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v. 2

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

VOLUME 2

PROJECT DESCRIPTIONS

MARCH 1984

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External Affairs Management Improvement Program (EAMIP)

Project Descriptions

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ASPECTS OF CORPORATE PROCESSES

EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM
ASPECTS OF CORPORATE PROCESSES

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The following are the projects from the Policy Coordination Branch which form part of the EAMIP.

Operational Plan Framework

Departmental Planning System

Managing Resource Allocation

Reporting Against Plans

Evaluation Plan and Profiles

Trade Programs: Methods of Monitoring and Measuring Effectiveness

Revision of Manual of Correspondence Procedures

Corporate Management Schedules

Evaluation of Program Delivery Abroad: Immigration and Tourism Programs

Project Management Guide and Training

Evaluation of PEMD Program Design (See International Trade Development TF03)

Inventory of Existing EDP Systems (MIS Project)

Defining the Information Needs of Management (MIS Project)

Defining the Information Needs of Post (MIS Project)

DEA's Domestic Clientele

Official Department Visits (to be further discussed with CMR)

MIS/EDP Training in DEA

Branch and Post Management Procedures (with Geographic Branches)

Completion of 1983 Initiative on Delegation of Authority to HoP's. (with Geographic Branches)


G.S. Shortliffe

Assistant Deputy Minister
Policy Coordination Branch


Date

EAMIP PROJECT NO. CC01

TITLE: Operational Plan Framework

RESPONSIBILITY: Project Manager: CML - I. McLean
Project Officer: CML - I. Massip

PRESENT SITUATION:

The External Affairs Management Improvement Program (EAMIP) Steering Committee and the Department's Executive Committee recently reviewed the OPF outline and agreed, in principle, that work should proceed along the lines proposed and that the full OPF be developed following the concept presented to them. Work is proceeding on the Introduction section and on the description and statement of objectives of the Canadian Interests Abroad Program.

OBJECTIVE:

The OPF will provide the senior management of the Department with an effective management tool. It will provide a means of establishing more systematic links between policy and resources. Decisions on the level of resources necessary for a particular policy to be carried out will be facilitated, as well, the analyses of those potential trade-offs in resource terms necessary to obtain specific objectives.

The OPF will provide Parliament with more information on the Department's programs and on how the Department manages its resources.

GOAL:

The Department expects to be in a position to present a first draft of the major elements of the OPF to the Review Panel in September '84. This will include, at a minimum, a description of, and objective statements for, the planning elements and sub-elements. The above is of course based on the assumption that the priorities of Corporate Planning Division as set by senior management will remain unchanged.

DESCRIPTION:

Although the preparation of the OPF will be co-ordinated by the Corporate Planning Division, including the preparation of draft material, this does not mean that the Branches will not be involved in the development of the document. On the contrary, while development of the OPF, particularly in the initial stages, will largely draw on information already available, consultations will be held with the Branches at every step of the process. All levels from the ADMs down to the desk officers will be brought into the process as development of the OPF proceeds towards increasing levels of disaggregation. As well, senior management will be consulted and approval sought at regular intervals as progress is made.

In concrete terms, the approach to be used for the development of the OPF will be as follows:

- (a) Introduction: Background to the January 1982 and September 1983 Departmental Re-organizations with their purposes and objectives;
- (b) Description of the Program and Objectives: Statement of the fundamental purposes of the organization, divided into issue oriented sub-objectives as appropriate;
- (c) Description of the Department's operations.
- (d) Description and objectives of the planning elements in terms of intended outcome of the activities examined under each planning element;
- (e) Description of accountability at the planning element level. This will include a description of the interface between the various Branches;
- (f) Description and objectives at the sub-element level;
- (g) Statements of results at the sub-element level, i.e. a statement of what the Department is trying to achieve in the short to medium term in the area examined.*
It should be noted that this is a central task in relation to the requirement of the OPF and it will pose particular problems in relation to this project for the reasons outlined above. It is therefore imperative that enough time be made available to provide for a realistic assessment of the extent to which meaningful results can be produced.
- (h) Statements of linkages at the sub-element level;
This would consist of a narrative description of how these results contribute to the achievement of the Department's Program objectives. Statements of how resources contribute to the pursuit of results will entail description of the resource allocation process and mechanism as well as the provision of resource displays;

Work on information systems and displays will include:

- aligning the PMIS on the OPF
- producing breakdown of PYs by programs and posts
- producing breakdown of PYs by programs at headquarters and posts
- aligning the FMIS on the OPF
- developing formulae for costing programs at headquarters and posts
- producing breakdown of costs by programs at posts and headquarters
- design formats for costing cross-planning element areas such as trade, immigration, etc....

* It is expected that the determination of "results" for an institution like a foreign ministry, of a "middle power", which operates by definition in an environment over which it has little control, will create some difficulty. It is therefore proposed that a study be conducted in parallel with the development of the OPF aimed at determining which results (a) can be quantified, (b) will require a narrative description, and (c) will not lend themselves to description and may have to be equated with on-going planning element (sub-elements) objectives.

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- design formats for producing and displaying internal statistics such as number of visas, passports issued, consular cases, etc...
- designing linkages between systems producing bilateral relations data (economic indicators on host countries, trade, etc....), and internal statistics, resources and OPF information.
- (i) Outline of evaluation components. This will entail on-going liaison with the Evaluation Division who will be responsible for developing these. Evaluation components will be developed in such a way as to ensure that the completed OPF does contain provisions for continuing assessment;
- (j) Outline of activities for Part III of the Main Estimates;
- (k) Display of resources (PY and \$) allocated to planning elements , (sub-elements);

IMPLEMENTATION CONSIDERATION

Once it is completed, the MYOP, Estimates, Strategic Overview and the Department's information systems will all be aligned on the OPF format. This will require close co-operation at all stages of the OPF development with the Finance and Personnel Divisions to determine exact requirements for information and tracking, possible displays, etc...to adjust information systems.

Development of the OPF will be done in close consultation with the Program and Personnel Policy areas of the Treasury Board Secretariat as well as with the Office of the Comptroller General (Management Practices Branch, Program Evaluation Branch and Government of Canada Reporting Division).

MAJOR STEPS AND TIMING

ACTIVITY

Draft introduction to the OPF, description and objectives of Canadian Interests Abroad, program operations of the Department

December 14

Above cleared with

ADM, Policy Co-ordination
by December 14

Above submitted to USS

by December 31

Work out with Personnel and Finance Divisions display and tracking requirements for aligning personnel and financial management information systems on the OPF format

By early January so that the new system can be put into place for the new fiscal year

Develop and draft objectives and descriptions of the planning elements using as much as possible information already available

January 16

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Objectives and descriptions of the planning elements

cleared with ADM, Policy Co-ordination by January 30

Develop displays for costing program activities (trade, immigration, etc.)

January 30

Develop and draft vertical slice of two planning elements (one geographic and one functional) as a pilot for further development of the OPF

To be drafted in co-ordination with officers of the Branches concerned and in consultation with OCG and Treasury Board staff by February 29.

Cleared by ADM Policy Co-ordination and ADMs concerned

March 6

Develop displays - breakdown of PYs by programs at posts, by planning elements at headquarters

February 29

Draft results of Planning (sub-planning) Elements as appropriate in consultation with Branches concerned

June 8

- 1. Policy Co-ordination Branch and Economic & Trade Policy Branch
- 2. Trade Development Branch
- 3. Political and International Security Affairs Branch and Social Affairs and Programs Branch
- 4. Geographic Branches
- 5. Administration and Personnel Branches

- March 14
- March 31
- April 13
- May 18
- June 8

Draft linkage statements of Planning (sub-planning) elements in consultation with Branches and staff of Treasury Board and OCG.*

August 10

- 1. Policy Co-ordination Branch and Economic & Trade Policy Branch
- 2. Trade Development Branch
- 3. Political and International Security Affairs Branch and Social Affairs and Programs Branch
- 4. Geographic Branches
- 5. Administration and Personnel Branches

- June 19
- June 29
- July 13
- July 27
- August 10

Clear OPF developed so far with ADMs individually

End of August

* All steps of the process will be developed in close co-ordination with the staff of the Treasury Board Secretariat and the OCG.

Description of accountability at planning element level and interface between planning elements	End of August
Cleared with USS	Early September
Present above (redrafted to take ADM comments into account) together with displays indicating what resources are allocated to the different geographical/functional areas, across planning elements to EAMIP Steering Committee and to Executive Committee.	Early September
Redraft above to take into account comments of Executive Committee	Mid September
Present OPF to Review Panel	September
Liaise with CME on evaluation components	January-mid-September
Design linkages between various information systems	end of October
Draft activities for Estimates Part III and prepare outline of format for MYOP. This will require outside consultation and guidance.	April to July
Produce displays of resources by planning elements.	October
Clear completed OPF with ADM, Policy Co-ordination	around 3rd week of November
Present completed OPF to EAMIP Steering Committee for final approval	end of November
Present the OPF to Executive Committee for final approval	early December
Redraft OPF to take comments of EAMIP and Executive Committees into account	December
Present OPF to the Review Panel	December

RESOURCE SUMMARY: (\$000)
Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.5	18.0	1.3	47.0					1.8	65.0		
New												
Total Direct Costs	.5	18.0	1.3	47.0					1.8	65.0		
Indirect Costs												

BENEFITS:

- The major and most immediate benefit of the OPF will be to provide senior management with an effective resource management tool;
- It will provide Treasury Board and Parliament with a clearer picture of how the Department manages its resources;
- The OPF will bring the Department's resource management practices more into line with the requirements of the PEMS system.

