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External Affairs   Affaires extérieures
Canada   Canada

EXTERNAL AFFAIRS MANAGEMENT

IMPROVEMENT PROGRAM (EAMIP)

Draft

VOLUME 1

PROJECT INTRODUCTION AND SUMMARIES

January 1984

External Affairs Management Improvement Program (EAMIP)

Draft

Volume 1 - Summaries

I N D E X

A.   INTRODUCTION AND BACKGROUND

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 administrative support services 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,
    while others are particular to a single bureau, e.g. further devel-
    opment 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, as 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 improve-
    ment 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 a full management improvement program, with broad coverage of management and administrative areas would constitute Phase Two. A good number of the Phase One projects are now complete, while the major outstanding items are reflected in the present document.

5. Work on the full program began in the Spring of this year, 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, 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 and they served as the basis for a discussion paper on the scope of the management improvement program and the range of issues and opportuntities 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 draft 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 Coordination 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 draft program has 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 can 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. Since that date, detailed plans have been prepared for the majority of the projects that are now underway or will commence in 1984-85. The project plans have been compiled, and an analysis has been undertaken of implementation considerations and costs related to the program. Some projects will still need to be further detailed before the end of the fiscal year while others will be included at later dates.

CURRENT SITUATION AND NEXT STEPS

9. The management improvement program is now in draft form, ready for review by the Steering Committee and approval in principle by Executive Committee. Subsequent to consideration by the two committees, there will be some further consultation, where required, within the Department. The program will also be reviewed in draft with the OCG at this time. Following further revisions, as necessary, the program will be submitted to Executive Committee for final approval of the projects and the resource plan. Sign-off of the program by the Comptroller General is expected by the end of February, latest.

10. While the management improvement program is termed a "draft", some of the projects in it are in fact already underway. Others need only approval before they begin, some must be described with greater precision before action can be taken, and others still require resources if they are to proceed at all. New projects can be added as they emerge, and the entire program will be updated annually. The extent to which the EAMIP, reviewed in January and February, will remain a draft will be determined out of that review, discussion and approval process.

B.   ISSUES AND PRIORITIES

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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".

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 opera-
  tions

- . 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 pro-
  jects;

- . 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, geo-
graphic 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,

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 planning 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 goegraphic 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 focus of the projects in this section is on providing branch managers with the systems and resources necessary to carry out their management responsibilities. That is the purpose of the Branch and Post Management Procedures project. Completion of the 1983 initiative on delegation to Heads of Post is a separate project here, though consideration of any further delegation to HoP's 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 link-ages (e.g. Management of Relations with the OECD, Multilatera-lism and the UN System, Domestic Information and Communica-tions 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 Promo-tion, 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 under-standing 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:

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 continuous 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 Telecommuncations. 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 the Department as

a whole, for which these units provide support and service. In that 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 manadate 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 Fiancial 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:

21. 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.

22. 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 depth reviews in each of these areas.   Both studies will be completed by appropriately qualified consultants from the private sector.

Communication and General Services

23. 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. Illustratively, projects are in the areas of Library Services, Telecommunications Policy, Records Management and Telephone Services.

Management Review and Audit

24. Continuing the initiatives already underway to strengthen the internal audit capacity and clarify the role of management review, the two projects here are to Develop the Audit Plan and Activities to be Audited and to develop, have approved and promulgated the Management Review Policy.

PRIORITY SETTING

25. 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, and there is a requirement for additional resources. As a consequence, Executive Committee will be asked to set priorities between some individual projects within the program. The first step will be to separate those projects that do not compete for time or resources, because they are small, self-contained or have adequate existing resources. The second step will be to identify those projects which are essential to the success of the program or are an inherent part of Branch responsibilities. 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. If there are still any timing problems after the discussions implied above and after a review of a resource plan (source, timing and application) further adjustments to start dates can be made.

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C. SUMMARY OF PROJECTS

C. Summary of Projects

No.	Title	Responsi-bility	Description
	I. Aspects of Corporate Processes	C C B	
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 amd 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 Check-list 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.
TF03	. 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 of Headquarters Management	C C B I	– see MIS section.
CC15	. The Information Needs of Posts	C C B I	– see MIS section.

C. Summary of Projects

No.	Title	Responsi-bility	Description
CC17	. DEA's Domestic Clientele.	C C B M	– 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.
	II. Support for Geographic Branches	U G B L G B P G B R G B G G B	
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 Model.	G A F (C M E/ 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. Project to be structured after USSEA review of initial work.
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.

C. Summary of Projects

No.	Title	Responsi-bility	Description
	II. DEPARTMENTAL PROGRAMS & OPERATIONS		
	A. International Trade Development		
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	. Priority Market Plans.	T E D	– development, implementation and assessment of an improved approach to developing priority market plans that are more useful to Canadian businessmen in the various industrial sectors. Full project to be developed in February.
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).
	B. Economic and Trade Policy	E F B	
EF01	. Economic Summitry – Critical Path	E E R	– description and checklists to order process of preparing for summit meetings. Work nearing completion, status report provided.
EF02	. Refining Science Counsellor Roles	E T S	– review, make recommendations for purpose and improvements in role of Counsellors and quality of scientific and technical information.
EF03	. Implementation of Nuclear Cooperation Agreements.	E T N	– develop an approach and process to manage these agreements with maximum resource economy – a one-year pilot approach.
EF04	. Relations with the Nuclear Industry.	E T N	– to develop an approach as to the best way to interface with the Nuclear Industry.

C. Summary of Projects

No.	Title	Responsi-bility	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.
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.
EF13	. Study on Trade in Services.	E P T	– identification and evaluation of specific Canadian interest in this field as follow-up to Task Force's July 1982 report.
EF14	. Follow-up – Trade Policy for the 80's.	E P T	– an initial inventory of what work needs to be done, by whom, and recommendations for coordination.
EF14.1	. Canadian/US Sector Free Trade Study	C P D S	– work towards identifying certain sectors that would be appropriate for limited free trade between Canada and the U.S.A.
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.

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C. Summary of Projects

No.	Title	Responsi-bility	Description
	C. Political and International Security Affairs	I F B	
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.
	D. Social Affairs and Programs.	S F B	
SF01	• New Thrust for Entreprenurial 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.

C. Summary of Projects

No.	Title	Responsi-bility	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	. 1984 World Population Conference	S I S	- Project to be developed in January/February; developing a Canadian approach to participation, and order of preparation.
SF19	. Indigenous Peoples' Organizations Int'l Liaison.	S I S	- Project to be developed in new calendar year; deals with definition of DEA's role in this area.
	IV. Human Resource Management.		
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	Responsi- bility	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 achiev- ing 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 stregthened financial management process.
AC13	. Development of a strengthened and more responsive Classifica- tion Process in External Affairs	A B D/ A B C	- completion of a detailed examination which will result in a stregthened basis for managing the classification process. (to come in Jan./Feb.)

C. Summary of Projects

No.	Title	Responsi-bility	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 or 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	. Enhanced Office Automation For The Personnel Branch.	A C B/ A B D	- examination of automated system applications that will lead to enhanced productivity in the Personnel Branch.
AC21	. Establishment Analysis	A D A/ C M D	- to be developed in Jan/Feb
AC22	. Career Review and Counselling	A D A	- to be developed in Jan/Feb
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.

C. Summary of Projects

No.	Title	Responsi-bility	Description
	V. Management Information Systems A. New Initiatives or Major Improvements.	(6 Branches Involved)	
MF08.1	. Finance and Management Systems Enhancements - Needs Definition.	M F D M F R	- enhancement to the system to record all HQ commitments, provide reports to Executive
MF08.2 MF08.3	. Financial/Planning Enhancement . Enhance FMS	M F S	Committee and to users of FMS outside the Bureau of Finance & Management, incorporate changes arising from OPF and associated developments.
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.
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.
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.
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.

C. Summary of Projects

No.	Title	Responsi-bility	Description
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 psots, 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.
	B. Operational Improvements		
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.
MG02	. Library Services.	M G L	- improvements in library services, e.g. on-line acquisition and cataloguing; expand research service after policy is approved.
	Administrative Support Services	**M C B**	
MR14	. Accomodation Plan.	C C B A	- to plan and execute the accomodation of all DEA staff in the L.B. Pearson Bldg. post reorganization, targeted end date - August 1984.
	Finance		
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.

C. Summary of Projects

No.	Title	Responsi-bility	Description
MF04	. Review of Financing of Operations Abroad.	M F F/ M F R	– determine whether curent, 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.
MF08.3	. Enhance FMS.	MFR/MFRS	– see MIS section.
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.
	Physical Resources		
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 facilties 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.

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C. Summary of Projects

No.	Title	Responsi-bility	Description
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 docuementation 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.
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 of review 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.
Communication and General Services			
MG01	. Word Processing Review.	M G D W	- see MIS section.
MG02	. Library Services.	M G L	- see MIS section.

C. Summary of Projects

No.	Title	Responsibility	Description
MG03	• Departmental Telecommunications Policy.	M G T	– to develop, have approved and disseminate a telecommunications policy for the Department.
MG04	• Radioteletype.	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.
MG07.1	• 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	• 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.
	Management Review and Audit		
MM01	• Development of Long Term Internal Audit Plan.	M M A	– multi-year audit plan and scope of audit universe to be established.
MM02	• Management Review Role.	M M I	– determining the role, mandate, approach to managerial review as separate from audit or evaluation.

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D. IMPLEMENTATION CONSIDERATIONS

D. IMPLEMENTATION CONSIDERATIONS

1. The Draft EAMIP was prepared as a concentrated effort during a
three month period of time in the expectation that greater precision in
some projects would be required before full implementation could take
place. A preliminary analysis of the draft EAMIP shows that among the
126 projects some gaps and overlaps may still remain in the way in
which issues and opportunities are addressed. Moreover, as illustrated
in the bar charts contained in this section, the total impact of all
the projects on the Department may be too great if implementation
proceeds according to the time frames shown. Further refinements to
the projects can best be made after Steering Committee and Executive
Committee Review, as their perspective of priorities may well alter the
substance and scheduling of projects.

