08	Revision of Manual of Correspondence Procedures	E	.25	11.0							.25	11.0
		N										
		TD	.25	11.0							.25	11.0
		ID	.1							.1		
CC09	Corporate Management Schedules	E	.2	7.3							.2	7.3
		N										
		TD	.2	7.3							.2	7.3
		ID	.2							.2		
CC10	Evaluation of Program Delivery Abroad: Immigration & Tourism	E	1.3	74.3							1.3	74.3
		N										
		TD	1.3	74.3							1.3	74.3
		ID										
CC11	Program Management Guide & Training	E	.1	3.0	.25	11.0					.35	14.0
		N			.5	24.0					.5	24.0
		TD	.1	3.0	.75	35.0					.85	38.0
		ID										
CC12	Inventory of Existing Information Systems	E	.1	1.0							.1	1.0
		N										
		TD	.1	1.0							.1	1.0
		ID										

* Legend: E - Existing
 N - New
 TD - Total Direct Costs
 ID - Indirect Costs

Costs for Individual Projects

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PROJECT NUMBER	EAMIP PROJECTS		1983/1984		1984/1985		1985/1986		TO COMPLETE		TOTAL PROJECT	
			PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
CC17	CORPORATE PROCESSES (continued) DEA's Domestic Clientele	E	.1	4.0	.6	27.0					.7	31.0
		N				8.0						8.0
		TD	.1	4.0	.6	35.0					.7	39.0
		ID			.8						.8	
CC18	Official Departmental Visits	E	.25	10.0							.25	10.0
		N										
		TD	.25	10.0							.25	10.0
		ID										
	Total Corporate Processes	E	6.35	295.9	9.5	381.7	5.25	210.0			21.1	887.6
		N			3.0	152.0	5.0	360.0			8.0	512.0
		TD	6.35	295.9	12.5	533.7	10.25	570.0			29.1	1399.6
		ID	.8		2.8		1.0				4.6	
GB01	GEOGRAPHIC BRANCHES Branch and Post Management Procedures	E										
		N	.75	36.0	2.0	96.0	1.0	48.0			3.75	180.0
		TD	.75	36.0	2.0	96.0	1.0	48.0			3.75	180.0
		ID	.75								.75	
GB02	Complete Initial Heads of Posts Delegation Effort	E	.25	12.0							.25	12.0
		N										
		TD	.25	12.0							.25	12.0
		ID	.1							.1		
GB03	Policy & Resource review prototype	E	1.0	80.0	.5	40.0					1.5	120.0
		N										
		TD	1.0	80.0	.5	40.0					1.5	120.0
		ID										
GB05	Satellites for US Posts	E	.2	10.5	.2	10.5	.2	10.5			.6	31.5
		N		40.0		90.0		90.0				220.0
		TD	.2	50.5	.2	100.5	.2	100.5			.6	251.5
		ID	.1		.2		.2				.5	
GB06	Canada - USA Sector Free Trade Studies	E	.5	30.0							.5	30.0
		N										
		TD	.5	30.0							.5	30.0
		ID	.2							.2		
	Total Geographic Branches	E	1.95	132.5	.7	50.5	.2	10.5			2.85	193.5
		N	.75	76.0	2.0	186.0	1.0	138.0			3.75	400.0
		TD	2.7	208.5	2.7	236.5	1.2	148.5			6.6	593.5
		ID	1.15		.2		.2				1.55	
TF01	INTERNATIONAL TRADE DEVELOPMENT International Generic Fish Promotion	E	.2	14.2	.5	27.5	.5	28.0	1.0	55.0	2.2	124.7
		N			1.0	66.0	1.0	71.6	3.0	225.0	5.0	362.6
		TD	.2	14.2	1.5	93.5	1.5	99.6	4.0	280.0	7.2	487.3
		ID	.1		.2		.2		.5		1.0	

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Costs for Individual Projects

PROJECT NUMBER	EAMIP PROJECTS		1983/1984		1984/1985		1985/1986		TO COMPLETE		TOTAL PROJECT	
			PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
SF03	SOCIAL AFFAIRS AND PROGRAMS (continued) Upgrading Immigration Productivity	E	.3	15.0	.3	15.0	.3	15.0	.3	15.0	1.2	60.0
		N				341.5	375.0		500.0		1216.5	
		TD	.3	15.0	.3	356.5	.3	390.0	.3	515.0	1.2	1276.5
		ID	.1		.2		.2		.1		.6	
SF03-B	Inventory of Existing Office Equip. in Immigration Programs Abroad	E	.05	2.5							.05	2.5
		N										
		TD	.05	2.5							.05	2.5
SF05	Consular Services Training	E	1.0	29.0	1.0	29.0					2.0	58.0
		N				15.0	35.0					50.0
		TD	1.0	29.0	1.0	44.0		35.0			2.0	108.0
		ID										
SF08	Domestic Information and Communications Strategy	E	.1	4.0	.25	10.0	.1	4.0			.45	18.0
		N				.25	25.0				.25	25.0
		TD	.1	4.0	.5	35.0	.1	4.0			.70	43.0
		ID				.25					.25	
SF10	Performance Measurement Tools for Public Diplomacy	E	.1	5.0	1.0	40.0					1.1	45.0
		N										
		TD	.1	5.0	1.0	40.0					1.1	45.0
SF11	Project Management System for SCD	E	.05	1.0	.25	15.0					.3	16.0
		N										
		TD	.05	1.0	.25	15.0					.3	16.0
		ID										
SF12	Rationalization of Publications	E	.1	4.0	.2	5.0					.3	9.0
		N										
		TD	.1	4.0	.2	5.0					.3	9.0
SF16	Review of International Cultural Relations Policy	E	1.0	45.0							1.0	45.0
		N			1.0	35.0					1.0	35.0
		TD	1.0	45.0	1.0	35.0					2.0	80.0
		ID										
SF17	Process Model for Cultural Agreements	E			.5	25.0					.5	25.0
		N										
		TD			.5	25.0					.5	25.0
SF18	International Population Conference Mexico City Aug 6-13/84	E	.75	27.0	1.3	182.5					2.05	209.5
		N										
		TD	.75	27.0	1.3	182.5					2.05	209.5
		ID										
	Total Social Affairs and Programs	E	6.95	328.5	19.8	1107.5	15.4	805.0	.3	15.0	42.45	2256.0
		N			1.25	416.5	3.0	573.0		500.0	4.25	1489.5
		TD	6.95	328.5	21.05	1524.0	18.4	1378.0	.3	515.0	46.7	3745.5
		ID	.3		.45		.2		.1		1.05	

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Costs for Individual Projects

PROJECT NUMBER	EAMIP PROJECTS		1983/1984		1984/1985		1985/1986		TO COMPLETE		TOTAL PROJECT	
			PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
AC01	HUMAN RESOURCES MANAGEMENT EX Conversion Phase II	E	1.3	75.4							1.3	75.4
		N										
		TD	1.3	75.4							1.3	75.4
		ID	.9							.9		
AC03	Affirmative Action Work Plan - Work Force Audit	E	.3	12.0							.3	12.0
		N										
		TD	.3	12.0							.3	12.0
		ID	.1							.1		
AC04	Design and implementation of Human Resource Management Framework	E	.25	25.0	1.5	90.0	.25	30.0			2.0	145.0
		N										
		TD	.25	25.0	1.5	90.0	.25	30.0			2.0	145.0
		ID			1.25		.25			1.5		
AC05	Design and implementation of an Integrated Policy and Management Framework for Training and Development	E	.1	15.0	1.25	117.0					1.35	132.0
		N										
		TD	.1	15.0	1.25	117.0					1.35	132.0
		ID	.25		1.0					1.25		
AC06	Secondment Program	E	.1	2.0	.25	12.0					.35	14.0
		N										
		TD	.1	2.0	.25	12.0					.35	14.0
		ID										
AC08	Management of Non-Rotational Personnel	E			1.25	120.0					1.25	120.0
		N										
		TD			1.25	120.0					1.25	120.0
		ID			.25					.25		
AC09	Review of Stream Concept	E	.1	15.0	.3	30.0					.4	45.0
		N										
		TD	.1	15.0	.3	30.0					.4	45.0
		ID	.05		.1					.15		
AC10	Human Factors in the Introduction of New Office Technology	E	.3	15.0	2.2	105.0					2.5	120.0
		N										
		TD	.3	15.0	2.2	105.0					2.5	120.0
		ID			1.0					1.0		
AC11	Foreign Service Career Models	E			.25	22.0					.25	22.0
		N										
		TD			.25	22.0					.25	22.0
		ID										
AC12	Human Resource Plan Responding to Financial Management Needs	E			2.0	80.0					2.0	80.0
		N										
		TD			2.0	80.0					2.0	80.0
		ID										
AC13	Strengthened Management of the Classification Process	E										
		N	TBD									
		TD										
		ID										