[Signature]
Project Officer

6 March '84
Date

[Signature]
Project Manager

6 March 84
Date



EAMIP PROJECT NO. CC02

TITLE: Departmental Planning System

RESPONSIBILITY: Project Managers: CML, CMA

PRESENT SITUATION:

The Department requires a planning system which will link resource decisions to policy and program objectives, and provide a context within which senior management acting for the Department as a whole and Branch management ADM's acting in their own areas of responsibilities can plan and control their operations. There must, of course, be linkages between the planning process for the Department as a whole and the planning systems used by the Branches to control and monitor their own activities.

The essential components of the planning system are in place - the foreign policy framework, post plans, and budgets which are specific to the Department, and the Strategic Overview, Multi-Year Operational Plan and Estimates, which are produced for the Central Agencies. It is now necessary to develop these components more fully, and to better integrate them into a single planning and resource allocation system. While development of a more complete system is a medium to long-term exercise, it is necessary to continue to meet the requirements of the present system, e.g., St. Ov., MYOP.

OBJECTIVE:

To address existing planning requirements and to design a departmental planning system.

GOALS

- To meet the requirements of the existing interim planning system during the period of March 31, 1984. This will involve the introduction of several features aimed at beginning the movement towards integration.
- To assess the results of the interim planning process in April 1984 and develop a process for 1985 and beyond.
- To develop, implement, and assess the "final" overall departmental planning system by March 31, 1986.
- To assist in providing the overall requirements for the development by Personnel for a training program on the Departmental planning system.

DESCRIPTION

The Departmental planning system will apply to all programs and all organizational units of the Department.

The proposal readily divides into 3 major parts — activities this year, proposal for departmental planning system, and implementation. A further part relates to training.

1. This year:

A description of this year's planning process was presented to Executive Committee on November 9th. The approach this year is to keep the process as simple as possible, but at the same time, to

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make some progress in the direction of the desired planning system. Activity this year will include post planning, headquarters budget and work plans, the foreign policy framework, the strategic overview and the multi-year operational plan.

A step towards integration will involve bringing together information from various existing submissions and documents — work plans, strategic overviews, MYOPs — into integrated display formats for decision-making purposes. This will be one step in the process of consultation on planning submissions analysis, preparation of decision documents, structuring of executive review and communication of decisions to Headquarters and posts.

2. Departmental Planning System Proposal:

An analysis will be conducted in April 1984 of the results of the 1984/85 planning process. On the basis of the analysis of this interim process, it should be possible to construct the elements of the Department's long-term planning system. Approval in principle will be sought for the general approach to the system. There will be prior consultation with ADMs, Finance, Personnel and Physical Resources prior to seeking the approval of Executive Committee. The proposed new system in particular must focus on the clear "gaps" in the existing system, including the question of how more "top down" guidance can be injected into the early stages of the cycle and how demands on the Department for input can be limited to the minimum necessary.

A first step will be the development of an implementation strategy which judges whether there should be full implementation of the proposal across the Department during a one-year or two-year period. It is likely that full implementation will require a two-year period extending to March 1986, with assessment at the end of the first year and refinements and wider application in the second.

3. Implementation and Assessment:

The individual steps relating to each phase of the cycle will be prepared, based on the planning system proposal, and drawing on the assessment of the current year's experience. For each phase, there will have to be outlined the definitions, documentation required, steps, timing, roles and responsibilities and so forth. Each proposal related to a specific phase will outline the complete process as far as that particular phase in 1984-85. A proposal for management of the ongoing planning process will be made at the end of the first year, i.e., March 1985. Wide consultation will occur at each phase during implementation, and in the assessment of the first year's experience with the system.

The final product of the project will be instructions for each phase of the planning cycle, which specify what information and analysis is required from different levels in the organization, at what point in time, in order to make what kind of planning and

resource allocation decisions. Those most closely associated with the output of the planning system are the management of the Department, from directors to the under-secretary, including heads of post. It is management who must be comfortable with the system.

The system can be considered to be operative when the specified types of information analysis are being produced and are being used as part of the decision-making process.

4. Training:

The major elements which should form the basis of training package will be developed in order to allow Personnel to proceed with the development of such a package. Some interim measures will be necessary to introduce the planning system in 1984/85. These will include briefings for HQ managers.

IMPLEMENTATION CONSIDERATIONS

The planning system project has many important linkages with other EAMP projects, and with ongoing activities in the Department. The OPF will provide the planning framework within which planning information will be structured. The model of the planning system in particular, the concept of the work plan, is necessary to the design of the system for reporting against plans. Person year and dollar resource planning is integral to the planning system, so that full integration of planning and budgeting systems is a logical step to take. The place of the various functional plans in the departmental planning system, e.g., physical resources, human resources, is a related consideration. The design of the department planning system will have important implications for the MIS project and most directly, the information requirements of senior management including FMIS and PMIS.

Approval is required by Executive Committee for the proposal on the total planning system and for each of the individual phases of the annual cycle. The EAMP Steering Committee should be consulted prior to submission of the package to Executive Committee.

Development of the planning system will not make any demands for information on the department, but when in place the planning system itself will require information roughly in the order of what is now produced for the St. Ov., MYOP, estimates, post plans, budgets, and work plans.

An organization has been put in place at the corporate level to manage the departmental aspects of the planning system, but no corresponding capacity exists yet at the branch level. As a consequence, branches are ill-prepared to respond to any demands that would be made on them. At the same time, the request for information must be a reasonable one, and in proportion to the significance of the decisions that are made at

any point in the process. In general, the most significant factor affecting success of the system will be the degree of commitment to it by senior managers in the department. The planning process must be seen to be one in which there is an opportunity for a fair hearing leading to decisions of consequence.

If implementation of the planning system project is delayed, the current planning and resource allocation activities will carry on and some improvements to them will no doubt be made. However, it will continue to be difficult for senior management to make resource decisions in an overall policy context, there will be no ready mechanism for rationalization of programs and resources across the department, and managers will continue to operate without adequate direction.

MAJOR STEPS AND TIMING:

1.	EC approval of this year's planning activities	Nov. 1983	CCB
2.	EC approval of 1984/85 budget, strategic overview and MYOP	Mar. 1984	CCB
3.	Assessment of this year's experience	Apr. 1984	CML, CMA MFR
4.	Prepare departmental planning systems proposal	April/May	CML, CMA, with MFR, CPD
5.	Consultation, EC approval	May 1984	CML, CMA CCB
6.	Prepare and implement proposal for each phase of planning cycle:		
	- foreign policy framework;	May-Aug 1984	CPD
	- branch and post planning;	Oct 83-Jan 1985	CMA, MFR
	- work plans and budgets	Feb 83-Mar 1985	CMA, MFR
7.	Prepare strategic overview, MYOP	Feb-Mar 1985	CML, CMA MFR
8.	Delineate major elements of possible training package for development by Personnel	Sep-Oct 1984	CML, CMA, ADT
9.	Assess 1984/85 experience	-Apr 1985	CML, CMA, MFR
10.	Further implementation	1985/86	CML, CMA, CPD, MFR
11.	Final assessment	Apr 1986	CML, CMA, MFR

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RESOURCE SUMMARY: Direct costs only (\$000)

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing *	3.0	120	5.0	200	5.0	200			13.0	520	5.0	200
New			1.0	40	1.0	40			2.0	80		
Total Direct Costs	3.0	120	6.0	240	6.0	240			15.0	600	5.0	200
Indirect Costs **	.5		2.0		1.0				3.5			

* Include Bureau staff time, i.e., AMO

** Time required for consultation, briefing, etc.
excludes actual preparation and review of plans.

BENEFITS

1. Greater capacity to anticipate and to respond to issues and opportunities.
2. Better policy and program context in which to make resource decisions.
3. More opportunity for managers at all levels to contribute to decision-making.
4. Clear understanding by all of exactly what is to be accomplished, when, and at what cost.
5. Greater integration of effort and recognition of shared objectives and goals across the department.

APPENDIX A

DETAILED STEPS AND TIMINGThis year

- | | |
|---|---------|
| 1. Issue Post Planning Call. | Sept 01 |
| 2. Issue HQ Budget Call. | Oct |
| 3. Consultation on Balance of This Year. | Oct |
| 4. Begin Foreign Policy Framework. | Oct |
| 5. Proposal on This Year's Activity to EC. | Nov |
| 6. Call Letter for St. Ov., MYOP, Work Plans. | Nov |
| 7. Submission of Post Plans and HQ Budgets. | Nov |
| 8. Foreign Policy Framework to EC. | Dec |
| 9. Consultation, analysis, decision documents re post plans. | Jan |
| 10. Submission of St.Ov., MYOP, Work Plans. | Jan |
| 11. Consultation, analysis, decision documents re # 10. | Feb |
| 12. First EC Resource Allocation Meeting - first review by EC of budget proposals 84/85 and MYOP and overview proposals 85/86 | Feb |
| 13. USSEA/DM's take decision on budgets, MYOP, Overview | Feb-Mar |
| 14. Second EC Resource Allocations meeting - Decisions of DM's | Mar |
| 15. Budgets Allocated to ADMs | Mar |
| 16. MYOP and overviews drafted - resource allocation discussed with EC | Mar |