2. It should be noted that of the 126 projects, 42 are either to be
completed by the end of this fiscal year, 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 priorities in the same manner as other
projects in the overall program.

3. Changes to some projects can be made prior to sign-off by DEA and
the OCG, while other projects have been structured to allow further
collection of information, analysis, and priority setting during the
initial phase of EAMIP, leading to subsequent development of detailed
project plans. Based on a first view of the EAMIP, some of the
considerations which must be kept in mind when transforming the present
"draft" into final form are as follows:

- 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 and that the pilot projects and systems development do
  not absorb an inordinate amount of managers' time, and to provide
  adequate co-ordination between the different units in DEA involved in
  MIS.
- 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

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4.   While improvement to the present draft of the EAMIP is necessary, the program does show strength in the key projects in each area which will provide the momentum for implementation over its three or more year lifespan. 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. Over and above these basic management and systems improvements, the programs and operations projects give the EAMIP a distinctively DEA flavour which will increase its relevance to departmental managers, and increase the opportunities for applying project management techniques to the work of the Department.

Summary
Implementation of Key Projects

No.	Title	Resp.	83/84 J F M	84/85 A M J J A S O N D J F M	85/86 A M J J A S O N D J F M	86/87 1 2 3 4
	Aspects of Corporate Processes					
CC01	Development of the OPF	CML	Draft Results, Linkages	Review Resources TBS		
CC02	Dept'l. Planning System	CML/CMA	This Year	Assess | Plng, Paper & Implement Full Cycle	Asess Further Implementation	Assess
CC04	Reporting Against Plans	CMA	TBD			
CC05	Part III of the Estimates	CML		Draft and Review TBS		
CC06	Evaluation Components/Plan	CME				
CC07	Trade Programs – Effectiveness Measures	CME/ TED				
CC12	Rev. of PEMD Program Design	TEP/CME				
	Support for Geographic Branches					
GB01	Branch and Post Management Procedures	CCBM	Policy	Implementation	Documentation, Communication, Training	
	Dept'l, Programs & Operations					
TF03	PEMD: Eval. of PEMD Prog. Design	CME/TEP		Phase II TBD		
SF09	DEA's Domestic Clientele	CCBM	Inventory	Priorities | Plan | Implement		
SF15	Communication & Public Diplomacy		TBD			
	Human Resource Management					
AC04	Human Resource Mgmt. Framework	ADA		Design | Approve | Train | Implement	Assess	
AC05	Training and Development Policy			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			

No.	Title	Resp.	83/84 J F M	84/85 A M J J A S O N D J F M	85/86 A M J J A S O N D J F M	86/87 1 2 3 4
	Management Information Systems					
CC14	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	PMIS Workload Priorities	ADA	Post Pref.	PY Utilization Improve Data Quality LES's	Employee Work History	
GB04	Pilot Proj. Sub. Info. Mgmt.	URR	Assess Reqt.	Test Evaluate Future TBD		
TF02	PEMD System Improvements	TED	Implement Evaluate			
	Administrative Support Services					
MF01	Bureau Organization Review	MFD	Review Mandate and Org.	Design Org.Struc. Staffing and Classification		Assess
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 Plng. & Delivery System	MRP	TBD			
MR11	Review Real Property Mgmt.	MCB	TBD			
MR12	Materiel Mgmt.System Feas.Study	MCB	TBD			
MR14	Accommodation Plan	CCBA				
MM01	Accommodation Plan					
MM02	Accommodation Plan					

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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
	CORPORATE PROCESSES				
CC01	Operational Planning Framework				
CC02	Departmental Planning System				
CC03	Managing Resource Allocation	TBD			
CC04	Reporting Against Plans	TBD			
CC05	Part III of the Estimates				
CC06	Evaluation Plans and Profiles				
CC07	Trade Effectiveness Measures		Phase II TBD		
CC08	Revision of Manual of Correspondence Procedures				
CC09	Corporate Management Schedules				
CC10	Evaluation of Program Delivery Abroad/Immigration and Tourism		Part II TBD		
CC11	Project Management Guide and Training				
CC17	DEA's Domestic Clientele				
CC18	Official Department Visits				
	GEOGRAPHIC BRANCHES				
GB01	Branch and Post Management				
GB02	Complete HOP Delegation				
GB03	Policy and Resource Review Model	TBD			
GB05	Satellites for U.S. Posts				

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
	INTERNATIONAL TRADE DEVELOPMENT																															
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																											
	ECONOMIC AND TRADE POLICY																															
EF12	Process for Commodity Agreements																															
EF14.1	Canadian/US Sector Free Trade Study	TBD																														
EF15	Management of Relations with OECD																															
	INTERNATIONAL POLITICAL AND SECURITY AFFAIRS																															
IF01	Multilateralism & the UN System	TBD																														
IF02	Crisis Management Support System and Procedures				TBD																											
IF03	Personnel Safety and Security																															

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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
	SOCIAL AFFAIRS AND PROGRAMS																															
SFOI	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																															
SF09	DEA's Domestic Clientele																															
SFI0	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	TBD																														
SFI9	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
	HUMAN RESOURCES MANAGEMENT				
AC01	EX Conversion Exercise - Phase II				
AC03	Affirmative Action Workplan	TBD			
AC04	Design & Implementation of Human Resource Management Framework In EA				
AC05	Integrated Policy & Management Framework for Training & Development				
AC06	Review of Secondments Program				
AC07	Implement. of Exec. Committee Decisions on McDougall Recommendations				
AC08	Management of Non-Rotational Personnel In External Affairs				
AC09	Review of Stream Concept				
AC10	Human Factors In the Introduction of New Office Technology				
AC11	Foreign Service Career Models by Stream				
AC12	Human Resource Plan for Responding to Financial Mangement Needs			Implement	
AC13	Development of a strengthened and more responsive Classification Process In External Affairs	TBD			
AC14	Delegation of Authority for Personnel Management				
AC15	Consolidation of Development Aid Stream				
AC16	Rotational AS/AT Program Implementation		Ongoing		
AC17	Improvement of Foreign Language Training Program				
AC18	Improvement of Support Services Program to Employees & Their Families				
AC19	Retirement Program				
AC20	Enhanced Office Automation for the Personnel Branch	TBD			
AC21	Establishment Analysis	TBD			

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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
	HUMAN RESOURCES MANAGEMENT																															
AC22	Career Review and Counselling	TBD																														
AC23	Assignment Policy for Employee Couples																															
AC24	Review of Diplomatic Designations																															

PROJECT NUMBER	TITLE	1983/84 J F M	1984/1985 A M J J A S O N D J F M	1985/1986 A M J J A S O N D J F M	1986/1987 1 2 3 4
	MANAGEMENT INFORMATION SYSTEMS				
CC12	Inventory of Existing EDP Systems	Complete			
CC14	Defining the Information Needs of Management				
CC15	Defining the Information Needs of Posts				
GB04	Pilot Project on Substantive Information Management (UGB)		Future TBD		
MF08.1	Financial Information Needs Definition				
MF08.2	Financial Planning Enhancement				
MF08.3	Short-Term Work Enhance FMIS	TBD			
AC02	Improvement and Development of the Personnel Management Info. System				
MR13	Property Management Information System Enhancement		Implementation TBD		
MF09	Development of the Office Automation Strategy				Future TBD
MF10	General Purpose Computer for Headquarters				
EF06	STRB Pilot Project for Ad Hoc Reports				
EF07	Redesign of the Import Permit Issue System				
TF04	Defence Import Contract System	TBD			
SF04	Computer Assisted Immigration Processing				Future TBD
SF06	Consular Operations MIS				
CC19	MIS EDP Training	TBD			
TF02	System Improvements in PEMD.				
MF11	EDP Support for Posts				
MF12	System Support for Headquarters				
MG01	Word Processing Services			Future	TBD
MG02	Library Services			Future 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
	FINANCE				
MF01	Bureau Organization Review				
MF02	Post Accounts Management				
MF03	Regionalization of Fin. Services				
MF04	Review of Financing of Operations Abroad				
MF05	Departmental Manuals Development and Publication				
MF06	Financial Management Training and Development				
MF07	Review of Departmental Authorities				
MF13	Financial Management Manual				
	PHYSICAL RESOURCES				
MR01	Physical Resources Roles and Responsibilities				
MR02	Master Planning and Delivery System	TBD			
MR03	Guidelines for the Evaluation of Accommodation	Complete			
MR04	Project Completion Report	Complete			
MR05	LRCP, Treasury Board Requirements				
MR06	Works of Art Inventory and Management				
MR07	Materiel Management Procurement and Shipping Control		Automation TBD		
MR08	Management of the L.B. Pearson Building				
MR09	Delegation to HOPs for Vehicles and Supplementary Furnishings				

PROJECT NUMBER	TITLE	1983/84 J F M	1984/1985 A M J J A S O N D J F M	1985/1986 A M J J A S O N D J F M	1986/1987 1 2 3 4
MR10	Property Management Manual				
MR11	Administrative Review of Property Management		Future TBD		
MR12	Materiel Management System Feasibility Study		Future TBD		
MR14	Accommodation Project				
	COMMUNICATION AND GENERAL SERVICES				
MG03	Departmental Telecommunications Policy				
MG04	Radioteletype	TBD			
MG05	Enhancement of the Communicator's Position				
MG06	Records Management Work Plan		Future TBD		
MG07.1	Modernization of Telephone Services for the Gov't of Cda in Ottawa-Hull				
MG07.2	Rationalization of Enquiry and Reception Services for the Dept.				
	MANAGEMENT REVIEW AND AUDIT				
MM01	Development of Long-Term Internal Audit Plan				
MM02	Management Review Role				

E.   RESOURCES

E.   EAMIP RESOURCES

1. As shown in the following schedules, the total cost of the EAMIP is estimated to be 282.75 PY and $21.8 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 125.6 PY and $10.2 million.   Of the latter amount, 43.9 PY and $5.3 million are new resources, a large percentage of which are in the MIS area.

2. Clearly the demand for new resources can be controlled by regulating the pace of 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 priorities for EAMIP will have to be largely determined by where and the extent to which resources are made available.