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Costs for Individual Projects

PROJECT NUMBER	EAMIP PROJECTS		1983/1984		1984/1985		1985/1986		TO COMPLETE		TOTAL PROJECT		
			PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	
EF07	Redesign of the Imports Permit Issue System	E		40.0								40.0	
		N											
		TD		40.0									40.0
		ID											
TF04	Defence Import Contract System	E		55.0		20.0						75.0	
		N				20.0							
		TD		55.0		20.0							75.0
		ID											
SF04	Computer Assisted Immigration Processing	E	1.1	63.0	1.4	262.0	1.0	62.0				3.5 387.0	
		N											
		TD	1.1	63.0	1.4	262.0	1.0	62.0				3.5 387.0	
		ID											
SF06	Consular Operations MIS	E	.2	4.5	.5	11.0						.7 15.5	
		N											
		TD	.2	4.5	.5	11.0						.7 15.5	
		ID											
TF02	System Improvements in PEMD.	E	.5	24.0								.5 24.0	
		N		73.0									73.0
		TD	.5	97.0									97.0
		ID	.5										.5
MF11	EDP Support for Posts	E	1.0	210.0	2.25	95.0	2.25	99.0				5.5 404.0	
		N			3.0	515.0	2.0	484.0				5.0 999.0	
		TD	1.0	210.0	5.25	610.0	4.25	583.0				10.5 1403.0	
		ID											
MF12	System Support for Headquarters	E	1.0	40.0	10.0	715.0	10.0	750.0				21.0 1505.0	
		N			10.0	685.0	10.0	555.0				20.0 1240.0	
		TD	1.0	40.0	20.0	1400.0	20.0	1305.0				41.0 2745.0	
		ID											
MG01	Word Processing Services	E	.5	117.0	1.0	170.0	.5	167.0				2.0 454.0	
		N			1.0	365.0		200.0				1.0 565.0	
		TD	.5	117.0	2.0	535.0	.5	367.0				3.0 1019.0	
		ID											
MG02	Library Services	E	.1	4.0	.1	4.0						.2 8.0	
		N	TBD										
		TD	.1	4.0	.1	4.0						.2 8.0	
		ID											
	Total Management Information Systems	E	8.10	847.0	25.8	1818.5	20.6	1310.5				54.5 3976.0	
		N		118.0	16.5	2889.5	13.5	1774.5				30.0 4782.0	
		TD	8.10	965.0	42.3	4708.0	34.1	3085.0				84.5 8758.0	
		ID	.7		1.0		.5					2.2	
FINANCE													
MF01	Bureau Organization Review	E	.25	15.0	1.0	150.0	1.0	60.0	-	-		2.25 225.0	
		N	-	-	-	250.0	-	-	-	-		- 250.0	
		TD	.25	15.0	1.0	400.0	1.0	60.0	-	-		2.25 475.0	
		ID	.25		.5		.5		-	-		1.25	
MF02	Post Accounts Management	E	.5	30.0	1.0	35.0	-	-	-	-		1.5 65.0	
		N		35.0		55.0	-	-	-	-		90.0	
		TD	.5	65.0	1.0	90.0	-	-	-	-		1.5 155.0	
		ID	.1		.1		-	-	-	-		.2	

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Costs for Individual Projects

PROJECT NUMBER	EAMIP PROJECTS		1983/1984		1984/1985		1985/1986		TO COMPLETE		TOTAL PROJECT	
			PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
	<u>PHYSICAL RESOURCES</u>											
MR05	LRCP, Treasury Board Requirements	E	.3	15.0							.3	15.0
		N										
		TD	.3	15.0							.3	15.0
		ID										
MR06	Works of Art Inventory and Management	E	.2	6.0	.4	12.0					.6	18.0
		N		5.0		29.0						34.0
		TD	.2	11.0	.4	41.0					.6	52.0
		ID										
MR07	Material Management Procurement and Shipping Control	E	.1	4.8	.3	14.0					.4	18.8
		N										
		TD	.1	4.8	.3	14.0					.4	18.8
		ID										
MR08	Management of the L.B. Pearson Building	E	.05	14.5	.1	3.0					.15	17.5
		N										
		TD	.05	14.5	.1	3.0					.15	17.5
		ID										
MR09	Delegation to HOPS for Vehicles and Supplementary Furnishings	E	.1	7.0	.1	5.0	.1	5.0			.3	17.0
		N										
		TD	.1	7.0	.1	5.0	.1	5.0			.3	17.0
		ID										
MR10	Property Management Manual	E	1.0	55.0	1.0	65.0	.25	19.0			2.25	139.0
		N										
		TD	1.0	55.0	1.0	65.0	.25	19.0			2.25	139.0
		ID										
MR11	Review of Real Property Management System Feasibility Study	E		19.6		7.7						27.3
		N										
		TD		19.6		7.7						27.3
		ID										
MR12	Material Management System Feasibility Study	E		20.0		17.8						37.8
		N										
		TD		20.0		17.8						37.8
		ID										
	Total Physical Resources	E	2.3	166.9	2.2	139.5	.35	24.0			4.85	330.4
		N	.6	41.0	4.0	214.0	6.0	250.0	1.4	84.0	12.0	589.0
		TD	2.9	207.9	6.2	353.5	6.35	274.0	1.4	84.0	16.85	919.4
		ID	.2		.3						.5	
	<u>COMMUNICATION AND GENERAL SERVICE</u>											
MG03	Departmental Telecommunications Policy	E										
		N			.6	25.0					.6	25.0
		TD			.6	25.0					.6	25.0
		ID			.25					.25		
MG04	Improving Radio Communications	E				200.0		250.0				450.0
		N			3.0	109.0	1.0	33.0			4.0	142.0
		TD			3.0	309.0	1.0	283.0			4.0	592.0
		ID										

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MG05

MG06

MG07.

MG07.

MM01

MM02

Costs for Individual Projects

PROJECT NUMBER	EAMIP PROJECTS		1983/1984		1984/1985		1985/1986		TO COMPLETE		TOTAL PROJECT	
			PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
	COMMUNICATION AND GENERAL SERVICE (continued)											
05	Enhancement of the Communicator's Position	E	.2	6.0	1.0	30.0					1.2	36.0
		N										
		TD	.2	6.0	1.0	30.0					1.2	36.0
		ID			.25					.25		
06	Records Management Work Plan	E	.15	5.6							.15	5.6
		N										
		TD	.15	5.6							.15	5.6
		ID										
07.1	Modernization of Telephone Services in the Gov't of Cda In Ottawa-Hull	E			2.0	100.0	.5	25.0			2.5	125.0
		N										
		TD			2.0	100.0	.5	25.0			2.5	125.0
		ID										
07.2	Rationalization of Enquiry and Reception Services in the Department	E	.25	10.0	.1	5.0					.35	15.0
		N										
		TD	.25	10.0	.1	5.0					0.35	15.0
		ID	.1							.1		
	Total Communication and General Services	E	.6	21.6	1.1	235.0		250.0			1.7	506.6
		N			5.6	234.0	1.5	58.0			7.1	292.0
		TD	.6	21.6	6.7	469.0	1.5	308.0			8.8	798.6
		ID	.1		.5					.6		
MANAGEMENT REVIEW AND AUDIT												
01	Development of Long-Term Internal Audit Plan	E		133.4								133.4
		N										
		TD		133.4								133.4
		ID	.5							.5		
02	Management Review Plan	E	.2	8.2							.2	8.2
		N										
		TD	.2	8.2							.2	8.2
		ID										
	Total Management Review and Audit	E	.2	141.6							.2	141.6
		N										
		TD	.2	141.6							.2	141.6
		ID	.5							.5		
	Total Individual Projects	E	53.05	3387.8	107.15	6536.2	76.65	4397.0	2.3	140.0	239.15	14461.0
		N	2.55	334.0	61.15	6230.0	70.75	5536.1	6.4	959.0	140.85	13059.1
		TD	55.6	3721.8	168.3	12766.2	147.4	9933.1	8.7	1099.0	380.0	27520.1
		ID	6.13		13.73		5.6		.6		26.06	

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F. RESPONSE TO CENTRAL AGENCIES

F. RESPONSE TO OBSERVATIONS ON DEA BY CENTRAL AGENCIES
AND PUBLIC ACCOUNTS

In the context of several of the projects in EAMIP, the Department will be undertaking work that will result in management improvements that respond to observations made by the central agencies and the Public Accounts Committee. The specific items dealt with in the following pages of this section are: The IMPAC Survey by the Office of the Comptroller General, The 1982 Report of the Auditor General, The OCG Validation of the EAMP Phase I and the Twenty-First Report of the Public Accounts Committee. The final pages detail how EAMIP projects are carrying forward the recommendations of the Report by the Task Force on Financial Management.

EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM

RESPONSE TO OBSERVATIONS BY CENTRAL AGENCIES

SURVEY REF.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
1.1 to 4.5 Incl.	<p><u>IMPAC SURVEY - AREA I PLANNING</u></p> <p>The first focus of the Impac Survey was on planning. Recommendations were made for major improvements in all four aspects of planning.</p>			
1.1 to 1.5	<p><u>Strategic Objectives and Plans:</u> setting, prioritizing, reviewing objectives; identifying alternatives plans, costs, and benefits; developing, reviewing, approving and communicating objectives and plans; management of the function.</p>	CC01 CC02	Development of the OPF/Departmental Planning System - Includes strategic operational and workplans; both post planning and planning in headquarters and the production of the Strategic Overview and MYOP documents.	CML CML/CMA
2.1 to 2.5	<p><u>Long Term Operational Plans:</u> same as above.</p>	CC02	As above	CML/CMA
3.1 to 3.4	<p><u>Current Year Operational Plans:</u> as above and need for clarification of roles and responsibilities.</p>	CC02 CC04	As above Reporting against plans - emphasis on operational information but close contact with Finance and Personnel to ensure overall improved reporting systems.	CML/CMA CMA
4.1 to 4.5	<p><u>Current Year Operational Budget:</u> establishment of responsibilities, documentation and communication, managerial commitment, establishing current year operating budget based on plans, review and approval.</p>	CC02/CC04 CC03	As above Managing Resource Allocation - process and procedures for managing resources during the fiscal year in order to capture adjustment and reallocations.	CML/CMA CMA

SURVEY REF.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
5.1 to 5.3 Incl.	<p><u>IMPAC SURVEY AREA II - ORGANIZING AND IMPLEMENTING</u></p> <p><u>Organizational Relationships and Control Structures:</u> organizational structure and responsibilities, functional linkages, staffing and training, common program/activity and responsibility centre framework.</p>	<p>CC01 CC02 GB01 MF01 MF07 CC06 MM01 MM02 AC14 AC05 MF06/ AC12 AC04 AC01 AC21 AC06</p>	<p>Development of the OPF Departmental Planning System Branch and Post Management Procedures Finance Bureau Organization Review Review of Financial Authorities Evaluation Plan and Profiles Develop Audit Plan and Audit Review Management Review Plan Delegation of Authority for Personnel Management Design and Implementation of an Integrated Policy and Management Framework for Training and Development - includes management training Financial Management Training and Development/Human Resource Plan Responding to Financial Management Needs Design and Implementation of a Human Resource Management Framework EX Conversion - Phase II Establishment Analysis Review of Secondment Program</p>	<p>CML CML/CMA CCBM MFD MFD CME MMA MMI ADA ADA MFD ACB ADA ACB/ACBZ ADA ACB/APD</p>
6.1 to 6.4 Incl.	<p><u>Management of the Financial Function</u> organization structure and responsibilities; functional linkages, communication of financial policy, staffing and training.</p>	<p>MF01 MF07 MF03 MF04</p>	<p>Finance Bureau Organizational Review Review of Financial Authorities Regionalization of Financial Services Review of Financing of Operations Abroad</p>	<p>MFD MFD MFD MFF/MFR</p>

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SURVEY REF.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
6.1 to 6.4 Incl.	<u>Management of the Financial Function</u> cont'd	GB01	Branch and Post Management Procedures - Includes defining role of AMO's and financial responsibilities of Branches and Posts linked to project MF07 - Review of Financial Authorities.	CCBM
7.1, 7.6, 7.7, 7.13 7.14	<u>IMPAC SURVEY AREA III - CONTROLLING</u> <u>Expenditures</u> - of the 14 topics covered in this area of the survey the following were noted as needing improvement: Accounting, Accounting Controls, Coding Systems, Personnel and Pay, Cash Control, all other areas were noted as generally satisfactory and three as fully satisfactory.	MF13 MF05 MF02 MF08.1.2.3 MF03 MR07	Financial Management Manual Departmental Manuals Post Accounts Management Financial and Management System Enhancement Regionalization of Financial Services Materiel Management Procurement and Shipping	MFD MFD/ACB MFD MFD MFD/MFS MFF MFR/MFS MFD MFS/MRD MRPF
8.1 to 8.7 8.2	<u>Non Tax Revenues and Accounts Receivable</u> - of the seven topics covered in this area of the survey the only one noted as needing improvement was 8.2 - Examination of Revenue Policy; all others were stated as generally satisfactory.		The issue raised in 8.2 was the practice of using internal revenue to reduce departmental expenditures and this was rectified over two years ago.	

SURVEY REF.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY	
9.1, 9.2, 9.3	<u>Financial Information Systems</u> - of five topics covered in this area of the survey two were deemed generally satisfactory (9.4 and 9.5); those needing improvement were: Establishment of a Coding and Classification Structure, Usefulness and Content of Financial Management Control Reports; Timeliness and Accuracy of Cash Reports.	CC01 MF08.1.2.3	Development of the OPF Financial and Management System Enhancements	CML MFD/MFR/MFS	
		CC02	Departmental Planning System	CML/CMA	
		CC04	Reporting Against Plans	CMA	
		CC03	Managing Resource Allocation	CMA	
		AC05	Design and Implementation of an Integrated Policy and Management Framework for Training and development	ADD/ADT	
		MF06/ AC12	Financial Management Training and Development/Human Resource Plan to Responding to Financial Management Needs	MFD/ACB	
		MF02	Post Account Management	MFF	
		CB01	Branch and Post Management		
		<u>Operational Information Systems and Performance Measurement</u> - Establishing Information Needs and Structures, Adequacy of Performance Information, Timeliness, Accuracy and Usefulness of Performance Information, Organization Structure and Responsibility, Functional Linkages, Staffing and Training. The Passport Office was excluded from the comments and noted as being generally satisfactory.	CC01	Development of the OPF	CML
			CC02	Departmental Planning System	CML/CMA
	CC04		Reporting Against Plans	CMA	
	CC03		Managing Resource Allocation	CMA	
	MF08.1.2.3		Financial and Management Systems Enhancement	MFD/MFR/MFS	
	MR13		Property Management Information System	MRCS	
	AC02		Development and Implementation of PMIS	ADA	
	CC14		Defining the Information Needs of Management	CCBI	
	CC15		Defining the Information Needs of Posts	CCBI	
	CC07		Trade Programs: Methods of Monitoring and Measuring Effectiveness	CME/TED	
	CC05	Part III of the Estimates	CML		
	SF06	Consular Operations MIS	SIC		

SURVEY REF.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
11.1 to 11.8 Incl.	<u>Operational Systems and Performance Measurement</u> cont'd	SF04	Computer Assisted Immigration Processing	SIM
		SF10	Performance Measurement Tools for Public Diplomacy Activities	SCD
		GB04	Pilot Project on Substantive Information Management	CCBI
		CC11	Project Management Guide and Training	CCBM
		SF11	Development of a Project Management System (for Public Affairs/Culture)	SCD
		TF02	System Improvements in PEMD	TED/CME
	AC05	Design and Implementation of an Integrated Policy and Management Framework for Training and development	ADD/ADT	
	<u>Program Evaluation - Organization Structure and Responsibility, Functional Linkages, Program Definition for Evaluation Purpose, Departmental Program Evaluation Plan, Staffing and Training, Selection and Conduct of Current Year Program Evaluation, Reporting, Utilization and Corrective Action.</u>	CC06	Evaluation Plan and Profiles	CME
		MM01	Develop Audit Plan and Activities to be Audited	MMA
		MM02	Management Review Plan	MMI
		GB03	Policy and Resource Review Model	GAF
		CC01	Development of the OPF	CML
		CC02	Departmental Planning System	CML/CMA
		CC16	Evaluation of Program Delivery Abroad: Immigration and Tourism	CME/TED/SIM
AC05		Design and Implementation of an Integrated Policy and Management Framework for Training and Development <u>Note:</u> The department has an approved Evaluation Policy and an approved Audit Policy. The Audit and Evaluation Committee is operational and has ADM level membership. The USSEA is the Chairman.	ADD/ADT	