Planning System Proposal

- | | |
|--|-----------|
| 1. Prepare first draft of the departmental planning system which will deal inter alia with the following levels of planning.
A. Strategic Planning
B. Operational Planning
C. Work Planning | April/May |
| 2. Consultation with Finance, Personnel, Physical Resources, and selected managers | April/May |
| 3. Submission to EAMP Steering Committee | June |
| 4. Submission to Executive Committee | June |
| 5. Wide Circulation and Consultation | June |

Implementation and AssessmentForeign Policy Framework

- | | |
|---|------------|
| 1. Develop Implementation Strategy | April |
| 2. Develop proposal on foreign policy framework with Policy Secretariat | April |
| 3. Policy Secretariat Consults on FPF Proposal | April |
| 4. Steering Committee, EC Approval | May |
| 5. Preparation of FPF by Policy Secretariat | May - June |
| 6. Consultation with Branches on FPF | May - June |
| 7. EC Approval of FPF | July-Sept |

Branch and Post Planning

- | | | |
|-----|--|-----------|
| 8. | Develop Proposal on Branch and Post Planning | June-July |
| 9. | Consultation on branch and post planning process | June-July |
| 10. | SC, EC approval of branch and post planning | Aug |
| 11. | (Corporate Call for B&P), (Branch call for B&P Plans) | Sept |
| 12. | Submission of B&P Plans | Dec |
| 13. | Consultation, Analysis, Decision Documents | Jan |
| 14. | USSEA/DM/EC Review/Approval of 1985/86 Budget St. Ov. and MYOP Approvals | Feb |
| 15. | First EC-Resource Planning Meeting - Review of 1985/86 Budget, 86/87 MYOP, 86/87 Overview | Feb |
| 16. | USS/DM's examine proposals, take decisions on resource allocations 84/85 and give Direction to Overview and MYOP | Mar |
| 17. | Second EC resource planning meeting - decisions by USS/DM's discussed by EC | Mar |
| 18. | Prepare and Submit St. Ov. and MYOP. | Mar |
| 19. | Develop Proposal on Work Planning | Apr/85 |
| 20. | Assess 1984/85 Project | Apr/85 |
| 21. | Revisions to Planning System, Complete Implementation | 1985/86 |

Training

- | | | |
|----|--|-----------|
| 1. | Outline of Elements for Training for Planning System | Summer/84 |
| 2. | Personnel to prepare preliminary package | Fall/84 |
| 3. | Personnel to prepare training package | Fall/84 |
| 4. | Personnel to develop planning modules for arranging management training in DEA | Spring/85 |

APPENDIX B
PROJECT COST WORKSHEET
(\$000)


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	83/84	84/85	85/86	TO COMPLETE	TOTAL PROJECT	CONTINUING
<u>Existing</u>						
PY (Note)	3.0	5.0	5.0	-	13.0	5.0
Salary	120.0	200.0	200.0	-	52.0	
Consulting	-	-	-	-	-	
Other Operating	-	-	-	-	-	
Capital						
Sub-Total Existing	120.0	200.0	200.0		52.0	
<u>New</u>						
PY		1	1		2	
Salary		40.0	40.0		80.0	
Consulting						
Other Operating						
Capital						
Sub-Total		40.0	40.0		80.0	
Total Direct	120.0	240.0	240.0		600.0	
Indirect Costs	5.0	2.0	1.0		3.5	

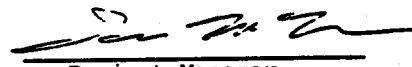
NOTES:

1. Includes staff time in CML, CMA, MFR, and Branches (i.e. AMO's).
2. Indirect costs include time for consultation, briefing, training only: Cost of preparing and reviewing plan considered to be part of ongoing responsibility.

1984/85 Calculation: 200 persons x 0.5 days x 4 rounds of consultation plus 200 person days = 2.0 PY.


Project Officer

16 Dec 83.
Date


Project Manager

Dec 16 1983
Date


Project Manager

Dec 16/83.
Date

EAMIP PROJECT NUMBER CC03

TITLE: Managing Resource Allocation

RESPONSIBILITY: Project Manager: CMA
Project Officer:

PRESENT SITUATION:

The Departmental planning system project (EAMIP CC02) has as its focus the development of an annual planning and resource allocation cycle. As a first step toward full-implementation of the cycle by 1985-86, the department was requested to submit work plans in addition to the regular post plans and budgets. There is a need now for a mechanism to approve changes to work plans and budgets - with regard to both planned activities and related resources - during the course of the fiscal year. The work plan reporting system (EAMIP CC04), the Personnel Management Information System (EAMIP CC04), the Personnel Management Information System (AC02) and the Financial Management System (MFO8.1) will produce information about changes resulting from variance between planned and actual experience. However, they do not capture changes such as reorganization, A base reviews, shifts in priorities, transfer of responsibilities, new policy initiatives, etc. There are existing procedures that cover some of these eventualities, but they should be reviewed for consistency, currency and completeness, particularly in light of the new responsibilities of Branch ADM's (GB01). This matter is one of some importance given the pressures on the department's resource base which force an almost continuous refinement of budget allocations. Consequently, interim procedures for approval of work plan and resource changes will be established for 1984-85, while ongoing procedures will be put in place in 1985-86, after the departmental planning and resource allocation system is more fully developed.

OBJECTIVE:

To provide the department with a means to reflect changes to work plans and budgets, capturing both the activities to be adjusted and the related resource implications (\$ and PY).

GOAL:

To develop interim procedures for approval of work plan and budget changes by June 1984, and an ongoing procedure by June 1985.

DESCRIPTION:

The approval procedure will apply to all bureaux in the department. The procedure must cover, amongst other things:

- a) reference level increases, through Treasury Board or Cabinet Committee Submissions
- b) allocation of the various departmental reserves
- c) budget transfers, especially inter-branch
- d) allotment control

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- 17.
- e) changes to the LRCP
 - f) establishment control, including transfer of positions and persons
 - g) staffing control, and
 - h) changes in activities which do not involve resource adjustments

The approach will be to review the adequacy of existing authorities and procedures for these purposes and to propose amendments or additions when required. Interim procedures can be announced as late as June, 1984, in as much as very little occurs in the way of adjustments during the first quarter of the fiscal year. Ongoing procedures can be formulated in the first quarter of 1985/86, after the assessment of the first full cycle of the departmental planning system.

CMA will take the lead on this project and will work closely with Finance, Personnel, Physical Resources, the Branches and Posts, as necessary, to ensure compatibility between the procedures for different types of authorizations. The product will be a single directive covering the various procedures and authorities for revisions to work plans and budgets. The directive will state the decision points, the information requirements and responsibilities for preparation, analysis and review of proposals for change. The directive will assist all levels of management to determine what action is necessary when a proposed change exceeds a manager's level of authority.

The interim procedures will be assessed at the end of 1984/85, and the ongoing procedures at the end of 1985-86. The project will have been a success when decisions about work plans and budget changes are made systematically, and with adequate knowledge of consequences, at the appropriate level of management in the department.

IMPLEMENTATION CONSIDERATIONS:

This project has links with various planning, finance, personnel and geographic branch projects, as described above. Approval of the directive will be through administrative committees to executive committee. There will be an initial briefing for Branch staff on the content of the directive, and training related to this subject will be incorporated into the training program for the departmental planning system.

The major constraint on the formulation of interim procedures will be adequate time for senior management to deal with the issues related to the assignment of authority to decide types and levels of work plan and resource changes. To some extent, the pace of development of the departmental planning system will impose constraints on the development of ongoing procedures. The consequence of delay in this project will be continued uncertainty about who can make what decisions, with the attendant risk of misalignment, underutilization or overexpenditure of resources.

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STEPS AND TIMING:

- | | |
|---|-------------|
| 1. Assess existing procedures for changes to work plans and budgets | April 1984 |
| 2. Draft interim directive | May |
| 3. Consultation | June |
| 4. Executive committee approval | June 30 |
| 5. Circular letter and briefings | June-August |
| 6. Assess interim procedures in light of experience with departmental planning system | April 1985 |
| 7. Develop and issue directives on ongoing procedures | May-June |
| 8. Consultation and executive committee approval | May-June |
| 9. Circular letter and briefings | June-August |

Note:

Implementation of the above and adherence to the deadlines set out are dependent on the following:

- a) the availability of the incremental resources;
- b) the completion of related MIS projects, the outputs of which are essential to the implementation of this project;
- c) competing operational demands such as Policy Reserve Auctions, A-Base Reviews, etc.

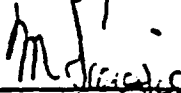
RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	FY	\$	FY	\$	FY	\$	FY	\$	FY	\$	FY	\$
Existing			.25	10.0	.25	10.0			.50	20.0		
New												
Total Direct Costs			.25	10.0	.25	10.0			.50	20.0		
Indirect Costs												

BENEFITS:

- Benefits which will be associated with the proposed directive are:
- providing an historical record of decision;
 - identifying an approval authority for the change or transfer, etc.;
 - providing a means of displaying changes to work activities and the resource implications in both dollars and person-years; and
 - providing a linkage to the overall Departmental Planning System


 Project Officer

Feb 24/84
 Date


 Project Manager

Feb 24/84
 Date

EAMIP PROJECT NO. CC04

TITLE: Reporting Against Plans

RESPONSIBILITY: Project Manager: CMA
Project Officer:

PRESENT SITUATION:

EAMIP Projects MF08.1 and MF08.2 will lead to improvements to Financial Management Systems, including better provision for commitment and expenditure reporting. Work is already underway on project AC02 to improve the capability of the Personnel Management Information System to yield information on person year utilization. Projects CC01 and CC02 will see the development of a planning framework and departmental planning system. The planning system project envisages the creation of a link between work plans and budgets, and to this end, work plans were requested of headquarters bureaux for fiscal year 1984-85. It is necessary also to develop a system for reporting accomplishment against the goals in the work plans, with an effective tie to financial and human resource reporting. There is a requirement to establish both interim procedures for 1984-85 and an ongoing system for subsequent years.