3. Further analysis of project costs will be done, first to ensure that the figures are realistic, and second to suggest possible sources of funds, i.e. frozen positions, internal reallocation, IAP fund (OCG), MYOP, or separate TB submission.

Reportables

4. Since a full management improvement program is in the initial and still draft stage at External Affairs, 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 is 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.

The Review of Post Account Management is expected to result in py savings, but a firm estimate is not available as yet. The project on Regionalization of Financial Services is also expected to result in py 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 py savings as well. This is also the case with the Materiel Management System Feasibility Study. In all of these projects estimates of savings can not be made until preliminary work is well 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 Entrepreunial Immigration, at a conservative and very preliminary estimate, is expected to result in the creation of 6000 new jobs with the attendant affects 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.

EAMIP Total Costs

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EAMIP COST PER AREA AND TOTAL COSTS		1983/1984 PY	$	1984/1985 PY	$	1985/1986 PY	$	TO COMPLETE PY	$	TOTAL PROJECT PY	$
Corporate Processes	E	5.9	280.9	6.1	246.7	7.05	277.0			19.05	804.6
	N			1.5	64.0	1.0	40.0			2.5	104.0
	TD	5.9	280.9	7.6	310.7	8.05	317.0			21.55	908.6
	ID	.3		2.5		1.0				3.8	
Geographic Branches	E	.45	14.5	.2	2.5	.2	2.5			.85	19.5
	N	.95	76.0	2.3	186.0	1.3	138.0			4.55	400.0
	TD	1.4	90.5	2.5	188.5	1.5	140.5			5.4	419.5
	ID	.95		.2		.2				1.35	
International Trade Development	E	.6	63.5	.5	27.5	.5	28.0	1.0	55.0	2.6	174.0
	N			1.0	66.0	1.0	71.6	3.0	225.0	5.0	362.6
	TD	.6	63.5	1.5	93.5	1.5	99.6	4.0	280.0	7.6	536.6
	ID	.2		.2		.2		.5		1.1	
Economic and Trade Policy	E	.25	11.0	.35	29.0	.1	4.0			.7	44.0
	N	1.0	14.0	1.25	68.0	.25	20.0			2.5	102.0
	TD	1.25	25.0	1.60	97.0	.35	24.0			3.2	146.0
	ID			.25		.25				.5	
International Political & Security Affairs	E	3.0	110.0	7.0	238.0	6.0	273.0			16.0	621.0
	N			6.0	209.0	7.0	279.0			13.0	488.0
	TD	3.0	110.0	13.0	447.0	13.0	552.0			29.0	1109.0
	ID										
Social Affairs and Programs	E	6.3	305.5	19.1	952.0	15.4	805.0	.3	15.0	41.1	2077.5
	N			1.25	388.0	3.0	513.0		205.0	4.25	1106.0
	TD	6.3	305.5	20.35	1340.0	18.4	1318.0	.3	220.0	45.35	3183.5
	ID	.3		1.25		.2		.1		1.85	
Human Resources Management	E	3.4	207.8	11.25	746.0	.25	30.0			14.95	983.8
	N		10.0		2.0						12.0
	TD	3.4	217.8	11.25	748.0	.25	30.0			14.95	995.8
	ID	1.45		2.8		.25				4.5	
Management Information Systems	E	8.95	970.0	26.8	1858.5	21.6	1370.5			57.25	4199.0
	N		45.0	24.5	3402.1	32.5	3093.5			57.0	6540.6
	TD	8.95	1015.0	51.3	5260.6	54.1	4464.0			114.25	10739.6
	ID	.7		1.0		.5				2.2	
Finance	E	2.0	132.5	7.25	625.0	6.0	435.0	1.0	70.0	16.25	1262.5
	N		65.0	1.5	705.0	4.0	540.0	2.0	150.0	7.5	1460.0
	TD	2.0	197.5	8.75	1330.0	10.0	975.0	3.0	220.0	23.75	2722.5
	ID	.65		3.4		3.0				7.05	
Physical Resources	E	2.3	127.3	2.2	114.0	.3	24.0			4.8	265.3
	N	.6	41.0	2.0	149.0	2.0	120.0	1.4	84.0	6.0	394.0
	TD	2.9	168.3	4.2	263.0	2.3	144.0	1.4	84.0	10.8	659.3
	ID	.2		.3						.5	

EAMIP COST PER AREA AND TOTAL COSTS		1983/1984 PY	$	1984/1985 PY	$	1985/1986 PY	$	TO COMPLETE PY	$	TOTAL PROJECT PY	$
Communication and General Services	E	2.35	51.6	1.0	30.0					3.35	81.6
	N	.25	10.0	2.6	125.0	.5	25.0			3.35	160.0
	TD	2.6	61.6	3.6	155.0	.5	25.0			6.7	241.6
	ID			.25						.25	
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	35.7	2416.2	81.75	4869.2	57.4	3249.0	2.3	140.0	177.1	10674.4
	N	2.8	261.0	43.9	5364.1	52.55	4840.1	6.4	664.0	105.65	11129.2
	TD	38.5	2677.2	125.65	10233.3	109.95	8089.1	8.7	804.0	282.75	21803.6
	ID	5.25		12.15		5.6		.6		23.6	

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EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM
NEW COSTS: BY PROJECT

	PROJECT NUMBER		1983/1984 PY	$	1984/1985 PY	$	1985/1986 PY	$	TO COMPLETE PY	$	TOTAL PROJECT PY	$	FUTURE PY	$	Source
CORPORATE PROCESSES	CC02	Dept'l. Planning System			1.0	40.0	1.0	40.0			2.0	80.0			
	CC11	Program Mgmt.Guide & Training			.5	24.0					.5	24.0			
	CC17	DEA's Domestic Clientele				8.0						8.0			
		Total Corporate Processes			1.5	72.0	1.0	40.0			2.5	112.0			
GEOGRAPHIC BRANCHES	GB01	Branch and Post Management Procedures	.75	36.0	2.0	96.0	1.0	48.0			3.75	180.0			
	GB05	Satellite for U.S. Posts – New York and Washington	.2	40.0	.3	90.0	.3	90.0			.8	220.0			
		Total Geographic Branches	.95	76.0	2.3	186.0	1.3	138.0			4.55	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		13.5	
ECONOMIC AND TRADE DEVELOPMENT	EF12	Government Participation in Int'l. Commodity Agreements	1.0	14.0	1.0	48.0					2.0	62.0	.25	16.0	
	EF15	Mgmt. of Relations with OECD			2.5	20.0	.25	20.0			.5	40.0			
		Total Economic and Trade Development	1.0	14.0	1.25	68.0	.25	20.0			2.5	102.0			
INT'L. POLITICAL & SECURITY AFFAIRS	IF02	Crisis Management and Emergency Planning			4.0	145.0	4.0	145.0			8.0	290.0			
	IF03	Personal Safety Program Implementation			2.0	64.0	3.0	134.0			5.0	198.0			
		Total Int'l. Political & Security Affairs			6.0	209.0	7.0	279.0			13.0	488.0			
SOCIAL AFFAIRS AND PROGRAMS	SF01	New Thrust for Entrepreneurial Immigration					2.0	105.0			2.0	105.0			
	SF02	International Exchange of Information					1.0	58.0			1.0	58.0			
	SF03	Upgrading of Immigration Productivity				305.0		315.0		205.0		825.0			
	SF05	Consular Services Training				15.0		35.0				50.0			
	SF08	Domestic Information and and Communications Strategy			.25	25.0					.25	25.0			
	SF17	Process Model for Cultural Agreements			1.0	35.0					1.0	35.0			
		Total Social Affairs and Programs			1.25	380.0	3.0	513.0		205.0	4.25	1098.0			

	PROJECT NUMBER		1983/1984 PY	$	1984/1985 PY	$	1985/1986 PY	$	TO COMPLETE PY	$	TOTAL PROJECT PY	$	FUTURE PY	$	Source
HUMAN RESOURCES MGMT.	AC19	Retirement Program	10.0			2.0						12.0			
MANAGEMENT INFORMATION SYSTEMS	CC14	Information Needs of Headquarters Management	25.0			35.0						60.0			
	CC15	Information Needs of Posts	15.0			60.0		'				75.0			
	GB04	Pilot Project on Substantive Information Management (UGB)	5.0			100.0		50.0				155.0			
	MF08.2	Financial Planning Enhancement			.5	50.0	.5	50.0			1.0	100.0			
	MF08.3	Enhance FMS			9.0	500.0	18.0	1000.0			27.0	1500.0			
	AC02	Improvement of the Personnel Management Information Sys.			1.0	41.5		9.5			1.0	51.0			
	MR13	Property Management Info. System Enhancement				120.0		50.0				170.0		5.0	
	MF09	Development of the Office Automation Strategy			1.0	371.0	1.0	326.0			2.0	697.0			
	MF10	General Purpose Computer for Headquarters				350.0		50.0				400.0			
	EF06	STRB Pilot Project for Ad Hoc Reports				197.0						197.0			
	SF04	Computer Assisted Immigration Processing												5520.0	
	MF11	EDP Support for Posts			3.0	515.0	2.0	484.0			5.0	999.0	4.0	100.0	
	MF12	EDP Support for Headquarters			10.0	685.0	10.0	685.0			20.0	1370.0			
	MG01	Word Processing Services				365.0		200.0				565.0			
	MG02	Library Services				12.6	1.0	189.0			1.0	201.6			
		Total Management Information Systems	45.0		24.5	3402.1	32.5	3093.5			57.0	6540.6	4.0	5625.0	