SURVEY REF.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
12.1, 12.2	<u>Analysis and Corrective Action</u> Variance Analysis, Corrective Action	CC01 CC02 CC03 CC04 CC09 CC14 CC15 GB01 GB04 MF08.1.2.3 MR13 SF06 AC02 MF01 MF07 SF10 CC07	Development of the OPF Departmental Planning System Managing Resource Allocation Reporting Against Plans Corporate Management Schedules Defining the Information Needs of Management Defining the Information Needs of Posts Branch and Post Management Procedures Pilot Project on the Substantive Information Management Financial and Management System Enhancements Property MIS Enhancement Consular Operations MIS Development and Implementation of PMIS Finance Bureau Organizational Review Review of Departmental Authorities Performance Measurement Tools for Public Diplomacy Activities Trade Programs: Methods of Monitoring and Measuring Effectiveness	CML CML/CMA CMA CMA CMR CCBI CCBI CCBM CCBI MFR/MFS MRCS SIC ADA MFD MFD SCB CME/TED
<u>IMPAC SURVEY AREA IV - INTERNAL AUDIT</u>				
13.1 13.4	<u>Management of the Audit Function</u> - Of the four topics addressed (13.2, 13.3) were deemed generally satisfactory. The areas identified as needing improvement were Organizational Structure and Responsibilities and Planning and Scheduling.	MM01 AC05	Develop Audit Plan and Activities to be Audited Design and Implementation of an Integrated Policy and Management Framework for Training and Development <u>Note:</u> The department has an approved audit policy which states audit responsibility for review of design proposals for major new or revised systems and procedures	MMA ADD/ADT

SURVEY REF.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
14.5	<p><u>Audit Plans and Results</u> - of the five topics addressed by the survey four (14.1 to 14.4) were deemed generally satisfactory; 14.5 Summary Reports to the Deputy Head was identified as needing improvement.</p> <p><u>1982 REPORT OF THE AUDITOR GENERAL</u></p> <p><u>Program Management</u></p>		<p><u>Note:</u> the approved Audit Policy recognizes these reports to the USSEA as responsibility.</p>	MMD/MMA
14.41	<p>The Department should review annually its mission, environment, objectives and strategies and, through a strategic plan, provide guidance and direction to managers. This process should also result in the preparation of a departmental Strategic Overview. Assumptions and alternative strategies should be clearly stated and, where appropriate, costed in terms of financial and human resources.</p>	<p>CC01 CC02 CC04 CC03 CC05</p>	<p>Development of the OPF Departmental Planning System Reporting Against Plans Managing Resource Allocation Part III of the Estimates</p>	<p>CML CML/CMA CMA CMA CML</p>
14.56	<p>On an annual basis, bureaux and posts should prepare operational plans that meet their planning requirements as well as the requirements of the Policy and Expenditure Management System.</p>	<p>CC01 CC02</p>	<p>As above</p>	
14.57	<p>The Department should ensure that plans are complete, budgets are based on operational plans, and that managers get feedback on plans submitted.</p>	<p>CC02 CC04 CC03</p>	<p>As above</p>	

SURVEY REF.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	<u>1982 REPORT OF THE AUDITOR GENERAL</u>			
	<u>Effectiveness Measurement</u>			
14.65	The Department should develop and use ongoing measures of program effectiveness to provide information to managers for decision-making.	CC06 CC01 CC07	Evaluation Plan and Profiles Development of the OPF Trade Progress: Methods of Monitoring Measuring Effectiveness	CME CML
14.66	The Evaluation Division should place more emphasis on evaluating effectiveness and assisting program managers to develop reasonable and appropriate measures of effectiveness.	CC04 CC07 SF10 SF06 MR02 CC14 SF04 CC13 CC11 GB03 AC04	Reporting Against Plans Trade Programs: Methods of Monitoring and Measuring Effectiveness Performance Measurement Tools for Public Diplomacy Consular Operations MIS Facilities Master Planning and Delivery System Defining the Information Needs of Management Computer Assisted Immigration Processing Evaluation of Program Delivery Abroad: Immigration and Tourism Project Management Guide and Training Policy and Resource Review Model Design and Implementation of a Human Resource Management Framework	CMA CME SCP SIC MRP CCBI SIM CME CCBM
14.74	The Department should integrate human resource planning with operational and financial planning.	AC04	Design and Implementation of a Human Resource Management Framework	ADA
14.78	The Department should ensure that Heads of Posts and bureau heads are given appropriate opportunity to participate in human resource planning and the responsibility for doing so.	AC02 AC14 GB01	Development and Implementation of PMIS Delegation of Authority for Personnel Management Branch and Post Management Procedures	ADA ADA CCBM

SURVEY REF.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
A-1	<p><u>1983 VALIDATION REPORT ON EAMP PHASE I</u></p> <p><u>Relations Between Trade and Foreign Policy Wings</u></p> <p>- clarification of roles and responsibilities for units below ADM level's; review of policy development process and the resulting operational linkages</p>	<p>CC09</p> <p>GB01</p>	<p>Corporate Management Schedules Branch and Post Management Procedures</p> <p><u>Note:</u> Reorganization put into effect September 6, 1983 created five geographic branches as well as a Policy Development Secretariat and a Corporate Management Bureau in the Policy Coordination Branch</p>	<p>CMR</p> <p>CCBM</p>
A-3	<p><u>Planning and Resource Allocation</u></p> <p>- Interim systems, organization, conceptual foundation established; Phase II includes full implementation of the systems required to produce meaningful objectives, plans and resource allocation, reallocations decisions (strategic, operational, HQ, abroad.)</p>	<p>CC01</p> <p>CC02</p> <p>CC03</p> <p>CC04</p> <p>CC05</p> <p>GB04</p>	<p>Development to QPF</p> <p>Departmental Planning System</p> <p>Managing Resource Allocation</p> <p>Reporting Against Plans</p> <p>Part III of the Estimates</p> <p>Policy and Resource Review Model</p>	<p>CML</p> <p>CML/CMA</p> <p>CMA</p> <p>CMA</p> <p>CML</p> <p>GAD</p>
B-2	<p><u>Reorganization of the Centre</u></p> <p>- Mandate Role of Management Review and Audit; role, scope, separation of programs and management must be reviewed; formal evaluation of center functions within 2 years (June/85) to ensure mandate, roles, responsibilities are visible and effective.</p>	<p>MM01</p> <p>MM02</p>	<p>Development of Audit Plan and Activities to the Audit</p> <p>Management Review Plan</p>	<p>MMA</p> <p>MMI</p>

SURVEY REF.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	<u>REORGANIZATION OF THE CENTRE Cont'd</u>		<u>Note:</u> September, 1983 reorganization created Administration Branch (MCB) with the following Bureaux - Communications and General Services, Finance and Management Services, Management Review and Audit, Physical Resources and Passport Office. The Social Affairs and Programs Branch is the locus for immigration and Social Affairs (includes Consular) and Cultural, Public and Information Programs.	
B-3	<u>Role of Geographic Bureau</u> - all issues raised in the Cram study not addressed; plethora of links between Ottawa and Posts	GB01	Branch and Post Management Procedures <u>Note:</u> Five geographic Branches now have clear responsibility for their region and all posts in the region	CCBM
C-1	<u>Personnel Management Systems</u> - improved pay control systems; completion of EX conversion; implement secondment program; implement resource management system; ensure personnel systems integrate with departmental plans and control, management training program selected	CC03 CC04 AC02 CC01 AC04 AC01	Managing Resource Allocation Reporting Against Plans Development and Implementation of PMIS Development of the OPF Design and Implementation of a Human Resource Management Framework EX conversion - Phase II	CMA CMA ADA CML ADA ACBZ

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SURVEY REF.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
14.180	<u>1982 REPORT OF THE AUDITOR GENERAL</u> <u>Financial Management and Control</u>	MR10 MR13	Two other projects contribute to all the recommendations Property Management Manual Property Management Information System	MRMS MRCS
	The department should assign responsibilities and establish a time table for completing the manual of financial management. Procedures should be developed to ensure that the manual is kept up-to-date and adhered to.	MF13	Financial Management Manual	MFD/MFS
	The department should define the financial information needs of the responsibility center managers and other users of financial reports and develop systems that meet these needs.	MF08.1	Finance and Management Systems Enhancements - Financial Information Needs Definition	MFR
		MF08.2 CC14	Financial Planning Enhancement Information Needs of Headquarters Managers	MFR CCBI
	The department should develop a formal plan for training and evaluating financial officers, ensuring that training and development needs are identified, alternatives are assessed and costs are identified. The effectiveness of such a plan should also be assessed and reported.	MF06/	Financial Management Training and Development	MFD
		AC12	Human Resource Plan Responding to Financial Management Needs	ADT