OBJECTIVE:

To improve the information available to departmental management for the purpose of monitoring accomplishment against work plans.

GOAL:

To implement interim procedures for reporting against work plans by September 1984, and to establish an ongoing system by September 1985.

DESCRIPTION:

The work plan reporting system, when fully implemented, will apply to all headquarters and foreign operations which prepare work plans. In April 1984, project staff will assess the potential for successful implementation of interim procedures in 1984-85, examining such factors as the precision of the goals in the work plans, the possibility of selective implementation, and so forth. As the frequency of reporting will likely be for a 6-9-12 month configuration, the interim procedures will have to be in place by September. Design of the ongoing system will take place in the first quarter of 1985-86, after an assessment of the interim processes and in conjunction with the review of the first full cycle of the departmental planning system. Implementation of the ongoing system will begin in the second quarter of 1985-86, on a staggered basis, with full implementation in 1986-87.

The output of this project will be in the form of instructions for reporting against work plans, covering such things as type, frequency and level of reporting, procedures for review and corrective action, and roles and responsibilities for preparation, analysis and approval of reports. The basic approach will be to keep reporting requirements to a minimum, consistent with the notion of "need to know" and "exception" reporting. It can be expected that at the corporate level, reporting by the branches will be limited to key goals in the ADM's



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work plans, and that the greater amount of detail that is necessary at lower levels in the organization will remain internal to the branches. An important part of the design of the reporting system will be an analysis and description of the types of information it is both possible and useful to report on the different activities of the department, and how information will be aggregated at successive levels in the organization. This type of analysis at the beginning of the project will avoid needless floundering on the part of managers who are not familiar with the expectations of the system, and ensure the necessary, minimum degree of consistency in the information reaching senior management.

Establishment of a link between work planning and reporting will form part of this project.

The project can be considered a success when each manager who prepares a work plan regularly assesses the achievement of goals set out in the work plan and reports this progress to his or her superior, and further, when the information so reported makes a demonstrable contribution to the ongoing management of the department.

IMPLEMENTATION CONSIDERATIONS:

This project has a close relationship to planning, finance and personnel projects in EAMIP, as described above. Preparation of the work plan reporting instructions will require consultation with functional bureaux, especially finance and personnel, and with the geographic, policy and program branches, and selected posts. Instructions will be reviewed by the EAMIP steering committee and approved by executive committee before issue. Implementation of the reporting system is tied to the introduction of the departmental planning system, and as described above, will likely be staged over several years. Training in the use of the reporting system will be integrated into the training program for the departmental planning system.

The major constraints on completion of this project are the pace of development of the departmental planning system, and the availability of resources to develop and maintain the reporting system. The consequences of not putting the interim procedures in place are not great, given the state of development of the concept of work planning in the department at this time. Not implementing the interim procedures would mean, however, the loss of an opportunity to explore ways of developing the eventual system and to familiarize people in the department with the requirements of a reporting system. Failure to implement a system to provide feedback on accomplishment of goals once the planning system is fully established will leave the plans floating without a firm basis in fact.

STEPS AND TIMING:

- | | |
|--|----------------|
| 1. Design Interim Reporting Procedures | April-May 1984 |
| 2. Consultation with functions, Branches, Posts. | May-June 1984 |
| 3. Implement interim procedures | September 1984 |
| 4. Assess interim procedures and design ongoing system | April-May 1985 |

- | | |
|---|----------------|
| 5. Consultation with functions, Branches,
Posts. | May-June 1985 |
| 6. Begin implementation of ongoing system | September 1985 |
| 7. Assess and confirm ongoing implementation | September 1986 |

NOTE:

Implementation of the above and adherence to the deadlines set out are dependent on the following:

- a) the availability of the incremental resources;
- b) the completion of related MIS projects, the outputs of which are essential to the implementation of this project;
- c) competing operational demands such as Policy Reserve Auctions, A-base Reviews, etc.

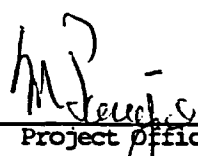
RESOURCE SUMMARY: (\$000s)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing			.25	10.0					.25	10.0		
New			.5	20.0	1.0	40.0			1.5	60.0	1.0	40.0
Total Direct Costs			.75	30.0	1.0	40.0			1.75	70.0	1.0	40.0
Indirect Costs												

BENEFITS:

This project will satisfy the requirement for an operational performance reporting system in the department. It will provide better information for day to day management and for planning future operations. It will result in a better tie between program and resource information, and will provide a more objective basis for performance appraisal. While this project is one for which benefits are difficult to quantify, a positive yield can be expected in terms of more effective decision making and more efficient use of resources.


Project Officer


Date


Project Manager


Date

EAMIP PROJECT NO. CC05

TITLE Part III of the Main Estimates

RESPONSIBILITY Project Manager: CML - I. McLean
Project Officer: - I. Massip

PRESENT SITUATION

Implementation of the PEMS Revisions to the Estimates is required to be completed in 1984/85. Presentation of Part III must follow the structure of the Department's Operational Plan Framework being developed now.

OBJECTIVE:

The new Program Expenditure Plan will improve the Department's accountability to Parliament by providing more and better information on the Department's programs.

GOAL:

The new format is required for presentation of the spring 85-86 estimates. As noted under CC01, the Department expects to be in a position to present a partial draft of the OPF to the Review Panel in September '84. The OPF planning elements would form the basis for the activities of both Part II and III of the Estimates. This format could later be refined in the light of experience gained with both the OPF and the format of Part III itself.

DESCRIPTION:

Development of Part III will closely parallel that of the OPF. It is expected that much of the information used for the preparation of the OPF will also be applied to Part III. Development of a format for Part III will be done in close consultation with the Finance Divisions. The final product will be cleared with the Branches concerned who may also be approached for additional information. Once completed, the new Department Expenditure Plan will provide Ministers, MPs as well as senior management with detailed information on the Departments performance. Part III will offer several levels of detail and cross references between various sectors, thus providing MPs with a reference document. The linkage statements contained in the OPF should theoretically provide a means of assessing the performance of the new format.

IMPLEMENTATION CONSIDERATIONS:

As noted above, the design of Part III is closely linked to ongoing work on the OPF. As in the case of the OPF, work on Part III will proceed in close consultation with Treasury Board and OCG staff. As for the OPF, post input will be obtained through the post programming exercise. This, of course, does not exclude the possibility of going back to certain selected posts for additional information if necessary. Existing constraints are largely time and manpower related. Delays in the project would mean delaying implementation of the revised Estimates for a whole year.

MAJOR STEPS AND TIMING:

At this stage several broad steps can be envisaged corresponding more or less to the Sections of Part III. The major step would of course consist of the preparation of Section II, and involve the determination of an appropriate activity structure. The following tentative work schedule could be envisaged:

- | | |
|--|------------------|
| 1. Determination in close cooperation with the Branches of activities and information required including
- formats for presentation of the information
- aligning Departmental information systems on the activity structure (this is at present not expected to be completed until the end of 1985) | April - end July |
| 2. Short and medium term priorities of the Department (Department Summary) | Mid-August |
| 3. Clear above with Senior Management | August |
| 4. Program Overview | September |
| 5. Formats for Supplementary Information | September |
| 6. Clear the work done so far on Part III format with Executive Committee and SSEA | October |

It must be noted that the degree of completion achieved in the development of a format for Part III depends to a large extent on both the development of the OPF and the capacity of departmental information systems to produce the information required.

RESOURCE SUMMARY: (\$000)

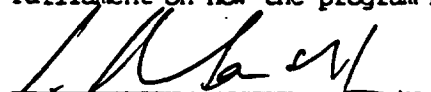
Dollars include salary, operating and capital.


	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing			1.1	46.7					1.1	46.7		
New												
Total Direct Costs			1.1	46.7					1.1	46.7		
Indirect Costs												

1.9 PY x 7 months : 1.1 PY

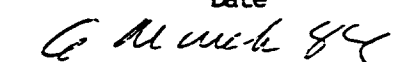
BENEFITS:

Revised Part III will provide better and more detailed information to Parliament on how the program manages its resources.


Project Officer


Project Manager


Date


Date

EAMIP PROJECT NO. CC06

TITLE Evaluation Plan and Profiles

RESPONSIBILITY Project Manager: CME: I.N. Dawson
Project Officer: CME: W. Hughes

PRESENT SITUATION

A long-term departmental evaluation plan must be submitted to the Policy Committees and the Treasury Board by March 31 of each year. The Plan describes what is to be evaluated, why, and when. The Department must also submit an annual evaluation plan by October 31 of the preceding year. Re-organization prevented this; the first annual plan will, therefore, accompany and be part of the March 31, 1984 long-term plan. Additionally, there must be submitted a description of the Department in terms of program components, a component being defined as a group of resources, activities and outputs suitable for evaluation. A profile of each component is required.

OBJECTIVES

The objective of this project is to meet Treasury Board requirements concerning evaluation plans and program component profiles. The evaluation plan will permit the department to carry out a systematic evaluation of its programs according to a schedule agreed upon by all concerned parties.