	PROJECT NUMBER		1983/1984		1984/1985		1985/1986		TO COMPLETE		TOTAL PROJECT		FUTURE		Source
			PY	$	PY	$	PY	$	PY	$	PY	$	PY	$	
FINANCE	MF01	Bureau Organization Review				250,0						250,0			
	MF02	Post Accounts Management		35,0		55,0						90,0			
	MF03	Regionalization of Financial Services		10,0		100,0		100,0				210,0			
	MF06	Financial Management Development and Training			1,0	150,0	3,0	400,0	2,0	150,0	6,0	700,0	2,0	170,0	
	MF07	Review of Departmental Authorities		10,0		30,0						40,0			
	MF13	Financial Management Manual		10,0	,5	120,0	1,0	40,0			1,5	170,0	1,0	40,0	
		Total Finance		65,0	1,5	705,0	4,0	540,0	2,0	150,0	7,5	1460,0	3,0	210,0	
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			
	MR06	Works of Art Inventory and Management		5,0		29,0						34,0			
		Total Physical Resources	,6	41,0	2,0	149,0	2,0	120,0	1,4	84,0	6,0	394,0			
COMMUNICATIONS AND GENERAL SERVICES	MG03	Departmental Telecommunications Policy			,6	25,0					,6	25,0			
	MG07,1	Enhanced Exchange Wide Dial Telephone Services			2,0	100,0	,5	25,0			2,5	125,0			
	MG07,2	Rationalization of Enquiry and Reception Services	,25	10,0							,25	10,0			
		Total Communications and General Services	,25	10,0	2,6	125,0	,5	25,0			3,35	160,0			
		TOTAL NEW	2,8	261,0	43,9	5364,1	52,55	4840,1	6,4	664,0	105,65	11129,2	7,25	5864,5	

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PROJECT NUMBER	EAMIP PROJECTS		1983/1984 PY	$	1984/1985 PY	$	1985/1986 PY	$	TO COMPLETE PY	$	TOTAL PROJECT PY	$	FUTURE PY	$	Remarks
	CORPORATE PROCESSES														
CC01	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	5.0	200.00	
		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	5.0	200.0	
		ID	.5		2.0		1.0				3.5				
CC03	Managing Resource Allocation	E													
		N	TBD												
		TD													
		ID													
CC04	Reporting Against Plans	E													
		N	TBD												
		TD													
		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													
		TD	.3	17.3							.3	17.3			
		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	.05	3.0	
		N													
		TD	.25	11.0							.25	11.0	.05	3.0	
		ID	.1								.1		.05		
CC09	Corporate Management Schedules	E	.2	7.3							.2	7.3	.1	4.0	
		N													
		TD	.2	7.3							.2	7.3	.1	4.0	
		ID	.2								.2		.1		
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													

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PROJECT NUMBER	EAMIP PROJECTS		1983/1984 PY	$	1984/1985 PY	$	1985/1986 PY	$	TO COMPLETE PY	$	TOTAL PROJECT PY	$	FUTURE PY	$	Remarks
	CORPORATE PROCESSES (continued)														
CC11	Program Management Guide & Training	E	.08	3.0							.1	3.0			
		N			.5	24.0					.5	24.0			
		TD	.08	3.0	.5	24.0					.6	27.0			
		ID													
	Total Corporate Processes	E	5.9	280.9	6.1	246.7	7.05	277.0			19.05	804.6	5.15	207.0	
		N			1.5	64.0	1.0	40.0			2.5	104.0			
		TD	5.9	280.9	7.6	310.7	8.05	317.0			21.55	908.6	5.15	207.0	
		ID	.3		2.5		1.0				3.8		.1		
	GEOGRAPHIC BRANCHES														
GB01	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				
GB05	Satellites for US Posts	E	.2	2.5	.2	2.5	.2	2.5			.6	7.5			
		N	.2	40.0	.3	90.0	.3	90.0			.8	220.0			
		TD	.4	42.5	.5	92.5	.5	92.5			1.4	227.5			
		ID	.1		.2		.2				.5				
	Total Geographic Branches	E	.45	14.5	.2	2.5	.2	2.5			.85	19.5			
		N	.95	76.0	2.3	186.0	1.3	138.0			4.55	400.0			
		TD	1.4	90.5	2.5	188.5	1.5	140.5			5.4	419.5			
		ID	.95		.2		.2				1.35				

PROJECT NUMBER	EAMIP PROJECTS		1983/1984 PY	$	1984/1985 PY	$	1985/1986 PY	$	TO COMPLETE PY	$	TOTAL PROJECT PY	$	FUTURE PY	$	Remarks
	INTERNATIONAL TRADE DEVELOPMENT														
TF01	International Generic Fish Promotion	E	.2	14.2	.5	27.5	.5	28.0	1.0	55.0	2.2	124.7	.5	25.0	
		N			1.0	66.0	1.0	71.6	3.0	225.0	5.0	362.6		13.5	
		TD	.2	14.2	1.5	93.5	1.5	99.6	4.0	280.0	7.2	487.3	.5	38.5	
		ID	.1		.2		.2		.5		1.0				
TF03	Evaluation of PEMD Program Design	E	.3	44.3							.3	44.3			
		N													
		TD	.3	44.3							.3	44.3			
		ID													
TF05	Priorization of Manufacturing Sectors	E	.1	5.0							.1	5.0			
		N													
		TD	.1	5.0							.1	5.0			
		ID	.1								.1				
TF06	Priority Market Plans	E	TBD												
		N													
		TD													
		ID													
TF07	Cost Recovery Technical Assistance Program	E	TBD												
		N													
		TD													
		ID													
	Total International Trade Development	E	.6	63.5	.5	27.5	.5	28.0	1.0	55.0	2.6	174.0			
		N			1.0	66.0	1.0	71.6	3.0	225.0	5.0	362.6			
		TD	.6	63.5	1.5	93.5	1.5	99.6	4.0	280.0	7.6	536.6	.5	38.5	
		ID	.2		.2		.2		.5		1.1				
	ECONOMIC AND TRADE POLICY														
EF12	Process for Commodity Agreements	E	.25	11.0	.25	25.0					.50	36.0	.10	9.0	
		N	1.0	14.0	1.0	48.0					2.0	62.0	.25	16.0	
		TD	1.25	25.0	1.25	73.0					2.50	98.0	.35	25.0	
		ID													
EF14.1	Canada/US Sector Free Trade Studies	E													
		N	TBD												
		TD													
		ID													
EF15	Management of Relations with OECD	E			.1	4.0	.1	4.0			.2	8.0			
		N			.25	20.0	.25	20.0			.5	40.0			
		TD			.35	24.0	.35	24.0			.7	48.0			
		ID			.25		.25				.5				
	Total Economic and Trade Policy	E	.25	11.0	.35	29.0	.1	4.0			.7	44.0	.1	9.0	
		N	1.0	14.0	1.25	68.0	.25	20.0			2.5	102.0	.25	16.0	
		TD	1.25	25.0	1.60	97.0	.35	24.0			3.2	146.0	.35	25.0	
		ID			.25		.25				.5				

PROJECT NUMBER	EAMIP PROJECTS		1983/1984 PY	1983/1984 $	1984/1985 PY	1984/1985 $	1985/1986 PY	1985/1986 $	TO COMPLETE PY	TO COMPLETE $	TOTAL PROJECT PY	TOTAL PROJECT $	FUTURE PY	FUTURE $	Remarks
	INT'L POLITICAL & SECURITY AFFAIRS														
IF01	Multilateralism & the UN System	E	TBD												
		N													
		TD													
		ID													
IF02	Crisis Management Support Systems and Procedures	E	3.0	110.0	3.0	110.0	3.0	110.0			9.0	330.0			
		N			4.0	145.0	4.0	145.0			8.0	290.0			
		TD	3.0	110.0	7.0	255.0	7.0	255.0			17.0	620.0			
		ID													
IF03	Personal Safety and Security	E			4.0	128.0	3.0	163.0			7.0	291.0			
		N			2.0	64.0	3.0	134.0			5.0	198.0			
		TD			6.0	192.0	6.0	297.0			12.0	489.0			
		ID													
	Total International Political & Security Affairs	E	3.0	110.0	7.0	238.0	6.0	273.0			16.0	621.0			
		N			6.0	209.0	7.0	279.0			13.0	488.0			
		TD	3.0	110.0	13.0	447.0	13.0	552.0			29.0	1109.0			
		ID													
	SOCIAL AFFAIRS AND PROGRAMS														
SF01	New Thrust for Entrepreneurial Immigration	E	2.5	130.0	10.0	523.0	10.0	523.0			22.5	1176.0	TBD		
		N					2.0	105.0			2.0	105.0			
		TD	2.5	130.0	10.0	523.0	12.0	628.0			24.5	1281.0			
		ID													
SF02	International Exchange of Information	E	1.0	66.0	5.0	263.0	5.0	263.0			11.0	592.0			
		N					1.0	58.0			1.0	58.0			
		TD	1.0	66.0	5.0	263.0	6.0	321.0			12.0	650.0			
		ID													
SF03	Upgrading Immigration Productivity	E	.3	15.0	.3	15.0	.3	15.0	.3	15.0	1.2	60.0			
		N				305.0		315.0		205.0		825.0			
		TD	.3	15.0	.3	320.0	.3	330.0	.3	220.0	1.2	885.0			
		ID	.1		.2		.2		.1		.6				
SF03-B	Invent'y of Existing Office Equip. In Immigration Programs Abroad	E	.05	2.5							.05	2.5			
		N													
		TD	.05	2.5							.05	2.5			
		ID	.2								.2				
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													

PROJECT NUMBER	EAMIP PROJECTS		1983/1984 PY	$	1984/1985 PY	$	1985/1986 PY	$	TO COMPLETE PY	$	TOTAL PROJECT PY	$	FUTURE PY	$	Remarks
	SOCIAL AFFAIRS AND PROGRAMS (continued)														
SF08	Domestic Information and	E	.1	4.0	.25	10.0	.1	4.0			.45	18.0			
		N			.25	25.0					.25	25.0			
	Communications	TD	.1	4.0	.5	35.0	.1	4.0			.70	43.0			
	Strategy	ID			.25						.25				
SF09	DEA's Domestic	E	.1	4.0	.6	27.0					.7	31.0			
	Clientele	N				8.0						8.0			
		TD	.1	4.0	.6	35.0					.7	39.0			
		ID			.8						.8				
SF10	Performance Measurement Tools	E	.1	5.0	1.0	40.0					1.1	45.0			
		N													
	for Public	TD	.1	5.0	1.0	40.0					1.1	45.0			
	Diplomacy	ID													
SF11	Project Management System	E	.05	1.0	.25	15.0					.3	16.0			
		N													
	for SCD	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			
		ID													
SF16	Review of International	E			.5	25.0					.5	25.0			
		N													
	Cultural Relations	TD			.5	25.0					.5	25.0			
	Policy	ID													
SF17	Process Model for Cultural	E	1.0	45.0							1.0	45.0			
		N			1.0	35.0					1.0	35.0			
	Agreements	TD	1.0	45.0	1.0	35.0					2.0	80.0			
		ID													
	Total Social Affairs and	E	6.3	305.5	19.1	952.0	15.4	805.0	.3	15.0	41.1	2077.5			
		N			1.25	388.0	3.0	513.0		205.0	4.25	1106.0			
	Programs	TD	6.3	305.5	20.35	1340.0	18.4	1318.0	.3	220.0	45.35	3183.5			
		ID	.3		1.25		.2		.1		1.85				