SURVEY REF.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
14.192	<p><u>1982 REPORT OF THE AUDITOR GENERAL</u></p> <p>Senior financial officers should be involved in selecting, appointing, training, evaluating and promoting all financial staff.</p>	MF06/AC12	<p>Financial Management Training and Development/Human Resource Plan Responding to Financial Management Needs</p> <p>Financial Bureau Organization Review</p> <p>Review of Departmental Authorities</p> <p>Delegation of Authority for Personnel Management</p>	MFD/ADT
14.197	The department should review the mandate, role and goals of the post accounts section with a view to reducing its scope of activity.	MF02	Post Accounts Management	MFF
14.198	The department should establish and document an appropriate methodology for the verification of post financial returns, including prompt reporting and follow-up to deal with them.	MF02 MF03 MF08.1 MF08.2	<p>as above</p> <p>Regionalization of Financial Services</p> <p>Finance and Management Systems Enhancement</p> <p>Financial Planning Enhancements</p>	MFF MFD MFR MFR
14.221	<p><u>Internal Audit and Inspection Service</u></p> <p>External Affairs should ensure that its internal audit function is organized and operating according to the standards of the Office of the Comptroller General.</p>	MM01	Develop Audit Plan and Activities to be Audited	MMA
14.222	External Affairs should, in conjunction with other foreign service departments, determine the role of the inspection service, and allocate the appropriate resources to it.	MM02	<p>Management Review Plan</p> <p><u>Note:</u> The Audit Policy was approved this fall and concurred with by the OCG. The Management Review group replaces the inspection function and that plan, when developed, will set out the role of the Management Review Function and elaborate on the existing brief policy statement</p>	MMI

SURVEY REF.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
14.231	<p><u>1982 REPORT OF THE AUDITOR GENERAL</u></p> <p><u>International Trade Development</u></p> <p>To provide guidance to line managers, facilitate evaluation and improve accountability of the Trade Development program, senior management should ensure that all organizational units have precise objectives, operational goals are consistent with strategic objectives and organizational relationship are clearly defined.</p>	<p>CC01 CC02 TF05 CC16.2 CC15</p>	<p>Development of OPF Departmental Planning System Priorization of Manufacturing Sectors DEA's Domestic Clientele Defining the Information Needs of Management</p>	<p>CML CML/CMA TID CCBM CCBI</p>
14.237	<p>The Trade Development programs should establish operational control procedures for its program activities</p>	<p>CC12 TF02 TF04 TF01</p>	<p>Review of PEMD Program Design System Improvements In PEMD Defense Import Contract System International Generic Fish Promotion</p>	<p>CME/TED TED TOD TAD</p>
14.241	<p>The departmental Program Evaluation group should establish procedures to assess the activities of the Trade Development program in relation to its objective of increasing Canadian export trade. The results of these evaluations shall be reported.</p>	<p>CC07,</p>	<p>Trade Programs: Methods of Monitoring and Measuring Effectiveness</p>	<p>CME/TED</p>
14.249	<p>Senior Management should review the priority market plan approved to trade development with a view to improving planning, implementation and accountability.</p>	<p>TF06</p>	<p>Export Market Development Plans</p>	<p>TEA</p>

SURVEY REF.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	<p><u>1982 REPORT OF THE AUDITOR GENERAL</u></p> <p><u>Immigration</u></p>			
14.280	<p>The Department of External Affairs should ensure that posts use the most economic and efficient means of coping with periodic variations in annual immigration volume.</p>		<p>As in report ... "The Department agrees. The DEA will continue to utilize all of the techniques mentioned in the Report, within the parameters of cost efficiency and resource availability..."</p>	
14.288	<p>The Canada Employment and Immigration Commission and the Department of External Affairs should improve interdepartmental consultation in respect to developing and implementing immigration guidelines.</p>	<p>SFO4</p> <p>CC10</p>	<p>Computer Assisted Immigration Processing. On-going inter-departmental committees are in operation.</p> <p>Evaluation of Program Delivery Abroad: Immigration and Tourism Programs</p>	<p>SIM</p> <p>CME/SID/TED</p>
14.292	<p>The Department of External Affairs and the Canada Employment and Immigration Commission should reach agreement on the arrangements that will be put in place so that the Commission can exercise proper functional supervision over the immigration program. Once in place, management and other control mechanisms should be used to ensure adherence to established programs, methods and procedures.</p>	<p>CC17.2</p>	<p>Evaluation of Program Delivery Abroad: Immigration and Tourism Programs</p>	<p>CME/SID/TED</p>

SURVEY REF.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
A-1	<p><u>1983 VALIDATION REPORT ON EAMP PHASE I</u></p> <p><u>Relations Between Trade and Foreign Policy Wings</u></p> <p>- clarification of roles and responsibilities for units below ADM level's; review of policy development process and the resulting operational linkages</p>	<p>CC09 GB01</p>	<p>Corporate Management Schedules Branch and Post Management Procedures</p> <p><u>Note:</u> Reorganization put into effect September 6, 1983 created five geographic branches as well as a Policy Development Secretariat and a Corporate Management Bureau in the Policy Coordination Branch</p>	<p>CMR CCBM</p>
A-3	<p><u>Planning and Resource Allocation</u></p> <p>- Interim systems, organization, conceptual foundation established; Phase II includes full implementation of the systems required to produce meaningful objectives, plans and resource allocation, reallocations decisions (strategic, operational, HQ, abroad.)</p>	<p>CC01 CC02 CC03 CC04 CC05 GB04</p>	<p>Development to OPF</p> <p>Departmental Planning System Managing Resource Allocation Reporting Against Plans Part III of the Estimates Policy and Resource Review Model</p>	<p>CML CML/CMA CMA CMA CML GAD</p>
B-2	<p><u>Reorganization of the Centre</u></p> <p>- Mandate Role of Management Review and Audit; role, scope, separation of programs and management must be reviewed; formal evaluation of center functions within 2 years (June/85) to ensure mandate, roles, responsibilities are visible and effective.</p>	<p>MM01 MM02</p>	<p>Development of Audit Plan and Activities to the Audit Management Review Plan</p>	<p>MMA MMI</p>

SURVEY REF.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	<p><u>REORGANIZATION OF THE CENTRE Cont'd</u></p>		<p><u>Note:</u> September, 1983 reorganization created Administration Branch (MCB) with the following Bureaux - Communications and General Services, Finance and Management Services, Management Review and Audit, Physical Resources and Passport Office. The Social Affairs and Programs Branch is the locus for immigration and Social Affairs (Includes Consular) and Cultural, Public and Information Programs.</p>	
B-3	<p><u>Role of Geographic Bureau</u></p> <p>- all issues raised in the Cram study not addressed; plethora of links between Ottawa and Posts</p>	GB01	<p>Branch and Post Management Procedures</p> <p><u>Note:</u> Five geographic Branches now have clear responsibility for their region and all posts in the region</p>	CCBM
C-1	<p><u>Personnel Management Systems</u></p> <p>- improved pay control systems; completion of EX conversion; implement secondment program; implement resource management system; ensure personnel systems integrate with departmental plans and control, management training program selected</p>	<p>CC03 CC04 AC02 CC01 AC04 AC01</p>	<p>Managing Resource Allocation Reporting Against Plans Development and Implementation of PMIS Development of the OPF Design and Implementation of a Human Resource Management Framework EX conversion - Phase II</p>	<p>CMA CMA ADA CML ADA ACBZ</p>

SURVEY REF.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
C-2	<u>PERSONNEL MANAGEMENT SYSTEMS (Cont'd)</u>			
	<u>Delegation to Heads of Post</u>	AC06 AC05	Review of Secondment Program Design and implementation of an Integrated Policy and Management Framework for Training and Development	APX ADT
	- full implementation of the action plan (rotational AS's)	GB02 GB01 AC16	Complete Initial HOP Delegation Effort Branch and Post Management Procedures Rotational AS/AT Program implementation	CMD/CML CCBM APA/APAA
C-3	<u>Program Delivery and Operational Support</u> - ensure that two components of the departmental mandate that have been traditionally under-emphasized relative to the policy role are given due attention.		There are more than 70 projects that deal with a wide range of management and program delivery issues in EAMIP. It should also be noted that the Sept., 1983 reorganization addressed many of these issues - geographic branches with program divisions, a Corporate Management Bureau with Corporate Planning, Operational and Resource Planning, Evaluation and the Senior Management Secretariat Divisions. The Administration Branch, as previously noted no longer contains immigration, Consular or Public Affairs.	