GOAL

The work plans and profiles is intended to be completed by March 31, 1984.

DESCRIPTION

The task of evaluation planning essentially involves the following steps:

- Estimate the annual quantity of evaluation work required if all evaluation issues and requirements are to be addressed within a specified period, e.g., five years.
- Decide, in consultation with senior management and the Under Secretary, which evaluation studies should be undertaken in the upcoming year.
- Develop outline work plans and resource requirements for the up-coming year.
- Submit plans through departmental committee structure to the Policy committees and Treasury Board.

The task of developing program component profiles involves deciding on an appropriate departmental component structure and describing, for each component:

- the mandate and objectives;
- a general description;
- clientele
- activities, outputs, and effects
- relation to estimates program; resources
- administrative structure;
- previous analysis.

Tentatively, the Department has been divided into 30 components for this purpose; correspondence with the organizational structure has been preserved.

IMPLEMENTATION CONSIDERATIONS

This project is underway, a tentative plan and a number of component profiles having been completed. However, crucial to the project's completion are:

- Senior management input into the evaluation priorities for 84/85; it is anticipated that this input will take place from now until March during the review of resource allocations for FY 84/85;
- Information is required from all program managers for the drafting of component profiles; this involves a modest amount of time in consultation with, and providing information to, a representative of CME.

MAJOR STEPS AND TIMING

The long-term evaluation plan, with program component profiles, should be reviewed by Audit and Evaluation Committee in mid-March, by Executive Committee a week later, and be signed by the USSEA prior to March 31, 1984.

RESOURCE SUMMARY: (\$000's)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.3	17.3							.3	17.3		
New			1	60.0	*3	280.0			4	340.0		
Total Direct Costs	.3	17.3	1	60.0	3	280.0			4.3	357.3		
Indirect Costs												

* Required for ongoing implementation and includes funds for contracting. Funds are being requested in MYOP.

BENEFITS

Completion of this project will meet a significant Treasury Board reporting requirement. In practical terms, the existence of an evaluation plan will enable analytical resources to be deployed against priority evaluation issues. The process of developing the plan will permit management to decide which programs, services, and activities most require analysis of their rationale, impacts, and alternatives. The program component profiles will provide the basic information required to allow others in the department, in other central agencies and elsewhere, to understand what will be evaluated. Further, the information in program component profiles will support the development of the OPF (see project: Operational Plan Framework).


Project Officer

19. 12. 83.
Date


Project Officer

19. 12. 83
Date

EAMIP PROJECT NO. CC07

TITLE Trade Programs: Methods of Monitoring and Measuring Effectiveness

RESPONSIBILITY Project Manager: CME: I.N. Dawson
Project Officer: TED: B. Near

PRESENT SITUATION

In his March 1982 report, the Auditor General criticized the Department for having "no procedures in place to assess, measure or monitor the effectiveness of the Trade Development Program", and recommended that the Evaluation Division take steps to rectify this. CME has developed the outline of a project to improve trade program effectiveness measurement; the work plan is currently being discussed with TED.

OBJECTIVE

The purpose of this project would be to recommend what information, analytical methods, and systems would be required to monitor and measure the effects of the Department's trade programs and services.

GOAL

At present, it is intended to have a report for consideration by TED by March 31, 1984. The report should lead to a decision on a process and system to implement trade programs effectiveness measurement.

DESCRIPTION

It is anticipated that this project will involve the following activities:

- identification of the needs of managers for effectiveness information;
- identification of information currently available in the following areas: program activities, outputs, results; macroeconomic trends; trade policies and priorities; resources deployed and required;
- review methods and system for assembling, analysing and reporting relevant information;
- make recommendations on how to implement a trade programs effectiveness monitoring and measurement system.

IMPLEMENTATION CONSIDERATIONS

The work will involve consultation with all divisions responsible for trade programs and services, and with selected central agencies. Co-ordination with management information systems activities will be carried out. The experience of other departments in this area will be drawn upon through their Evaluation Divisions.

MAJOR STEPS AND TIMING

An adequate information, analysis and reporting system, could take much of FY 84/85 to implement and could form a second phase of this project.

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	0.25	30.0	0.75	30.0					1.0	60.0		
New												
Total Direct Costs	0.25	30.0	0.75	30.0					1.0	60.0		
Indirect Costs												

BENEFITS

This project should ideally enable program and senior managers to respond quickly and systematically to questions such as:

- what activities and projects should receive priority given trends in the economy, international trade opportunities, and government priorities?
- what trade and marketing results can reasonably be attributed to program activities?
- what would be the expected results from an increase, decrease or redeployment of program resources?

Support & Coordinator

[Signature]
Project Manager

Date

Dec 13/83

19. 12. 83.

Date

EAMIP PROJECT NO. CC08

TITLE Revision of Manual of Correspondence Procedures

RESPONSIBILITY

The project will be under the responsibility of the Director of the Senior Management Secretariat (CMR).

CMR will take responsibility for the writing, assembly, editing and publication of the first nine (9) chapters of the manual. The project officer will be Brian Jeanes, Administrative Coordinator. The Management Services Division (MFS) will be responsible for publishing additional chapters and for instituting and maintaining an amendment delivery system.

PRESENT SITUATION

The Department's Manual of Procedures has not been comprehensively updated for several years; changes introduced consequent and subsequent to the 1982 reorganization have been introduced piecemeal through the publication of memoranda of instruction as demands arose. A redrafted manual was initiated, but was not completed prior to January 1982; much of the information in that draft needs to be reviewed and revised in light of accumulated organizational change up to September 1983.

The task is to review the draft manual, revise it in light of changes now in effect and to publish the manual in a revised format. Revision involves updating the content with the division responsible (e.g., XDX for Diplomatic Correspondence) and rewriting the text. The material will then be translated, proofread, typeset, printed and distributed.

OBJECTIVE

The objective is to produce a comprehensive manual on correspondence procedures that will facilitate the speedy and uniform preparation of documents for departmental and ministerial use.

GOAL

A Manual of Correspondence Procedures will be published by April 1, 1984.

DESCRIPTION

The manual will incorporate instructions for the preparation of all types of correspondence used by the Department, including memoranda, letters, telegrams, ministerial correspondence, diplomatic correspondence, briefing notes, Memoranda to Cabinet and Parliamentary documents. Style guidelines, format instruction, approvals and routings will be among the subjects covered for each type of correspondence. All units of the Department will be affected by the revision of the manual through the need to ensure all correspondence materials are produced according to the correct format. The project

will be carried out by reviewing the draft manual and procedures already in place, consultation with Ministers' and Deputies' offices, appropriate administrative and personnel divisions, as well as secretaries, clerks and officers in divisions chosen at random throughout the Department in order to elicit recommendations and verify draft procedures. The manual will mainly be used by secretarial and clerical staff, but should also be familiar to and consulted by officers.

Monitoring of correspondence (letters and memoranda) for Deputies and Ministers will reveal effectiveness of directives; feedback comments from all levels of the Department will guide the monitoring and updating process.

IMPLEMENTATION CONSIDERATIONS

All units with responsibility to regulate the various types of departmental correspondence will be consulted in the revision of the draft procedures. The draft will be cleared by the Director of each division contributing material to the manual. Approval of the final draft will be by the ADM (Administration).

The project will result in the production and distribution of a manual in three-ring binder format, with a covering circular document, preferably signed by the Under-Secretary.

Delaying this project would result in continued uncertainty on the part of those drafting and preparing correspondence. Without clear consolidated guidelines errors of format and process will continue; significant time will be wasted in correcting material and the morale of secretarial staff will be adversely affected.

MAJOR STEPS AND TIMING

1. Revise and rewrite Chapters 1-3	Completed by: December 9, 1983
2. Revise and rewrite Chapters 4-6	December 23, 1983
3. Chapters 1-3 translated	December 30, 1983
4. Revise and rewrite Chapters 7-9	January 10, 1984
5. Chapters 4-6 translated	January 17, 1984
6. Approval of Manual by ADM (Administration)	January 17, 1984
7. Chapters 7-9 translated	February 3, 1984
8. Final revision and proofreading completed	February 17, 1984
9. Publication	April 1, 1984

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RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.25	11.0*	N/A		N/A		N/A		.25	11.0	.05	3.0
New												
Total Direct Costs	.25	11.0							.25	11.0	.05	3.0
Indirect Costs	.1								.1		.05	

* Includes \$3.0 costs for printing and distribution.

** Includes \$1.0 printing cost.

BENEFITS

Secretaries and drafters of all types of correspondence and documents will have an accurate and up-to-date reference guide. There should be a reduction in the time spent searching for procedural guidance and correcting material which does not fulfill style and format requirements. Uniformity in presentation of information on diverse subjects to Ministers and senior management generally will facilitate comprehension and consequently decision-making.

Brian H. Jones
Project Officer

Dec 11/83
Date

[Signature]
Project Manager

Dec 15/83
Date

EAMIP PROJECT NO. CC09

TITLE Corporate Management Schedules

RESPONSIBILITY

The project will be under the responsibility of the Director, Senior Management Secretariat (CMR). Project officers will be the Director and the Administrative Coordinator.

PRESENT SITUATION

The Department has no comprehensive statement of dates for management reports and decision points, either for internal purposes or to meet external demands of central agencies or Parliament. Nor does the Department have a comprehensive statement of principal policy or resource documents in preparation or in stages of approval at a given time.