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PROJECT NUMBER	EAMIP PROJECTS		1983/1984 PY	1983/1984 $	1984/1985 PY	1984/1985 $	1985/1986 PY	1985/1986 $	TO COMPLETE PY	TO COMPLETE $	TOTAL PROJECT PY	TOTAL PROJECT $	FUTURE PY	FUTURE $	Remarks
	HUMAN RESOURCES MANAGEMENT														
AC01	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 Imple- mentation of Human Resource Manage- ment 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 Imple- mentation 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	.25		1.0						1.25				
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													
AC11	Foreign Service Career Models	E			.25	22.0					.25	22.0			
		N													
		TD			.25	22.0					.25	22.0			
		ID													

PROJECT NUMBER	EAMIP PROJECTS		1983/1984 PY	$	1984/1985 PY	$	1985/1986 PY	$	TO COMPLETE PY	$	TOTAL PROJECT PY	$	FUTURE PY	$	Remarks
	HUMAN RESOURCES MANAGEMENT (continued)														
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													
AC14	Delegation of Authority for Personnel Management	E			1.0	40.0					1.0	40.0			
		N													
		TD			1.0	40.0					1.0	40.0			
		ID													
AC15	Consolidation of Aid Stream	E	.1	6.2	.4	96.5					.5	102.7			
		N													
		TD	.1	6.2	.4	96.5					.5	102.7			
		ID													
AC16	Rotational AS/AT Program Implementation	E	.2	12.2	.1	6.0					.3	18.2			
		N													
		TD	.2	12.2	.1	6.0					.3	18.2			
		ID													
AC19	Retirement Program	E	.25	11.0	.75	27.5					1.0	38.5			
		N		10.0		2.0						12.0			
		TD	.25	21.0	.75	29.5					1.0	50.5			
		ID	.1		.2						.3				
AC20	Enhanced Office Automation for the Personnel Branch	E													
		N	TBD												
		TD													
		ID													
AC24	Review of System of Diplomatic Designations	E	.2	8.0							.2	8.0			
		N													
		TD	.2	8.0							.2	8.0			
		ID													

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PROJECT NUMBER	EAMIP PROJECTS		1983/1984 PY $		1984/1985 PY $		1985/1986 PY $		TO COMPLETE PY $		TOTAL PROJECT PY $		FUTURE PY $		Remarks
	HUMAN RESOURCES MANAGEMENT (continued)														
AC21	Review of Existing Position Complement	E													
		N	TBD												
		TD													
		ID													
AC22	Career Review and Counselling	E	.2	8.0							.2	8.0			
		N													
		TD	.2	8.0							.2	8.0			
		ID													
AC23	Assignment Policy for Employee Couples	E	.05	3.0							.05	3.0			
		N													
		TD	.05	3.0							.05	3.0			
		ID	.03								.03				
	Total Human Resources Management	E	3.45	207.8	11.25	746.0	.25	30.0			14.95	983.8			
		N		10.0		2.0						12.0			
		TD	3.45	217.8	11.25	748.0	.25	30.0			14.95	995.8			
		ID	1.4		2.8		.25				4.5				
	MANAGEMENT INFO. SYSTEMS														
CC14	Defining the Information Needs of Management	E	.3	15.0	.3	15.0					.6	30.0			
		N		25.0		35.0						60.0			
		TD	.3	40.0	.3	50.0					.6	90.0			
		ID													
CC15	Defining the Information Needs of Posts	E	.1	5.0	.2	10.0					.3	15.0			
		N		15.0		60.0						75.0			
		TD	.1	20.0	.2	70.0					.3	90.0			
		ID													
GB04	Pilot Project on Substantive Information Management (UGB)	E	.1	4.0	.3	15.0					.4	19.0			
		N		5.0		100.0		50.0				155.0			
		TD	.1	9.0	.3	115.0		50.0			.4	174.0			
		ID													
MF08.1	Financial Information Needs Definition	E		20.0	1.0	100.0					1.0	120.0			
		N													
		TD		20.0	1.0	100.0					1.0	120.0			
		ID	.1		.1						.2				
MF08.2	Financial Planning Enhancement	E	.5	25.0	2.0	100.0	1.0	50.0			3.5	175.0			
		N			.5	50.0	.5	50.0			1.0	100.0			
		TD	.5	25.0	2.5	150.0	1.5	100.0			4.5	275.0			
		ID	.1		.4						.5				

PROJECT NUMBER	EAMIP PROJECTS		1983/1984		1984/1985		1985/1986		TO COMPLETE		TOTAL PROJECT		FUTURE		Remarks
			PY	$	PY	$	PY	$	PY	$	PY	$	PY	$	
	MANAGEMENT INFO. SYSTEMS														
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													
AC02	Improvement and Development of the Personnel Management Info. System	E	.5	9.5	.5	9.5	1.5	27.5			2.5	46.5			
		N			1.0	41.5		9.5			1.0	51.0			
		TD	.5	9.5	1.5	51.0	1.5	37.0			3.5	97.5			
		ID													
MR13	Property Management Information System Enhancement	E	.8	30.0	2.0	140.0	1.1	39.0			3.9	209.0	.5	15.0	
		N				120.0		50.0				170.0		5.0	
		TD	.8	30.0	2.0	260.0	1.1	89.0			3.9	379.0	.5	20.0	
		ID													
MF09	Development of the Office Automation Strategy	E	.4	81.0	2.75	95.0	2.75	95.0			5.9	271.0			
		N			1.0	371.0	1.0	326.0			2.0	697.0			
		TD	.4	81.0	3.75	466.0	3.75	421.0			7.9	968.0			
		ID			.5		.5				1.0				
MF10	General Purpose Computer for Headquarters	E			1.5	57.0	.5	21.0			2.0	78.0			
		N				350.0		50.0				400.0			
		TD			1.5	407.0	.5	71.0			2.0	478.0			
		ID													
EF06	STRB Pilot Project for Ad Hoc Reports	E	1.0	100.0							1.0	100.0			
		N				197.0						197.0			
		TD	1.0	100.0		197.0					1.0	297.0			
		ID													
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													
		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	34.0	1920.0	
		N												5520.0	
		TD	1.1	63.0	1.4	262.0	1.0	62.0			3.5	387.0	34.0	7440.0	
		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													

PROJECT NUMBER	EAMIP PROJECTS		1983/1984 PY	$	1984/1985 PY	$	1985/1986 PY	$	TO COMPLETE PY	$	TOTAL PROJECT PY	$	FUTURE PY	$	Remarks
	MANAGEMENT INFO. SYSTEMS (continued)														
TF02	System Improvements in PEMD.	E	.5	97.0							.5	97.0			
		N													
		TD	.5	97.0							.5	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	4.0	100.0	
		TD	1.0	210.0	5.25	610.0	4.25	583.0			10.5	1403.0	4.0	100.0	
		ID													
MF12	System Support for Headquarters	E	1.0	60.0	10.0	715.0	10.0	770.0			21.0	1545.0			
		N			10.0	685.0	10.0	685.0			20.0	1370.0			
		TD	1.0	60.0	20.0	1400.0	20.0	1455.0			41.0	2915.0			
		ID													
MG01	Word Processing Services	E	.5	117.0	1.0	170.0	.5	167.0			2.0	454.0			
		N				365.0		200.0				565.0			
		TD	.5	117.0	1.0	535.0	.5	367.0			2.0	1019.0			
		ID													
MG02	Library Services	E	.1	4.0	.1	4.0					.2	8.0			
		N				12.6	1.0	189.0			1.0	201.6			
		TD	.1	4.0	.1	16.6	1.0	189.0			1.2	209.6			
		ID													
	Total Management Information Systems	E	8.95	970.0	26.8	1858.5	21.6	1370.5			50.25	4199.0	34.5	1935.0	
		N		45.0	24.5	3402.1	32.5	3093.5			57.0	6540.6	4.0	5625.0	
		TD	8.95	1015.0	51.3	5260.6	54.1	4464.0			114.25	10739.6	38.5	7560.0	
		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				
MF03	Regionalization of Financial Services	E	.25	50.0	.75	80.0	.75	80.0	–	–	1.75	210.0			
		N		10.0		100.0		100.0				210.0			
		TD	.25	60.0	.75	180.0	.75	180.0	–	–	1.75	420.0			
		ID	.1		.3		.3		–	–	.7				