SURVEY REF.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
C-4	<u>1983 OCG VALIDATION OF EAMP PHASE I</u> <u>Communication on Reorganization</u> - completed but project to address on-going Intra and inter-departmental needs and those of the business community should be developed.	SF08 CC16 SF12 SF15	Domestic Information and Communications Strategy DEA's Domestic Clientele Rationalization of Publication In DEA Communication and Public Diplomacy	SCI CCBM SCD to be determined
D-2	<u>Accommodation</u> - completion of renovation of L.B. Pearson Building and assessment of the capability of the building to accommodate interactive EDP equipment	MR14 MG07 MF09 MF10 MF12 GB04	Accommodation Plan Telephone Services Office Automation Pilot General Purpose Computer for Headquarters EDP Support for Headquarters Pilot Project on Substantive Information Management <u>Note:</u> Conduits for fibre optics are being installed during the renovation of the building.	CCBA MGDT MFSX MFD/MFS MFD/MFS CCBI/CML
D-3	<u>FS Consolidation</u> - concerns about CO positions and and outcome of federal court case on FS secondments in CEIC	AC04 AC09 AC08 AC15 AC22 AC11	Design and Implementation of a Human Resource Management Framework Review of Stream Concept Management of Non-Rotational Personnel Consolidation of the Aid Stream Foreign Service Career Models by Stream	ADA ADA APN/ADA APA APD

SURVEY REF.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
D-4	<p><u>1983 OCG VALIDATION OF EAMP PHASE II</u></p> <p><u>International Activities of Other Departments</u></p> <p>- follow-up to the Edwards report, particularly memoranda of understanding</p>		<p><u>Note:</u> Given the September re-organization, and extensive efforts already underway, many interdepartmental committees are functioning and that memoranda of understanding have been completed a project is no longer necessary.</p>	
18 (a)	<p><u>THE STANDING COMMITTEE ON PUBLIC ACCOUNTS TWENTY-FIRST REPORT</u></p> <p>Your Committee recommends that: the report of the Department's task force include firm commitments on dates for the implementation of the Auditor General's recommendations on planning and financial management and that the Department advise your Committee of this timetable for implementation by March 31, 1984 (Paragraph 7);</p>	<p>CC01 CC02 CC03 CC04 CC05</p>	<p>Development of the OPF Departmental Planning System Managing Resource Allocation Reporting Against Plans Part III of the Estimates</p> <p>For Finance see page 2 onwards in response to Auditor General and final pages of this section on response to the Report Task Force on Financial Management</p>	<p>CML CML/CMA CMA CMA</p>
18 (b)	<p>the Department improve its personnel planning and assignment system for foreign service officers, implement the Auditor General's recommendations in this area, and report its progress in this regard to your Committee by March 31, 1984 (Paragraph 11);</p>	<p>AC04 AC02 AC14 GB01 AC11 AC05</p>	<p>Design and implementation of a Human Resource Management Framework Development and implementation of PMIS Delegation of Authority for Personnel Management Branch and Post Management Procedures Foreign Service Career Models Design and implementation of an Integrated Policy and Management Framework for Training and Development</p>	<p>ADA ADA CCBM ADA ADD/ADT</p>

SURVEY REF.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
18 (c)	<p><u>THE STANDING COMMITTEE ON PUBLIC ACCOUNTS TWENTY-FIRST REPORT (cont'd)</u></p> <p>The Department and the Treasury Board Secretariat immediately negotiate more appropriate rules governing property acquisition, and report progress to your Committee by March 31, 1984 (Paragraph 12);</p>	<p>MR05 MR02 MR03 MR04 MR11</p>	<p>LRCP T.B. Requirements Facilities Master Planning and Delivery System Guidelines for the Evaluation of Accommodation and Establishment of Criteria Project Completion Report Review of Real Property Management</p>	<p>MRPR MRPC MRPR MRPC MCB</p>
18 (d)	<p>The Department implement the Auditor General's recommendations on management of accommodation abroad and ensure that these recommendations are followed through with consistent, detailed plans of action for cost-effective acquisition and management of property and report to your Committee by March 31, 1984 (Paragraph 13);</p>	<p>MR01 MR02 MR03 MR04 MR05 MR07 MR10 MR11 MR13 GB01</p>	<p>Physical Resources Roles and Responsibilities Facilities Master Planning and Delivery System Guidelines for the Evaluation of Accommodation and Establishment of Criteria Project Completion Report LRCP T.B. Requirements Materiel Management Procurement and Shipping Control Property Management Manual Review of Real Property Management Property Management Information Systems Enhancement Branch and Past Management</p>	<p>MRPC MRPC MRPC MRPC MRPR MFS MRMS MCB MRCS CCBM</p>

REC. NO.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	<u>1983 REPORT - TASK FORCE ON FINANCIAL MANAGEMENT</u>			
1.	The Department of External Affairs not rely on FINCON as a Department-wide financial control and reporting system.		Accept	
2.	In the context of Department-wide efforts to coordinate systems development, the Department adopt a formal policy based on Annex F to Chapter III to control and coordinate the design and implementation of accounting and financial systems.	MF01 MF08.1 MF08.2 MF08.3	Bureau Organizational Review Financial Info. Needs Definition Financial Planning Enhancement Enhance FMS	MFD MFR/MFS MFR/MFRE MFR/MFRS
3.	The Department develop a mechanism to obtain the contribution of users in the exploitation of opportunities for the development of accounting and financially oriented systems within the context of the Operational Planning Framework.	MF08.1 MF08.2 MF08.3	As above	
4.	The Department establish a financial data base from which a second one can later be extracted if necessary. If two data bases are required, one (with on-line capabilities) would record budgets, commitments, expenditures and free balances; the second would be for financial management information, (response to enquiries) and would link resource utilization to activities (provision of performance measurement data).	MF08.1 MF08.2 MF08.3	As above	

REC. NO.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
<p>1983 REPORT - <u>TASK FORCE ON FINANCIAL MANAGEMENT</u></p>				
5.	<p>The Department integrate its accounting system with a financial management information system so that the two elements will function as one in support of the OPF, the eventual goal being to achieve full electronic processing and transmission of this information to serve Headquarters and the Posts.</p>	<p>MF08.1 MF08.2 MF08.3 MF10</p>	<p>Financial Info. Needs Definition Financial Planning Enhancement Enhance FMS General Purpose Computer for HQ</p>	<p>MFD/MFS</p>
6.	<p>The number of reporting levels required in the Department be determined on the basis of the responsibilities to be allocated for OPF activities/sub-activities and other operational requirements.</p>	<p>MF08.1 MF08.2 MF08.3</p>	<p>As above</p>	
7.	<p>The hierarchy of the FMS commitment control system be expanded to provide information to Headquarters managers at all the required levels.</p>	<p>MF08.1 MF08.2 MF08.3</p>	<p>As above</p>	
8.	<p>The Departmental commitment control system be made up of two processes. One would be for posts with an automated system (In non-automated Posts, commitment information would continue to be kept manually). The other element would serve HQ managers, providing details of Headquarters commitments and summaries of commitments of both HQ responsibility centres and the Posts.</p>	<p>MF08.1 MF08.2 MF08.3 MF03</p>	<p>Financial Info. Needs Definition Financial Planning Enhancement Enhance FMS Regionalization of Financial Service</p>	<p>MFR/MFS MFD</p>

REC. NO.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
9.	<p><u>1983 REPORT - TASK FORCE ON FINANCIAL MANAGEMENT</u></p> <p>In view of the additional information needs generated by the implementation of the Departmental OPF activity and sub-activity structure, the long-term cost effectiveness of obtaining a separate and central computer capability for the processing of administrative data, including financial data, now in the department's DEC 20, be determined without delay.</p>	MF10	General Purpose Computer for HQ	MFD/MFS
10.	<p>Should it be determined that such a separate computer capacity is required, a high priority be attached to the project of obtaining it. The system adopted should permit direct access to the HQ's and Post managers who require it. In the first instance, the possibilities of leasing the required services or buying "off-the-shelf" software should be explored.</p>	MF10	As above	
11.	<p>Should it not be possible to meet these requirements on a timely or cost-effective basis, the Department rely on the DRS with DEEP-ADIS and other enhancements to partially meet the financial information needs of the Department.</p>	MF08.1 MF08.2 MF08.3 MF10	Financial Info. Needs Definition Financial Planning Enhancement Enhance FMS As above	MFR/MFS

REC. NO.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	<p>1983 REPORT - <u>TASK FORCE ON FINANCIAL MANAGEMENT</u></p>			
12.	<p>Regionalization of Post financial data processing be accompanied by arrangements to permit rapid access as required by the satellite Posts to their financial and cheque issue information, by terminals wherever practicable.</p>	MF03	Regionalization of Financial Service	MFD
13.	<p>Accounting and financial management at all FMO Posts be fully automated with capabilities to electronically transfer their financial information to the HQ computer at specified cut-off times.</p>	MF11 CC15	EDP Support for Posts Information Needs of Posts	MFS CCBI
14.	<p>Wherever it is cost-effective to do so, accounting and financial management at the other Posts be eventually automated over time. The programs for the computers or the formatted financial management word processor diskettes would be centrally controlled in the Finance and Management Services Bureau.</p>	MF11 MF03	EDP Support For Posts Regionalization of Financial Service	MFS MFD
15.	<p>The practicality of establishing small centres of computer technical expertise in each region to serve the Posts in the area be examined.</p>	MF11 MF03	As above As above	
16.	<p>Some HQ managers be provided with direct access as required to the resource data base, with dedicated terminals when justified by their needs for frequent, detailed and up-to-date information on the status of Departmental budgets.</p>	MF10 GB04 CC14	General Purpose Computer for HQ Pilot Project on Substantive Information Management Information Needs of Headquarters Managers	MFD/MFS CCBI CCBI