OBJECTIVES

The objective is to provide senior management with a comprehensive up-to-date schedule of external reporting demands, and with a checklist of current policy proposals with substantial resource implications. Both documents will aid management in directing departmental units, scheduling review and decision time, and in controlling the use of resources.

GOAL

A management calendar of dates for major internal and external management reporting dates, and a continually updated checklist of internal policy proposals with major resource implications.

DESCRIPTION

Preparation of the calendar will consist of identifying such management reports, the responsibility centre for each, the responsible departmental agent for signoff, the date for final submission and, as necessary, internal approval stages and dates. Information must be gathered from departmental units and from central agencies such as the Treasury Board and Public Service Commission. The Calendar will be used by managers as a tool for resource allocation, time management and delegation. It will also be of use to corporate management in assessing the pattern and extent of managerial tasks.

For the policy document checklist, the task is to gather information on relevant memoranda to ministers, memoranda to Cabinet, Treasury Board submissions and other appropriate documents; to organize the information in a comprehensible format that will indicate interrelationships of documents; and to ensure its distribution to relevant and appropriate departmental responsibility centres.

Both the calendar and checklist should become ongoing functions requiring regular updating and revision in response to new and changing demands and user observations. They will be assessed at the end of 1984, with a particular view to closer integration with the departmental planning and resource allocation cycle.

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IMPLEMENTATION CONSIDERATIONS

This project is related to the EAMIP branch and post management project. The definition of responsibilities and accountability of Assistant Deputy Ministers will affect the content of the management calendar, particularly with respect to internal approval stages and signoff. Other departments and posts will not be involved in this project. Consultation will take place only among the departmental units responsible for coordination of internal and external reports, and with Assistant Deputy Ministers. Executive Committee approval will be sought for the management calendar and the policy document checklist.

MAJOR STEPS AND TIMING

	Completed by:
1. <u>Management Calendar</u> Consultation and Drafting Approval Production and Distribution Assessment	January 31, 1984 March 1, 1984 April 1, 1984 Jan. 1985
2. <u>Policy Document Checklist</u> Consultation and Drafting Approval Production and Distribution Assessment	December 31, 1983 January 1984 January and following January 1985

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Continuing	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.2	7.3							.2	7.3	.1	4.0
New			N/A		N/A		N/A					
Total Direct Costs	.2	7.3							.2	7.3	.1	4.0
Indirect Costs	.2	8.6							.2	8.6	.1	4.3

BENEFITS

Senior managers will have comprehensive statements of current policy proposals with substantial resource implications and a single-document outline of decision points and dates for management reports. While efficiencies cannot be quantified, the policy document check-list will provide more effective coordination of policy discussion and the management calendar, as a planning document, will facilitate the scheduling of reports.

Brian L. Jones
Project Officer

Dec 15/83
Date

[Signature]
Project Manager

Dec 15/83
Date

uing
\$
4.0
4.0
4.3



EAMIP PROJECT NO. CC10

TITLE Evaluation of Program Delivery Abroad:
Immigration and Tourism Programs

RESPONSIBILITY Project Manager: CME: I.N. Dawson
Project Officers: W. Priest(Immigration)
B. Wilkin (Tourism)
Support and Coordination: SID (V.P. Gray)
TED (B. Motta)

PRESENT SITUATION

A new and major responsibility of the Department is the delivery of programs abroad on behalf of other government departments. The principal programs are Immigration (CEIC), Tourism (DRIE), and ODA (CIDA). Beginning with the first two, the Evaluation Division is examining program delivery effectiveness with the support of, and in consultation with the relevant functional and geographic divisions.

OBJECTIVE

The purpose of these two studies is to analyse a variety of resource allocation and program impact issues, to provide a coherent view of the Department's program delivery responsibilities, and to make recommendations which would enhance the overall effectiveness of program delivery.

GOAL

It is intended to complete initial reports in March 31, 1984. Implementation of findings, and the fact that a comprehensive study of program delivery has been undertaken, should strengthen the Department's hand in negotiations with the relevant domestic departments as well as improve the management of these programs.

DESCRIPTION

Both the Immigration and Tourism studies have taken the approach of first identifying evaluation issues in consultation with program managers. Issues fall in the following categories:

Immigration: - resource management

- refugees

- cross program effects

- client satisfaction

Tourism: - roles and responsibilities

- resource allocation

- program effectiveness

- bilateral relations and cross program effects.

Analysis of these issues involves extensive interviews, headquarters data and file review, and visits to selected posts. The report to be prepared will describe the current situation, identify problems and their incidence, reach conclusions, and make recommendations.

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IMPLEMENTATION CONSIDERATIONS

The success and utility of these projects will be proportional to the degree of support and cooperation received from the relevant program divisions and posts. Consultation with CEIC and DRIE is being conducted primarily through their Evaluation Divisions.

MAJOR STEPS AND TIMING

These two projects are underway. Most of the headquarters work will be completed by end of January, travel to posts will take place mainly in February, and the consolidation of findings will be completed by the end of March. Implementation of the results, if agreed to by management, will begin in April 1984.

RESOURCE SUMMARY (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	1.3	74.3							1.3	74.3		
New												
Total Direct Costs	1.3	74.3							1.3	74.3		
Indirect Costs												

BENEFITS

The purpose of these projects is to analyse — for the first time — a wide variety of issues under the general theme of "program delivery effectiveness". In doing so, the department will be perceived as having improved its control and understanding of program delivery on behalf of other departments. Specific improvements to the resource allocation methods of the department may result.

[Signature]

Project Manager

19.12.83

Date

[Signature]

Project Support and Coordination

26.12.83

Date

EAMIP PROJECT NO. CC11

TITLE Project Management Guide and Training

RESPONSIBILITY Project Manager: CCBM
Project Officer: to be determined

PRESENT SITUATION

A significant portion of DEA work is of a project nature and lends itself to a project management approach. It could be useful to have a more systematic way of applying project management in the department. The development of the EAMIP has provided an opportunity to work with a number of managers and officers in the development of projects within the Program. Using this as a basis and taking certain of the project as generic examples further work will be done to identify aspects of project management that are applicable to various areas of the department, to produce a guide to project management and to develop in conjunction with personnel a training course on project management.

OBJECTIVE

To increase the capacity in the department to apply project management techniques, where suitable, in order to better manage and control work activities.

GOAL

To identify and describe project management approaches for DEA; to test these in the context of EAMIP and thereafter to prepare a guide and, working with personnel, training materials and a training course.

DESCRIPTION

Initially the main focus of the project will be on the projects that are in the EAMIP. A limited number of these - 2 to 4 - will be selected as providing opportunities to test the application of project management in different areas of DEA. In discussion with the people directly involved in the selected project, difficulties, advantages and adaptations of project management will be explored. Members of the EAMIP team will then write up an initial guide. This will be tested in conjunction with project managers who are developing and implementing EAMIP projects in 1984-85. Based on the outcome of that work the guide would be refined. Work will be done with personnel to develop training materials and a training course or a unit of a training course on project management. The guide will be used in the context of training and directly by managers who are initiating or implementing work of a project nature. The training will be focused as part of overall management training. This project will be complete when both products are in place (guide, training) and when the applicability of the project management approach has been tested against the selected EAMIP projects.

IMPLEMENTATION CONSIDERATIONS

This project is directly related to the development and implementation of EAMIP itself. The majority of the time required to develop the guide and to provide input to personnel for training will be the time

of the EAMIP team. A limited number of project officers (2-4) from other areas will be used as a reference base in terms of their experience in developing and implementing their own projects. The project guide and training package should be reviewed and approved by the EAMIP Steering Committee and the Administrative Committee. Consultation will be confined to those already involved in EAMIP projects (eg. the geographic reference group, selected project managers). The guide, once approved will be circulated throughout headquarters and to posts. The training on project management will be part of the overall training and development efforts in personnel. The main constraints are adequate time of individuals to contribute to the project, availability of resources and ensuring usefulness of the project management approach to departmental work. The consequence of delaying the project is predominantly one of a missed opportunity to build on the existing EAMIP exercise to explore techniques to assist departmental staff in the planning and control of work. Since EAMIP projects are being developed and implemented, it is an ideal time to pursue this project.

MAJOR STEPS AND TIMING

- | | |
|--|-----------------------------|
| 1. Identify EAMIP projects to be used as reference projects for developing the guide. | March 84. |
| 2. Consult with respective project officers/managers. | April 84. |
| 3. Draft guide. | April/Oct. 84. |
| 4. Consult on draft. | Sept/Oct. 84. |
| 5. Test draft with EAMIP projects coming on stream & outline training approach with prsl. | Oct. 84. |
| 6. Refine draft and outline training approach for Steering & Administrative Cttee. review. | Oct/Nov. 84. |
| 7. Develop with personnel, the training package for use in 85-86 and seek approval as necessary. | Oct/Dec. 84. |
| 8. Circulate Guide and information on training approach and availability. | Nov/Dec. 84. |
| 9. Continue vetting project management approach with specific EAMIP projects. | September 84 -
March 85. |
| 10. Assess & revise training course & project management guide in the light of continuing projects and/or new projects coming on stream. | Nov. 85. |

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RESOURCE SUMMARY (\$000)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.1	3.0	.25	11.0					.35	14.0		
New			.5	24.0*					.5	24.0		
Total Direct Costs	.1	3.0	.75	35.0*					.85	38.0		
Indirect Costs												

* Includes printing costs and overhead.

Costs are for the development and implementation of the project management guide. Training costs to be determined.