PROJECT NUMBER	EAMIP PROJECTS		1983/1984 PY	$	1984/1985 PY	$	1985/1986 PY	$	TO COMPLETE PY	$	TOTAL PROJECT PY	$	FUTURE PY	$	Remarks
	FINANCE														
MF04	Review of Financing of Operations Abroad	E			.5	75.0					.5	75.0			
		N													
		TD			.5	75.0					.5	75.0			
		ID													
MF05	Departmental Manuals Development and Publications	E	.25	7.5	2.25	185.0	2.25	185.0	-	-	4.75	377.5			
		N	-	-	-	-	-	-	-	-	-	-	-	-	
		TD	.25	7.5	2.25	185.0	2.25	185.0	-	-	4.75	377.5			
		ID	-	-	2.0		2.0		-	-	4.0				
MF06	Financial Management Development and Training	E	.25	10.0	1.0	70.0	1.0	70.0	1.0	70.0	3.25	220.0	-	-	
		N	-	-	1.0	150.0	3.0	400.0	2.0	150.0	6.0	700.0	2.0	170.0	
		TD	.25	10.0	2.0	220.0	4.0	470.0	3.0	220.0	9.25	920.0	2.0	170.0	
		ID													
MF07	Review of Departmental 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				
MF13	Financial Management Manual	E													
		N		10.0	.5	120.0	1.0	40.0			1.5	170.0	1.0	40.0	
		TD		10.0	.5	120.0	1.0	40.0			1.5	170.0	1.0	40.0	
		ID													
	Total Finance	E	2.0	132.5	7.25	625.0	6.0	435.0	1.0	70.0	16.25	1262.5			
		N		65.0	1.5	705.0	4.0	540.0	2.0	150.0	7.5	1460.0	3.0	210.0	
		TD	2.0	197.5	8.75	1330.0	10.0	975.0	3.0	220.0	23.75	2722.5	3.0	210.0	
		ID	.65		3.4		3.0				7.05				
	PHYSICAL RESOURCES														
MR01	Physical Resources Roles and Responsibilities	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 and 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													
MR03	Guidelines for the Evaluation of Accommodation	E	.25	11.0							.25	11.0			
		N													
		TD	.25	11.0							.25	11.0			
		ID													
MR04	Project Completion Report	E	.1	4.0							.1	4.0			
		N													
		TD	.1	4.0							.1	4.0			
		ID													

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PROJECT NUMBER	EAMIP PROJECTS		1983/1984 PY $		1984/1985 PY $		1985/1986 PY $		TO COMPLETE PY $		TOTAL PROJECT PY $		FUTURE PY $		Remarks
	PHYSICAL RESOURCES															
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	.4	27.0	
		N		5.0		29.0						34.0			
		TD	.2	11.0	.4	41.0					.6	52.0	.4	27.0	
		ID													
MR07	Materiel 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	.1	8.0	
		N													
		TD	1.0	55.0	1.0	65.0	.25	19.0			2.25	139.0	.1	8.0	
		ID													
	Total Physical Resources	E	2.3	127.3	2.2	114.0	.3	24.0			4.8	265.3	.5	35.0	
		N	.6	41.0	2.0	149.0	2.0	120.0	1.4	84.0	6.0	394.0			
		TD	2.9	168.3	4.2	263.0	2.3	144.0	1.4	84.0	10.8	659.3	.5	35.0	
		ID	.2		.3						.5				
	COMMUNICATION AND GENERAL SERVICE														
MG03	Departmental Telecommunications Policy	E													
		N			.6	25.0					.6	25.0			
		TD			.6	25.0					.6	25.0			
		ID			.25						.25				
MG04	Radioteletype		TBD												
MG05	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													

PROJECT NUMBER	EAMIP PROJECTS		1983/1984 PY $		1984/1985 PY $		1985/1986 PY $		TO COMPLETE PY $		TOTAL PROJECT PY $		FUTURE PY $		Remarks
	COMMUNICATION AND GENERAL SERVICE														
MG06	Records Management Work Plan	E	.15	5.6							.15	5.6			
		N													
		TD	.15	5.6							.15	5.6			
		ID													
MG07.1	Modernization of Telephone Services In the Gov't of Cda In Ottawa-Hull	E													
		N			2.0	100.0	.5	25.0			2.5	125.0			
		TD			2.0	100.0	.5	25.0			2.5	125.0			
		ID													
MG07.2	Rationalization of Enquiry and Reception Services In the Department	E	2.0	40.0							2.0	40.0			
		N	.25	10.0							.25	10.0	10.0	300.0	
		TD	2.25	50.0							2.25	50.0	10.0	300.0	
		ID													
	Total Communication and General Services	E	2.35	51.6	1.0	30.0					3.35	81.6			
		N	.25	10.0	2.6	125.0	.5	25.0			3.35	160.0			
		TD	2.6	61.6	3.6	155.0	.5	25.0			6.7	241.6	10.0	300.0	
		ID			.25						.25				
	MANAGEMENT REVIEW AND AUDIT														
MM01	Development of Long-Term Internal Audit Plan	E		133.4								133.4			
		N													
		TD		133.4								133.4			
		ID	.5								.5				
MM02	Management Review Role	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				

6

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.

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8

EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM

RESPONSE TO OBSERVATIONS BY CENTRAL AGENCIES

SURVEY REF.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	IMPAC SURVEY - AREA I PLANNING			
1.1 to 4.5 Incl.	The first focus of the Impac Survey was on planning. Recommendations were made for major improvements in all four aspects of planning.			
1.1 to 1.5	**Strategic Objectives and Plans:** setting, priorizing, reviewing objectives; identifying alternatives plans, costs, and benefits; developing, reviewing, approving and and communicating objectives and plans; management of the function.	CCO1 CCO2	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	**Long Term Operational Plans:** same as above.	CCO2	As above	CML/CMA
3.1 to 3.4	**Current Year Operational Plans:** as above and need for clarification of roles and responsibilities.	CCO2 CCO4	As above Reporting against plans - emphasis on operational information but clear contact with Finance and Personnel to ensure overall improved reporting systems.	CML/CMA CMA
4.1 to 4.5	**Current Year Operational Budget:** establishment of responsibilities, documentation and communication, managerial commitment, establishing current year operating budget based on plans, review and approval.	CCO2/CCO4 CCO3	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

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SURVEY REF.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	IMPAC SURVEY AREA II - ORGANIZING AND IMPLEMENTING			
5.1 to 5.3 Incl.	Organizational Relationships and Control Structures: organizational structure and responsibilities, functional linkages, staffing and training, common program/activity and responsibility centre framework.	CCOI	Development of the OPF	CML
		CC02	Departmental Planning System	CML/CMA
		GBOI	Branch and Post Management Procedures	CCBM
		MFOI	Finance Bureau Organization Review	MFD
		MF07	Review of Financial Authorities	MFD
		CC06	Evaluation Plan and Profiles	CME
		MMOI	Develop Audit Plan and Audit Review	MMA
		MM02	Management Review Policy	MMI
		AC14	Delegation of Authority and Personnel Management	ADA
		AC05	Design and Implementation of an Integrated Policy and Management Framework for Training and Development - includes management training	ADA
		MF06/ AC12	Financial Management Training and Development/Human Resource Plan Responding to Financial Management Needs	MFD ACB
		AC04	Design and Implementation of a Human Resource Management Framework	ADA
		ACOI	EX Conversion - Phase II	ACB/ACBZ
		AC22	Review of Existing Position Complement	ADA
		AC06	Review of Secondment Program	ACB/APD
6.1 to 6.4 Incl.	Management of the Financial Function organization structure and responsibilities; functional linkages, communication of financial policy, staffing and training.	MFOI	Finance Bureau Organizational Review	MFD
		MF07	Review of Financial Authorities	MFD
		MF03	Regionalization of Financial Services	MFD
		MF04	Review of Financing of Operations Abroad	MFF/MFR

SURVEY REF.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
6.1 to 6.4 Incl.	Management of the Financial Function 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
		MF06/ AC 1,2	Financial Management Training and Development Human Resource Plan Responding to Financial Management Needs.	MFD ACB
		MF13	Financial Management Manual	MFD
	IMPAC SURVEY AREA III - CONTROLLING			
7.1, 7.6, 7.7, 7.13 7.14	Expenditures - 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 MF03 MR07 MR06	Financial Management Manual Departmental Manuals Post Accounts Management Financial and Management System Enhancement Regionalization of Financial Services Materiel Management Procurement and Shipping Works of Art Inventory and Management	MFD MFD/MFS MFF MFR/MFS MFD MFS/MRD MRPF
8.1 to 8.7 8.2	Non Tax Revenues and Accounts Receivable - 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	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
9.1, 9.2, 9.3	Financial Information Systems - 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.	CCOI	Development of the OPF	CML
		MF08	Financial and Management System Enhancements	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
	Operational Information Systems and Performance Measurement - 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.	CCOI	Development of the OPF	CML
		CC12	Departmental Planning System	CML/CMA
		CC04	Reporting Against Plans	CMA
		CC03	Managing Resource Allocation	CMA
		MF08	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	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	Operational Systems and Performance Measurement con'td	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
11.1 to 11.8 incl.	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.	CC06	Evaluation Plan and Profiles	CME
		MM01	Develop Audit Plan and Activities to be Audited	MMA
		MM02	Management Review Policy	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 Note: The department has an approved Evaluation Policy and an approved Audit Policy. The Audit and Evaluation Committee is operational and has ADM level membership.	ADD/ADT

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

SURVEY REF.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
14.5	Audit Plans and Results - 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.		Note: the approved Audit Policy recognizes this report to the USSEA as an annual responsibility.	MMD/MMA
	1982 REPORT OF THE AUDITOR GENERAL			
	Program Management			
14.41	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.	CC01 CC02 CC04 CC03 CC05	Development of the OPF Departmental Planning System Reporting Against Plans Managing Resource Allocation Part III of the Estimates	CML CML/CMA CMA CMA CML
14.56	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.	CC01 CC02	As above	
14.57	The Department should ensure that plans are complete, budgets are based on operational plans, and that managers get feedback on plans submitted.	CC02 CC04 CC03	As above	

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SURVEY REF.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	1982 REPORT OF THE AUDITOR GENERAL			
	Effectiveness Measurement			
14.65	The Department should develop and use ongoing measures of program effectiveness to provide information to managers for decision making.	CC06 CC01	Evaluation Plan and Profiles Development of the OPF	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	Reporting Against Plans Trade Programs: Methods of Monitoring and Measuring Effectiveness	CMA CME
		SF10	Performance Measurement Tasks for Public Diplomacy	SCP
		SF06	Consular Operations MIS	SIC
		MR02	Facilities Master Planning and Delivery System	MRP
		CC14	Defining the Information Needs of Management	CCBI
		SF04	Computer Assisted Immigration Processing	SIM
		CC13	Evaluation of Program Delivery Abroad: Immigration and Tourism Project	CME CCBM
		CC11	Management Guide and Training	
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	Development and Implementation of PMIS	ADA
		AC14	Delegation of Authority for Personnel Management	ADA
		GB01	Branch and Post Management Procedures	CCBM