REC. NO.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	<u>1983 REPORT - TASK FORCE ON FINANCIAL MANAGEMENT</u>			
17.	A materiality threshold (in terms of dollar amounts, types of transactions and other standard audit criteria) be established for Post accounts verifications, thus reducing the workload.	MF02	Post Account Management	MFF
18.	The number of full Post account audits carried out each year be reduced from the current 1032 to 600 or less.	MF02	As above	
19.	An analysis of each Post be carried out with regard to the delegation of signing authority under Section 26 so as to formally make the arrangements best suited to each Post.	MF02	As above	
20.	<p>The Resource Planning and Analysis Division be responsible for:</p> <p>a) assisting the staff of the Policy Coordination Branch in the preparation of the Strategic Overview, MYOP and other documents for presentation to the Executive Committee;</p> <p>b) on behalf of the Executive Committee, distributing the guidelines for the preparation of MYOPs;</p> <p>c) receiving, compiling and analyzing the financial data for the Budget Year (Spring Update to the MYOP) and developing costing alternatives where appropriate</p>	MF01	<p>Bureau Organizational Review</p> <p>Most of the points a)-c) have been dealt with as a result of the September 6, Reorganization</p>	MFD

REC. NO.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
20. cont'd	<p>1983 REPORT - <u>TASK FORCE ON FINANCIAL MANAGEMENT</u></p> <p>d) assisting the staff of the Policy Coordination Branch in the preparation and analysis of the MYOPs; and</p> <p>e) on the basis of inputs from the Policy Coordination Branch and responsibility centre managers, preparing the budget for the current year and monitoring variances.</p>			
21.	<p>Given the greater involvement of the Policy Coordination staff in the preparation of the MYOP and in analysis tasks, up to three PYs from the Budget and Programme Forecast Section be reallocated.</p>	MF01	<p>Bureau Organization Review Reallocation took place as part of September reorganization</p>	MFD
22.	<p>The existence of the central point of contact in the Resource Planning and Analysis Division to receive, evaluate and act upon requests from managers for generic types of financial information be made known to the Department's managers and reminders be issued to them at least yearly.</p>	MF01 MF08.1 MF08.2 MF08.3	<p>As above Financial Info. Needs Definition Financial Planning Enhancement Enhance FMS</p>	MFR/MFS
23.	<p>The Management Services Division be assigned the PYs required for a complete review, consolidation and updating of the Department's publications.</p>	MF05	<p>Departmental Manuals</p>	MFD/MFS
24.	<p>The function of defining Departmental needs for information systems and the Bureau official tasked with this responsibility be transferred to the Branch of the ADM Policy Coordination</p>		<p>This has been done as part of the Sept. 6/83 reorganization. See Projects in Aspects of Corporate Processes and MIS Section, particularly CCBI projects.</p>	

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	<p>1983 Report - <u>TASK FORCE ON FINANCIAL MANAGEMENT</u></p>			
	<p>In the Department's new organization so that the incumbent may have ready and full access to the broadest Departmental planning issues.</p>			
25.	<p>A division to be responsible for financial policy be created in the Bureau of Finance and Management Services.</p>	MF01	Bureau Organizational Review	MFD
26.	<p>The Financial Policy Division be responsible for the tasks listed in paragraph 17 of Annex C to Chapter IV, including the responsibilities for the Financial Administration and Accounting Operations Manuals.</p>	MF01	As above	MFD
27.	<p>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.</p>	MF01	As above	MFD
28.	<p>The Resource Planning and Analysis Division be formally tasked to develop financial management training packages for Heads of Posts and other senior managers on the preparation of operational plans and budgets and budget control. In this task, the Division would examine the video</p>	MF06	Financial Management Training and Development	MFD

REC. NO.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	<p>1983 REPORT - <u>TASK FORCE ON FINANCIAL MANAGEMENT</u></p> <p>libraries of the PSC and Supply and Services Canada to obtain any copies of pertinent tapes when the flexibility requirements and potential manpower savings warrant the additional costs.</p>			
29.	<p>A training assistant be provided to the senior financial analyst of the Resource Planning and Analysis Division who would be tasked to provide financial management training to future Heads of Posts and to HQ responsibility centre managers - the classification level of that position should be re-assessed in that light. This position would be offset by the PY savings resulting from the reduction in the Post account audit workload.</p>	MF06	Financial Management Training and Development	MFD
30.	<p>A team of 4 specialists in the Accounting and Financial Services Division be formed and tasked to:</p> <p>a) examine the video tape library of Supply and Services Canada to identify training tapes relevant to the financial administration and management of External Affairs;</p> <p>b) using the available tapes and the expertise and material in the Office of the Comptroller General, develop and maintain complete and self contained audio-visual and</p>	MF06	As above	

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REC. NO.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	<p><u>1983 REPORT - TASK FORCE ON FINANCIAL MANAGEMENT</u></p> <p>documentary financial training packages for financial specialists and others at HQ for: HQ personnel who require this training (e.g., Branch administrative officers), rotational personnel before they proceed on assignments and Post accountants;</p> <p>c) administer the training packages, up-dating and improving them on the basis of the experience gained with them; and</p> <p>d) replace the documentary part of the packages with video tapes as required to improve flexibility in providing the training and to reduce instructor work and travel loads.</p>			
31.	<p>The training team serve as a pool of experts to provide on-site training as required and assist Posts with particular financial administration difficulties.</p>	MF06	Financial Management Training and Development	MFD
32.	<p>The Finance and Management Service Bureau review the classifications of the following positions with a view to submitting a request for upgrading them:</p> <p>a) Director, Accounting and Financial Services, on the basis of the International scope of the incumbent's responsibilities and added training responsibilities proposed;</p>	MF01	Bureau Organization Review	MFD

REC. NO.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
33.	<p><u>1983 REPORT - TASK FORCE ON FINANCIAL MANAGEMENT</u></p> <p>b) Director, Management Services Division on the basis of the expertise required to direct the Division and the International scope of the incumbent's responsibilities;</p> <p>c) the FI positions in the Resource Planning and Analysis Division on the basis of comparability with equivalent responsibilities in other Departments; and</p> <p>d) on the basis of comparability with equivalent responsibilities in other Departments, some of the FI positions in the Accounting and Financial Services Divisions as follows:</p> <p>1) Deputy Director; and</p> <p>ii) unit chiefs of the Financial Control and Revenue and Recoverable units.</p> <p>Mechanisms be set up to ensure that the DG Financial and Management Services:</p> <p>a) sends a voting representative of sufficiently senior rank to each recruitment, selection and promotion board involving financial specialists; and</p> <p>b) comments on the financial administration record of individuals selected for Head of Post positions and other positions with financial</p>	<p>MF06</p> <p>AC12</p> <p>GB01</p> <p>AC14</p>	<p>Financial Management Training and Development</p> <p>Human Resource Plan Responding to Financial Management Needs</p> <p>Branch and Post Management Procedures and Requirements</p> <p>Delegation of Authority for Personnel Management</p>	<p>MFD</p> <p>CCBM</p> <p>ADA</p>

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REC. NO.	OBSERVATIONS	EAMIP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
33. cont'd	<p>1983 REPORT - <u>TASK FORCE ON FINANCIAL MANAGEMENT</u></p> <p>administration responsibilities at Posts and in HQ.</p>			
34.	<p>A formal system be adopted to ensure the DG Finance and Management Services will be consulted for all appointments to positions with accounting responsibilities.</p>	<p>AC14 MF01 MF06 GB01</p>	<p>Delegation of Authority for Pers.Mgmt. Bureau Organization Review Financial Management Training and Development Branch and Post Management Procedures and Requirements</p>	<p>MFD MFD CCBM</p>
35.	<p>The DG Finance and Management Services forward to the Personnel Branch comments on the financial administration performance of Heads of Posts and other personnel (including LES personnel) with financial administration responsibilities; these comments would cover the standard personnel reporting period and would be taken into account in the "financial control" section of performance evaluation reports.</p>	<p>MF06 GB01 AC14</p>	<p>As above As above As above</p>	

G. MANAGEMENT OF EAMIP

EAMIP SECRETARIAT AND COMMITTEES

1. The EAMIP Secretariat is headed by the Coordinator of the Management Improvement Program (CCBM), who reports to the ADM, Policy Coordination (CCB). The Secretariat is responsible for preparation and revisions to the management improvement program, for coordination and monitoring project implementation, provision of assistance to project managers, as and when necessary, and conduct of selected projects. To carry out this work the Secretariat will have a staff of six.