BENEFITS

1. Increased capacity on the part of DEA managers and staff to apply project management techniques, where suitable, to work in the department.
2. Improved ability to plan work, adjust workload, estimate resource requirements, and monitor and control activities.
3. Contributes to continuity of work where rotation of officers or managers occurs part way through a planned activity.

Project Officer

John Patten

Project Manager

Date

19 Dec '83

Date

EAMIP PROJECT NO. TF03

TITLE PEMD: Evaluation of PEMD Program Design

RESPONSIBILITY Project Managers: CME: I.N. Dawson
TEP: N. Della Valle
Project Officers: CME: G. Juneau
TEP: J. Inns

DESCRIPTION: See Programs and Operations Section - Trade Development

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EAMIP PROJECT NO. CC12

TITLE: Inventory of Existing Systems
DESCRIPTION: See MIS Section

EAMIP PROJECT NO. CC14

TITLE: Information Needs of Headquarters Management
RESPONSIBILITY: Project Manager: CCBI
DESCRIPTION: See MIS Section

EAMIP PROJECT NO. CC15

TITLE: Information Needs of Posts
RESPONSIBILITY: Project Manager: N. Subramani
DESCRIPTION: See MIS Section

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EAMIP PROJECT NO. CCL7

TITLE DEA's Domestic Clientele

RESPONSIBILITY: Project Manager: CCBM (J. Patterson)
Project Officer: CCBR (P. Henry)

PRESENT SITUATION:

The department in its present configuration has a large and wide ranging clientele to serve in Canada - business, industry, labour, provincial government departments, academics, the cultural community and so on. Of particular priority at the moment is the private sector clientele in business, industry and labour. Much activity is already underway. However, there is a concern as to whether the department is in contact with all of the people it should be. A more systematic approach should help to ensure this and to assist in making better use of the available time of managers and officers. This includes preparation time for meetings as well as follow-up and feedback within the department and with the private sector organizations. Regular meetings are held with groups such as CBIAC, CMA and CEA but these organizations are not necessarily fully representative of all of the clients DEA should be serving. There are also meetings and contacts with individual companies but again, not necessarily all of those that need or could benefit from DEA assistance. There is a requirement to determine more clearly who our clients are and how the department can develop an interface with them, initially concentrating on private business, industry and labour.

OBJECTIVE:

Initially, to clearly identify who DEA's clients are in business, industry and labour and to enhance the department's capacity to provide information and service to them, which, in the long run, should contribute to a variety of departmental objectives in the areas of trade promotion and trade and economic policy.

GOAL:

To establish an inventory of this element of DEA's clientele; to establish agreement in the department on priorities and on the approaches or strategies to be used in building a relationship with the identified clients; to determine which areas and individuals in the department will have key responsibilities for particular clients or groups of clients and to establish a mechanism for regularly updating the inventory and reviewing approaches and priorities.

DESCRIPTION:

The outcome of the project will impact on most of the substantive areas of the department, predominately on TFB, EFB, and the geographic Branches. The approach will entail definition of the information required; identification of information sources both documentation and individual contacts; initial determination of a categorization of the client groups and of priority areas; collection and organization of the information; determination of the process to be followed to establish approaches, priorities and responsibilities; carrying out of that process and establishing the mechanism for regular updating.

The "hard" product - the inventory - will be programmed in a computer so that it can be easily updated and can be sorted in a variety of ways

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e.g., exporters to western U.S., exporters of x product, which organizations have participated in a trade fair in the last 12 - 24 months, etc. The inventory should be of use to virtually all substantive Branches. The approach, priorities and key responsibilities process should result in a more focused and efficient effort by the department in developing relationships with clients. The project will be completed when the inventory is in place, the processes established and worked through and when the inventory is being used. The longer term criteria for success would be a comprehensive and consistent contact with clients and better service to them.

IMPLEMENTATION CONSIDERATIONS:

The project is directly related to the on-going work of TFB, EFB, the geographic branches and to some extent IFB and SFB. Phase II of the project could concentrate on all other clients of the department e.g. academics, the cultural community etc. This project is also related to various of the projects in SFB including Domestic Communications and Information Strategy and Rationalization of Publications. Contact will need to be made with DRIE and possibly some OGD's. Consultation, with some trade and economic policy officers and occasionally with the respective ADM's will be necessary. In the geographic branches the reference group representatives could be used as a main contact point. However, the project officer and manager will try to keep this to the minimum that is required. Assistance will be sought from the library in identifying key information sources. The inventory will need to be reviewed by the Steering Committee as will the proposed process for developing the strategies, priorities and responsibilities and the results of that process. Depending on the decisions of the Steering Committee the item would appear either as an A or B item on Executive Committee's agenda. When the inventory is in place a document will be prepared and circulated throughout the department explaining how the inventory is set up and how it can be used. When decisions have been taken on priorities and responsibilities a confirming memo will be circulated. The major constraints on a timely completion of the project will be the time availability of the individuals assigned to it and on the ease with which information sources can be tapped and are adequate. The consequences of delaying the project are simply a continuance of the status quo in the manner in which the department currently operates in this area and of the concern as to whether DEA is doing all that it can to serve its private sector clients.

MAJOR STEPS AND TIMING

- | | |
|--|-------------------|
| 1. Development of the "profile" of information that will be sought for each organization or individual. | Jan. 20/84 |
| 2. Identification of information sources and establishment of a classification scheme, framework for the inventory and initial priority sectors. | Mar. 15/84 |
| 3. Initial consultation on the project.
(i.e. on steps 1 and 2) | Mar. 20/84 |
| 4. Develop the content of the inventory. | June/84 |
| 5. Review content of the inventory with individual contacts, Steering Committee. | July/
Aug./84 |
| 6. Enter inventory in computer with program for selective call up of the information. | Mar./
Sept./84 |

- | | |
|--|-------------------|
| 7. Develop the process and carry it out for setting approaches, strategies priorities & responsibilities. | July/
Sept./84 |
| 8. Review outcome of step 7 and a proposal for initiating phase II of the project with individual contacts, Steering Committee, Executive Committee. | Sept./84 |
| 9. Communicate inventory and conclusions of step 8 to the department. | Oct./84 |
| 10. Assist, as appropriate, the key areas of responsibility in the department to develop a plan of action and provide simple guidelines for this work. | Sept./
Oct./84 |
| 11. Establish the mechanism for regularly updating the inventory & reviewing & adjusting the approaches, priorities, responsibilities, if necessary, & the action plans. | Sept./
Oct./84 |
| 12. Assessment of the project's accomplishment. | Sept./85 |

RESOURCE SUMMARY: (\$000)


Dollars include salary, operating and capital.

83-84	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.1	4.0	.6	27.0					.7	31.0		
New				*8.0						8.0		
Total Direct Costs	.1	4.0	.6	35.0					.7	39.0		
Indirect Costs			.8	5.0								

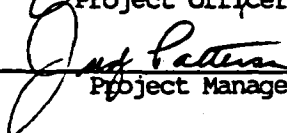
* Assistance in setting up computer program, provide for contract help if necessary and computer hardware.

BENEFITS:

1. Provides systematic means of identifying and developing relationships with the department's clients;
2. Establishes information base that can be readily updated;
3. Contributes to improved service delivery to private sector clients;
4. Helps to strengthen DEA's overall relationships with the private sector and thereby contributes to achievement of trade development and economic and trade policy objectives.
5. In long run, project should help DEA develop a supportive private sector constituency.



 Project Officer



 Project Manager

15 Dec. 1983.

 Date

15 Dec. 1983

 Date

EAMIP PROJECT NO. CC18

TITLE Official Department Visits
Development of a planning and budgeting system
based on agreed standards of hospitality.

RESPONSIBILITY Project Manager: G.H. Blouin,
Chief of Protocol, (XDX)
Project Officer: D.R. Dunlop,
Deputy Chief of Protocol, (XDV)
Support: L. LePage, (MAM)

PRESENT SITUATION

At present, there is no comprehensive plan for official departmental visits. Visits are accepted on an ad hoc basis with expenditures made against finite funds. Existing visits standards applicable to the appropriate level of hospitality are not followed nor enforced when over-expenditures occur. As in the past, the 1983-84 Departmental Hospitality Fund will likely be depleted well before the end of this fiscal year necessitating the identification of a source for new funds so that potentially valuable visits can take place. At this time, geographic branches do not plan their visits programme within existing resources. There is no prioritization of visits until the proposed visits are put before Ministers. OGD's add their own high-level visits to the workload of the visits section.

OBJECTIVE

To develop a plan for official departmental visits and design a financial program facilitating budgeting for individual visits. Review existing standards and develop additional guidelines to control the number of visits and the level of hospitality to be extended. This approach would give senior management better control of visits management and hospitality expenditures.

GOALS

1. To establish a procedure governing the number of official visits accepted within any one fiscal year;
2. Establish financial guidelines for costing visits;
3. Revise manual on levels and categories of hospitality to be extended;
4. Establish procedures and guidelines for small hospitality expenditures; access to the departmental hospitality fund for the provision of coffee, etc., for inter-departmental meetings.

DESCRIPTION

The scope of the project encompasses virtually all of the branches of the department who sponsor incoming high-level visitors. On the provision of minor hospitality (coffee services), all departmental units could be affected as, at present, there is no logical approach to obtaining coffee nor are the delegated signing authorities clear about who can sign for the coffee and whose budget will be debited. While this is seemingly a minor problem in terms of operating a coffee service in the department, the aggravation and annoyance experienced by many "clients" is disproportionate to the problem; a "quick-fix" of this problem would have an enormous positive impact on the department generally.