SURVEY REF.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	1982 REPORT OF THE AUDITOR GENERAL			
14.84	The Department should assess its needs for short and long term human resource planning information and ensure that its computerized human resource information system will meet these needs.	ACO4 ACO2 ACO5	Design and implementation of a Human Resource Management System Development and implementation of PMIS Design and implementation of an Integrated Policy and Management Framework for Training and Development.	ADA ADA ADT
14.89	The Department should determine its human resource requirements from operational plans.	ACO4	as above	
14.95	The Department should forecast its human resource availability using current, accurate and complete information on performance, assignments, skills, experience, career path, attrition and so on.	ACO4 ACO2	as above as above	
14.107	The Department should regularly determine current and potential human resource gaps and/or surpluses and undertake appropriate and timely action to deal with them.	ACO4 ACO2	as above as above	
14.108	The Department should develop a more systematic method of determining training needs and means of meeting those needs.	ACO5	as above	

SURVEY REF.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	1982 REPORT OF THE AUDITOR GENERAL			
	Management of Accommodation Abroad			
14.130	External Affairs should follow the procedures outlined in its own and Treasury Board manuals relating to the identification of accommodation needs and definition of requirements.	MR02 MR05	Facilities Master Planning and Delivery System LRCP TB Requirements	MRPC
14.133	The department should develop and communicate a set of guidelines for evaluating accommodation needs and establishing priorities.	MR03	Guidelines for the Evaluation of Accommodation and Establishment of Criteria	MRPR
14.138	The department should prepare feasibility studies and benefit-cost analyses for projects in accordance with the format specified in the Treasury Board's administrative policy manual.	MR02	as above	
14.141	The department should enforce its regulation that a project manager close out each project with a project review presented in an established format.	MR04 MR11 MR12	Project Completion Report In addition there are two other projects involving a thorough examination by specialists from outside the government of the Department's management of property and materiel Review of Real Property Management Materiel Management System Feasibility Study	MRPC MCB MCB

SURVEY REF.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	1982 REPORT OF THE AUDITOR GENERAL			
			Two other projects contribute to all the recommendations	
		MR10	Property Management Manual	MRMS
		MR13	Property Management Information System	MRCS
	Financial Management and Control			
14.180	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
14.868	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	Financial Planning Enhancement	MFR
14.191	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	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	1982 REPORT OF THE AUDITOR GENERAL			
14.192	Senior financial officers should be involved in selecting, appointing, training, evaluating and promoting all financial staff.	MF06/AC12	Financial Management Training and Development/Human Resource Plan Responding to Financial Management Needs	MFD/ADT
		MF01	Financial Bureau Organization Review	MFD
		MF07	Review of Departmental Authorities	MFD
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	as above	MFF
		MF03	Regionalization of Financial Services	MFD
		MF08.1	Finance and Management Systems Enhancement	MFR
		MF08.2	Financial Planning Enhancements	MFR
	Internal Audit and Inspection Service			
14.221	External Affairs should ensure that its internal audit function is organized and operating according to the standards of the Office of the Comptroller General.	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	Management Review Policy Note: The Audit Policy was approved this fall and concurred with the OCG. The Management Review group replaces the inspection function and that policy, when developed, will set out the role of the Management Review Function	MMI

SURVEY REF.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	1982 REPORT OF THE AUDITOR GENERAL			
	International Trade Development			
14.231	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.	CC01 CC02 TF05 CC16.2 CC15	Development of OPF Departmental Planning System Priorization of Manufacturing Sectors DEA's Domestic Clientele Defining the Information Needs of Management	CML CML/CMA TID CCBM CCBI
14.237	The Trade Development programs should establish operational control procedures for its program activities	CC12 TF02 TF04 TF01	Review of PEMD Program Design System Improvements in PEMD Defense Import Contract System International Generic Fish Promotion	CME/TED TED TDD TAD
14.241	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.	CC07	Trade Programs: Methods of Monitoring and Measuring Effectiveness	CME/TED
14.249	Senior Management should review the priority market plan approved to trade development with a view to improving planning, implementation and accountability.	TF06	Priority Market Plans	TED

SURVEY REF.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	1982 REPORT OF THE AUDITOR GENERAL			
	<u>Immigration</u>			
14.280	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.		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..."	
14.288	The Canada Employment and Immigration Commission and the Department of External Affairs should improve interdepartmental consultation in respect to developing and implementing immigration guidelines.	SF04	Computer Assisted Immigration Processing. On-going Inter-departmental committees are in operation.	SIM
14.292	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.	CC17.2	Evaluation of Program Delivery Abroad: Immigration and Tourism Programs	CME/SID/ TED

SURVEY REF.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	1983 VALIDATION REPORT ON EAMP PHASE I			
A-1	**Relations Between Trade and Foreign Policy Wings**			
		CC09	Corporate Management Schedule	CMR
	- clarification of roles and responsibilities for units below ADM level's; review of policy development process and the resulting operational linkages	GB01	Branch and Post Management Procedures	CCBM
			Note: 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	
A-3	**Planning and Resource Allocation**	CC01	Development to OPF	CML
	- 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.)	CC02 CC03 CC04 CC05	Departmental Planning System Managing Resource Allocation Reporting Against Plans Part III of the Estimates	CML/CMA CMA CMA CML
B-2	**Reorganization of the Centre**			
	- 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.	MM01 MM02	Development of Audit Plan and Activities to the Audit Management Review Policy	MMA MMI

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SURVEY REF.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	REORGANIZATION OF THE CENTRE Cont'd			
			Note: 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	Role of Geographic Bureau			
	- all issues raised in the Cram study not addressed; plethora of links between Ottawa and Posts	GB01	Branch and Post Management Procedures Note: Five geographic Branches now have clear responsibility for their region and all posts in the region	CCBM
C-1	Personnel Management Systems			
	- Improved py control systems;	CC03	Managing Resource Allocation	CMA
	completion of EX conversion;	CC04	Reporting Against Plans	CMA
	implement secondment program;	AC02	Development and implementation of PMIS	ADA
	implement resource management	CC01	Development of the OPF	CML
	system; ensure personnel systems	AC04	Design and implementation of a Human	ADA
	integrate with departmental plans		Resource Management Framework	
	and control, management training	AC01	EX conversion - Phase II	ACBZ
	program selected			

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SURVEY REF.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	PERSONNEL MANAGEMENT SYSTEMS (Cont'd)			
		AC06	Review of Secondment Program	APX
		AC05	Design and Implementation of an Integrated Policy and Management Framework for Training and Development	ADT
C-2	Delegation to Heads of Post			
	- 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	Program Delivery and Operational Support			
	- 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.	

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

SURVEY REF.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	1983 OCG VALIDATION OF EAMP PHASE II			
D-4	**International Activities of Other Departments**			
	- follow-up to the Edwards report, particularly memoranda of understanding		**Note**: Given the September re-organization, and extensive efforts already underway and that memoranda of understanding have been completed a project is no longer necessary.	
	THE STANDING COMMITTEE ON PUBLIC ACCOUNTS TWENTY-FIRST REPORT			
18 (a)	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);	CCOI CCO2 CCO3 CCO4 CCO5	Development of the OPF Departmental Planning System Managing Resource Allocation Reporting Against Plans Part III of the Estimates 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	CML CML/CMA CMA CMA
18 (b)	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);	ACO4 ACO2 ACI4 GBOI ACI1 ACO5	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	ADA ADA CCBM ADA ADD/ADT

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SURVEY REF.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	THE STANDING COMMITTEE ON PUBLIC ACCOUNTS TWENTY-FIRST REPORT (cont'd)			
18 (c)	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);	MR05	LRCP T.B. Requirements	MRPR
		MR02	Facilities Master Planning and Delivery System	MRPC
		MR03	Guidelines for the Evaluation of Accommodation and Establishment of Criteria	MRPR
		MR04	Project Completion Report	MRPC
		MR11	Review of Real Property Management	MCB
18 (d)	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);	MR01	Physical Resources Roles and Responsibilities	
		MR02	Facilities Master Planning and Delivery System	MRPC
		MR03	Guidelines for the Evaluation of Accommodation and Establishment of Criteria	MRPC
		MR04	Project Completion Report	MRPC
		MR05	LRCP T.B. Requirements	MRPR
		MR07	Materiel Management Procurement and Shipping Control	MFS
		MR10	Property Management Manual	MRMS
		MR11	Review of Real Property Management	MCB
		MR13	Property Management Information Systems Enhancement	MRCS

REC. NO.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	1983 REPORT - **TASK FORCE ON FINANCIAL MANAGEMENT**			
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 sytems 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	

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REC. NO.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	1983 REPORT - TASK FORCE ON FINANCIAL MANAGEMENT			
5.	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.	MF08.1 MF08.2 MF08.3 MF10	Financial Info. Needs Definition Financial Planning Enhancement Enhance FMS General Purpose Computer for HQ	MFD/MFS
6.	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.	MF08.1 MF08.2 MF08.3	As above	
7.	The hiearchy of the FMS commitment control system be expanded to provide information to Headquarters managers at all the required levels.	MF08.1 MF08.2 MF08.3	As above	
8.	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.	MF08.1 MF08.2 MF08.3 MF03	Financial Info. Needs Definition Financial Planning Enhancement Enhance FMS Regionalization of Financial Service	MFR/MFS MFD

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REC. NO.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	1983 REPORT – TASK FORCE ON FINANCIAL MANAGEMENT			
9.	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.	MF10	General Purpose Computer for HQ	MFD/MFS
10.	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.	MF10	As above	
11.	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.	MF08.1 MF08.2 MF08.3 MF10	Financial Info. Needs Definition Financial Planning Enhancement Enhance FMS As above	MFR/MFS

REC. NO.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	1983 REPORT - TASK FORCE ON FINANCIAL MANAGEMENT			
12.	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.	MF03	Regionalization of Financial Service	MFD
13.	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.	MF11	EDP Support for Posts	MFS
14.	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.	MF11 MF03	EDP Support For Posts Regionalization of Financial Service	MFS MFD
15.	The practicality of establishing small centres of computer technical expertise in each region to serve the Posts in the area be examined.	MF11 MF03	As above As above	
16.	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.	MF10	General Purpose Computer for HQ	MFD/MFS

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REC. NO.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	1983 REPORT – TASK FORCE ON FINANCIAL MANAGEMENT			
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.	MFO2	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.	MFO2	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.	MFO2	As above	
20.	The Resource Planning and Analysis Division be responsible for: 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; b) on behalf of the Executive Committee, distributing the guidelines for the preparation of MYOPs; c) receiving, compiling and analyzing the financial data for the Budget Year (Spring Update to the MYOP) and developing costing alternatives where appropriate	MFO1	Bureau Organizational Review	MFD

REC. NO.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	1983 REPORT - TASK FORCE ON FINANCIAL MANAGEMENT			
20. cont'd	d) assisting the staff of the Policy Coordination Branch in the preparation and analysis of the MYOPs; and e) on the basis of inputs form the Policy Coordination Branch and responsibility centre managers, preparing the budget for the current year and monitoring variances.			
21.	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 re-allocated.	MFO1	Bureau Organization Review	MFD
22.	The existance 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.	MFO1 MFO8.1 MFO8 2 MFO8.3	As above Financial Info. Needs Definition Financial Planning Enhancement Enhance FMS	MFR/MFS
23.	The Management Services Division be assigned the PYs required for a complete review, consolidation and updating of the Department's publications.	MFO5	Departmental Manuals	MFD/MFS
24.	The function of defining Deparmental needs for information systems and the Bureau offical tasked with this responsibility be transferred to the Branch of the ADM Policy Coordination		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.	