2. The Coordinating Committee, chaired by CCBM, is a working level committee consisting of branch representatives whose responsibility it is to coordinate the EAMIP activities in their respective branches. The continuing requirement for this committee will be reviewed as work progresses on the program. On occasion, work groups or steering committees may be established to assist with projects which cross branch lines.

3. The Steering Committee, which has as its chairperson the ADM, Policy Coordination, includes in its membership one ADM each to represent the functional and geographic branches, the ADMs of Administration and Personnel, and representatives of the OCG, OAG, TBS and PCO. The Steering Committee provides guidance for the development and implementation of EAMIP. It reviews and recommends to Executive Committee approval of the initial program and subsequent amendments. The Steering Committee reviews quarterly progress reports on EAMIP, and forwards these to Executive Committee, as "B-Items", except where the specific attention of the latter is required. The Steering Committee will monitor the progress of selected key projects in detail, and will review the success of projects on completion.

REPORTING REQUIREMENTS

4. Reporting requirements will be kept to the minimum necessary to ensure adequate monitoring of the program. The emphasis will be on direct contact between EAMIP staff and project managers, rather than extensive documentation. Accordingly, reporting against individual project plans will be restricted to a quarterly basis, and the information requirement will be limited to achievement of milestones, estimated PY and dollar resource utilization, and a narrative analysis of variance and corrective action as necessary (see attached format). Where OCG funds have been applied to a project, more exact accounting of resource utilization will be necessary. A monitoring plan will be developed early in the 1984-85 fiscal year.

If there has been a significant change in circumstances since development of the project plan, project managers may need to update the steps and timing at the start of a project in order to provide an accurate base for reporting. On some projects, the steps and timing can themselves be expected to change during the course of implementation.

Quarterly summaries of progress will be provided to the Steering Committee and Executive Committee. These Committees may require additional information, on an exception basis, for projects that they are monitoring individually because of their complexity, sensitivity, or importance and project managers may be asked to make presentations to one or other of the Committees.

AMENDMENTS, UPDATE, AND COMPLETION

5. New projects may be proposed, at any time, for approval by the Steering Committee. In addition, there will be an annual review and update of the program in total. This includes an anniversary meeting between the USSEA and the Comptroller General. A project completion report (see attached format) will be submitted to the Steering Committee on completion of each project. The process of producing that final report is based on full consultation among project officers and managers responsible for the project and the EAMIP staff. In some instances, where a project is of key interest to them, the OCG will review the outcome of the project from their perspective.

95.

EAMIP PROGRESS REPORT FOR QUARTER ENDING
 PAG - RAPPORT D'AVANCEMENT POUR LE TRIMESTRE SE TERMINANT LE

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Project Title - Titre du projet	Responsibility - Responsabilité	Number - Numéro
Milestone - Repères	Planned Date - Date prévue	Actual Date - Date réelle

Explanation of Accomplishment (Variance and Corrective Action as applicable; attach revised steps and timing, if required)
Justification des réalisations (Écarts et mesures correctives, s'il y a lieu; si nécessaire, joindre étapes et calendrier révisés)

Estimate of Resource Utilization for Quarter -
Prévisions de l'utilisation des ressources pour le trimestre

Direct Costs - Coûts directs	January - March janvier - mars	April - June avril - juin	July - September juillet - septembre	October - December octobre - décembre	January - March janvier - mars
PY - AP					
Salary - Traitements					
Consulting-Consultation					
Other Operating- Autres dépenses de fonctionnement					
Capital - Dépenses en capital					
O&M - Opérations et entretien					
TOTAL for Quarter - TOTAL pour le trimestre					

Explanation of Variance, if Applicable -
Justification des Écarts, s'il y a lieu -

 Project Officer
 Agent de projet

 Date

 Project Manager
 Gestionnaire de projet

 Date

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G. MANAGEMENT OF EAMIP

H. COMMUNICATION PLAN

EAMIP PROJECT COMPLETION REPORT

TITLE:

Inventory of Existing Systems CC12

OBJECTIVE:

To profile computer systems currently operational within DEA in order to create an inventory of all systems in the department.

GOAL:

To make available a publication for distribution within the Department that describes the key features of these systems.

PLANNED DATE OF COMPLETION:

End February 1984.

ACTUAL DATE OF COMPLETION:

End February 1984.

PLANNED COSTS:

\$ 1,000
PY 0.1

ACTUAL COSTS:

Less than \$1,000
PY 0.1

DESCRIPTION OF THE WORK:

The contacts for the various systems were first identified. These people were interviewed and the profiles of systems were a result of the information obtained at these interviews. These individuals also reviewed the system descriptions. This project does not address a specific Central Agency comment but it does fill a specific information need in the department.

PRODUCT RESULT(S) OF THE PROJECT:

A publication entitled "Current MIS/EDP systems within External Affairs" February 19, 1984.

WHERE AVAILABLE:

MFSA

ASSESSMENT OF SUCCESS:

Publication provides accurate basic information and the source for further information is identified. Both the objective and goal have been met.

RECOMMENDATIONS/FOLLOW UP:

This publication be given to MFSC who should also have the responsibility for updating it as necessary.

Project Manager

Date

COMMENTS OF REVIEWING AUTHORITY:

(when applicable)

H. COMMUNICATION PLAN

The activities outlined here form an initial EAMIP communications plan focused predominately on the period from January to March 31, 1984. The overall purpose of the communication plan is to build understanding and acceptance of the EAMIP and to clarify cross Branch or inter-departmental linkages and involvements.

Each of the following aspects of the communication plan is briefly described following the same pattern: participants, purpose, topics, medium, time-frame, responsibility. In all cases routine consultation will take place, as appropriate, throughout the year.

1. Participants: Assistant Deputy Ministers, selected Directors General.
 Purpose: Initial discussions with senior contact person from the Office of the Comptroller General.
 Topics: Draft EAMIP, issues or concerns; departmental expectations; OCG expectations; role of the OCG with the department.
 Medium: Informal, small meetings.
 Time: January/February
 Responsibility: CCB, CCBM, OCG.

2. Participants: Geographic and Functional Branches - AMA's, Coordinating Committee representatives, Steering Committee representatives, geographic reference group members, individual project managers/officers as appropriate.
 Purpose: General information, if required; consultation on individual projects; follow-up on questions raised by Steering Committee, Executive Committee, OCG.
 Message: Overall content of the EAMIP; linkages; additional information/explanation.
 Medium: Briefings; individual meetings.
 Time: January - March
 Responsibility: CCBM

3. Participants: Corporate managers (e.g. CMD, MFD, MRD, MMD, MGD, CPD, ABD, APO, ADD, etc), as appropriate.
 Purpose: Shared information; interdependence of projects; implications of project implementation.
 Message: Project linkages; coordination requirements; individual responsibilities and input to other projects.
 Medium: Individual or small group meetings.
 Time: January - March
 Responsibility: CCBM

- 4. Participants: Representatives of the OCG.
 Purpose: Initial review and consultation on Draft EAMIP.
 Message: Content and rationale of program; strengths, weaknesses; next steps; areas for concentration, key projects; time-frames; resources.
 Medium: Individual and group briefings and discussions.
 Timing: January - February
 Responsibility: OCB, CCEM; other corporate managers as necessary; OCG representatives.

- 5. Participants: Treasury Board, Auditor General, Privy Council Office; as required.
 Other items as in 4 above.

- 6. Participants: Other Government Departments e.g. CIDA, DRIE, IMPAC groups.
 Purpose: Initiate contact on EAMIP; identify project linkages.
 Message: Overview of EAMIP; review of specific projects as appropriate.
 Medium: Letters; meetings.
 Timing: March - June
 Responsibility: CCEM to initiate; other DEA managers as appropriate; OCG representatives, as appropriate.

- 7. Participants: Posts
 Purpose: General Information on EAMIP; projects that impact on posts; projects that posts have suggested/proposed and are not yet included or fully explored.
 Message: Overall content of EAMIP; projects for posts; Branch and Post Management etc.
 Medium: Circular telex; Summary in Diplomatic Bag; HOP meetings as feasible; selected posts as deemed useful in discussion with geographic Branches.
 Timing: January to March; during 84-85.
 Responsibility: OCB, CCEM; geographic ADM's and managers.

Following final approval of EAMIP and early in the new fiscal year the communications plan will be reexamined for additions, deletions or more definite commitments.



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