REC. NO.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	1983 Report - TASK FORCE ON FINANCIAL MANAGEMENT In the Department's new organization so that the incumbent may have ready and full access to the broadest Departmental planning issues.			
25.	A division to be responsible for financial policy be created in the Bureau of Finance and Management Services.	MF01	Bureau Organizational Review	MFD
26.	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.	MF01	As above	MFD
27.	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.	MF01	As above	MFD
28.	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	MF06	Financial Management Training and Development	MFD

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REC. NO.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	1983 REPORT - **TASK FORCE ON FINANCIAL MANAGEMENT** 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.			
29.	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.	MF06	Financial Management Training and Development	MFD
30.	A team of 4 specialists in the Accounting and Financial Services Division be formed and tasked to: 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; 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	MFD6	As above	

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REC. NO.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	1983 REPORT - **TASK FORCE ON FINANCIAL MANAGEMENT** 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; c) administer the training packages, up-dating and improving them on the basis of the experience gained with them; and d) replace the documentary part of the packages with video tapes as re-quired to improve flexibility in providing the training and to re-duce instructor work and travel loads.			
31.	The training team serve as a pool of experts to provide on-site training as required and assist Posts with particular financial administration difficulties.	MF06	Financial Management Training and Development	MFD
32.	The Finance and Management Service Bureau review the classifications of the following positions with a view to submitting a request for upgrading them: a) Director, Accounting and Finacial Services, on the basis of the international scope of the incumbent's responsibilities and added training responsibilties proposed;	MF01	Bureau Organization Review	MFD

REC. NO.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	1983 REPORT - TASK FORCE ON FINANCIAL MANAGEMENT			
	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;			
	c) the FI positions In the Resource Planning and Analysis Division on the basis of comparability with equivalent responsibilities In other Departments; and			
	d) on the bals of comparability with equivalent responsibilities In other Departments, some of the FI positions In the Accounting and Financial Services Divisions as follows:			
	1) Deputy Director; and			
	II) unit chiefs of the Financial Control and Revenue and Recoverable units.			
33.	Mechanisms be set up to ensure that the DG Financial and Management Services:	MF06	Financial Management Training and and Development	MFD
		AC12	Human Resource Plan Responding to Financial Management Needs	
	a) sends a voting representative of sufficiently senior rank to each recruitement, selection and promotion board Involving financial specialists; and	GB01	Branch and Post Management Procedures and Requirements	CCBM
	b) comments on the financial adminis- tration record of Individuals selected for Head of Post positions and other positions with financial			

REC. NO.	OBSERVATIONS	EAMP PROJ. NO.	DEPARTMENTAL RESPONSE	RESPONSIBILITY
	1983 REPORT - <u>TASK FORCE ON FINANCIAL MANAGEMENT</u>			
33. cont'd	administration responsibilties at Posts and in HQ.			
34.	A formal system be adopted to ensure the DG Finance and Management Services will be consulted for all appointments to positions with accounting responsi- bilities.	MFO1 MFO6 GBO1	Bureau Organization Review Financial Management Training and Development Branch and Post Management Procedures and Requirements	MFD MFD CCBM
35.	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.	MFO6 , GBO1 AC14	As above As above Delegation of Authority for Personnel Management	 ADA

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G. MANAGEMENT OF EAMIP

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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.

2. The Coordinating Committee, chaired by CCBM, is a working level committee consisting of representatives of each of the branches 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 may choose to monitor the progress of selected projects in detail, and reviews 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. Where OCG funds have been applied to a project, more exact accounting of resource utilization will be necessary. Project managers may wish to update the steps and timing at the start of a project, if there has been a significant change in circumstances since development of the project plan, 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.

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Quarterly summaries of progress will be provided to the Steering
Committee and Executive Committee. These Committees may request
additional information, on an exception basis, for projects that they
wish to monitor individually because of their complexity, sensitivity,
or importance.

REPORTING FORMAT
5. The attached format is a proposed means of collecting, in a simple
form, the quarterly information. It should be emphasized that this
proposed format must be consulted upon with, as a minimum, a range of
individual project officers/managers, the AMO's, the Coordinating
Committee and Steering Committee. This consultation will take place in
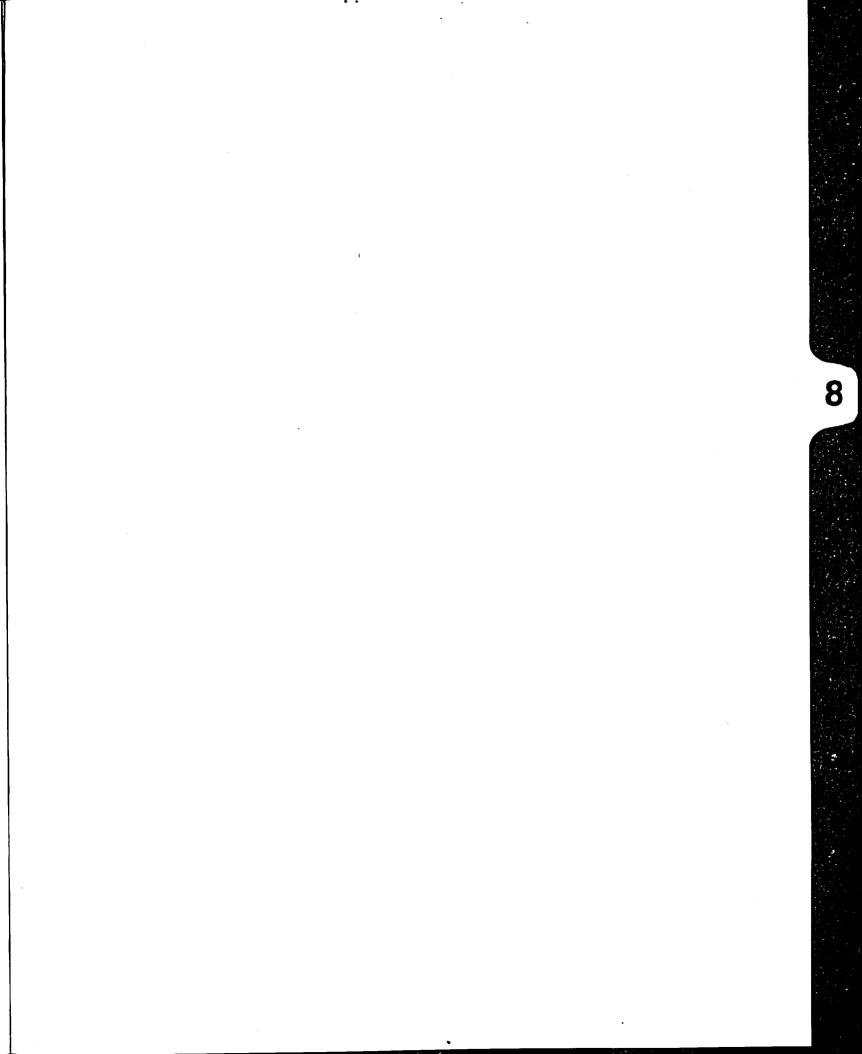January.

AMENDMENTS, UPDATE, AND COMPLETION
6. 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 final progress and
validation report will be submitted to the Steering Committee on
completion of each project, and will be signed off by both the
Department and the OCG. The process of producing that final report is
based on full consultation among the departmental staff and managers
responsible for the project, the EAMIP staff and the OCG
representatives.

EAMIP PROGRESS REPORT FOR QUARTER ENDING
RAPPORT D'AVANCEMENT APG POUR LE TRIMESTRE

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Project Title – Titre du projet	Responsibility –	19 Number – Numéro
Milestone – Repéres Events – Événements	Planned Date – Date Prévue	Actual Date – Date Actuelle
Completion Date Termine le		

Explanation of Accomplishment (Variance and Corrective Action as applicable; attach revised steps and timing, if required)

Estimate of Resource Utilization for Quarter –

Direct Costs –	January – March janvier – mars	April – June avril – juin	July – September juillet – septembre	October – December octobre – decembre	January – March janvier – mars
PY – Salary – Consulting – Other Operating – Capital – O&M –					
TOTAL for Quarter – TOTAL pour le trimestre					

Explanation of variances, if applicable –

_____   _____
Project Officer   Date

_____   _____
Project Manager   Date

H. COMMUNICATION PLAN

H. COMMUNICATION PLAN

The activities outlined here form an initial EAMIP communications plan focused predominately on the period January to March 31, 1984, following approval in principle by the Executive Committee, targetted for mid-January. 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. In some cases, the outcome of this initial communications plan may be revisions, additions, or deletion of some projects, which would have to be brought to Executive Committee's attention before final approval.

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: CCB, CCBM; 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: February – March
   Responsibility: CCBM 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: CCB, CCBM; 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.