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IMPLEMENTATION CONSIDERATIONS:

The first consideration is to determine existing overlap of the project with other divisions where some of the problems contained in this project are already being examined; e.g. cross-reference will have to be made to the hospitality funding paper prepared by MAM, the visits management procedures established in CMR and finally the HQ budgeting process which will have to pick up the hospitality fund compiled on the basis of Branch inputs. The proposal should seek administrative committee approval of procedures. The new guidelines could be communicated to all by means of circular letter and telegram for 1984-85 FY. If the project is not carried out then the department will continue in an uncontrolled and uncoordinated fashion with the resultant chronic pattern of overexpenditures.

MAJOR STEPS AND TIMING

- 1. The project should start with a review of existing guidelines and an examination of present funding practices. January 1984
- 2. Draft proposal and consultation with MCB, CMR, MAM, MFD, and selected Branches. February 1984
- 3. Obtain administrative committee approval of draft guidelines, planning and budgeting system. February 1984
- 4. Implement new procedures. prior to April 1, 1984

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.25	10.0							.25	10.0		
New												
Total Direct Costs	.25	10.0							.25	10.0		
Indirect Costs												

BENEFITS

- 1. Better distribution of the number of visits over a fiscal year.
- 2. Improved financial control over each visit.
- 3. More equitable application of hospitality standards
- 4. Better service to departmental clients.

David R. Dewloj
Project Officer

16.12.83
Date

Stanley P. King
Project Manager

December 15, 1983
Date

EAMIP PROJECT NO. CC19

TITLE: MIS/EDP Training in DEA

RESPONSIBILITY: Project Manager CCBI

DESCRIPTION: See MIS Section

EAMIP PROJFCT NO. GB01

TITLE: Branch and Post Management Procedures

RESPONSIBILITY: Project Manager: CCBM, J. Patterson
Project Officer: To be determined

DESCRIPTION: See Geographic Branch Section

EAMIP PROJECT NO. GB02

TITLE: Completion of 1983 Initiative on Delegation of Authority to Heads of Post

RESPONSIBILITY: Project Manager: Mr. I. McLean, (CML)
Project Officer: Mr. H.G. Korn, (CML)

DESCRIPTION: See Geographic Branch Section

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SUPPORT FOR GEOGRAPHIC BRANCHES

EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM
SUPPORT FOR GEOGRAPHIC BRANCHES

The following are the EAMIP projects focused on the geographic branches.

Branch and Post Management Procedures

Completion of Initial Heads of Post Delegation Effort

Policy and Resource Review Model

Pilot Project on Substantive Information Management (initially in UGB)

Satellites for U.S. Posts - New York and Washington

Canada - USA Free Trade Sector Studies

December 23, 1983
Date

Daniel Molgat
Daniel Molgat
Assistant Deputy Minister
Europe Branch

December 19, 1983
Date

J.S. Stanford
J.S. Stanford
Assistant Deputy Minister
Africa & Middle East Branch

Dec 19, 1983
Date

R.A. Kilpatrick
R.A. Kilpatrick
Assistant Deputy Minister
Asia and Pacific Branch

12/12/83
Date

C.T. Charland
C.T. Charland
Assistant Deputy Minister
Latin America & Caribbean Br.

22/12/83
Date

D.H. Burney
D.H. Burney
Assistant Deputy Minister
United States Branch

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EAMIP PROJECT NO. GB01

TITLE: Branch and Post Management Procedures

RESPONSIBILITY: Project Manager: CCBM, J. Patterson
Project Officer: To be determined

PRESENT SITUATION:

New geographical branches have been created with responsibility in the areas of policy and program design and delivery, post management, country planning and resource allocation and control. It is useful now to determine what management systems are required to carry out the new responsibility. Additional consideration of this subject is important to ensure that branches are fully able to respond to and participate in departmental processes such as planning, resource allocation, reporting and so forth.

OBJECTIVE:

To provide branch managers the systems and resources necessary to carry out their management responsibilities.

GOALS:

1. To establish branch management authorities and procedures.
2. To modify post management authorities and procedures to reflect new organizational relationships within the department.
3. To define roles and responsibilities for management and administration in branches and posts, and to qualify staff requirements to perform these roles.
4. To prepare guides to branch and post management for use by branch managers and heads of posts.
5. To communicate information about the new authorities and management procedures to all persons involved.
6. Work with personnel on the development and delivery of training sessions on branch and post management.

DESCRIPTION:

The primary focus of the project will be on geographic branches and posts, although the procedures established may be applicable to functional branches also. A comprehensive approach is necessary in order to establish the general principles that will govern development of branch management procedures, but implementation will occur on a function by function basis, i.e., planning, finance, personnel, physical resources, etc., in order to keep the project manageable. Individual projects for these functions are reflected within EAMIP. The project will proceed through three stages - assessment and principles; design and implementation; and documentation, communication and training, as is outlined below.

Phase I - This phase will include a comprehensive assessment of existing branch and post authorities and procedures for the full range of management and administrative support functions. Recommendations will be made on the principles which should be followed in revising existing authorities and establishing new ones. Recommendations will also cover the roles and responsibilities for management of branches and posts, and the numbers and types of staff, e.g., AMA's, required to run the management systems in branches.

Work on this project should begin quickly, as events are forcing the pace on certain issues, e.g., preparation of 1984/85 branch budgets. A reference group of geographic managers has been formed, and it will be possible to start the project as soon as staff is assigned in the new year.

The first step is to define the scope of the project in more detail. This will entail a quick inventory of existing authorities and procedures and related problems and issues. Through discussion with the reference group, ADM's geographic and central staff, the extent of analysis which needs to be done will become more clearly focused. At the same time the project team may identify some "quick fixes", i.e., those things which need to be attended to before the new fiscal year, and also explore the possibility of establishing interim guidelines and resource requirements for branch management and administration. A detailed analysis of authorities and procedures and further consultation will follow, leading to recommendations for the principles which will guide Phase II of the project.

Preliminary work on the production of heads of post letters of instruction will also begin in early 1984. Formats and examples will be developed with a view to selected application in the 1984/85 posting cycle. The pilot project will include an examination of the linkage between HOP letters, post planning and performance appraisal, in conjunction with corporate management, and personnel.

Completion of tasks under the existing HOP delegation project relating to documentation, communication, and training for existing authorities will be concurrent to Phase I of this project.

Phase II - Based on Executive Committee direction, work in Phase II will center on the determination of branch authorities, design of systems to put the authorities into effect, documentation and implementation. Consideration of further delegation of authority to heads of posts, and other adjustments to post operating procedures to reflect the new organization will take place in this context. There are separate projects in EAMIP on planning and resource allocation, finance, personnel and physical resources, as these apply to branches and posts. Phase I may indicate the need for projects in other areas as well, e.g., security. Implementation will likely continue into Phase III, but design work should be complete in all areas by the end of Phase II. There will be an opportunity during Phase II to determine whether or not procedures being developed for geographic branches are also applicable to the other branches. As well, a determination will be made at the beginning of Phase II as to whether or not a separate project should be structured to address roles and responsibilities for post management. This project would extend the Phase I analysis to management procedures within posts, and would contribute to production of the guide to post management in Phase III.

Project staff will maintain a watching brief on individual projects during Phase II to ensure consistency of approach across the functions, and will be available to provide assistance where required.

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Phase III - Phase III is meant to consolidate the work that will take place in individual functions during Phase II. Project staff will produce guides on branch and post management, deliver a communications package for branch and post staff, and collaborate with personnel on the design and delivery of training courses for managers and support staff. Individual systems will have been documented in detail by the functional bureaux, and the guides will provide ready access to managers to information about the total range of their responsibilities. The communications plan will create a general awareness of the branch and post management procedures, and the training sessions will provide hands on experience for those directly involved.

Phase III will also produce final recommendations on roles and responsibilities for management in branches and posts, and on numbers and types of support staff in the branches.

The products for each of the phases of this project have been identified above. The project itself will be complete when the management systems in the branches are in place, when the corresponding adjustments to post authorities and procedures have been made, when guides and training are available for managers, and when adequate numbers and types of support staff are put in place in the branches.

IMPLEMENTATION CONSIDERATIONS:

This project will provide a larger context for work already underway on heads of post delegation, the roles of the area management office, and the now intermittent activity in the area of heads of post letters. The separate EAMIP projects on the departmental planning system, reporting against plans, delegation of personnel authorities, financial authorities, and physical resource roles and responsibilities will make a major contribution to this project. Projects such as MIS, policy and program delivery prototypes and so forth, will also affect the outcome of the project. It is clear, however, that all activity which touches upon branches and posts cannot be funnelled through this project. Rather, the intent is to ensure that there are no gaps or overlaps, and that the subject receives the attention that is its due.

Executive Committee approval will be required for the general principles to guide establishment of branch management procedures. Administrative committee approval will be sufficient for many of the recommendations regarding specific management and administrative functions. There will be extensive consultation with geographic branches throughout the project, but it will be channeled through the AMOs, the reference group and ADMs. Consultation with posts will occur first in the context of the communication plan for EAMIP, and subsequently on an invitational basis.

The constraints which will affect successful completion of this project include adequate staff for the Phase I assessment, clear direction from Executive Committee on the principles to follow in Phase II implementation, and participation of the functional bureaux in both Phase I and Phase II. Ultimately, the success of the project depends upon delegation of authority to branch managers commensurate with their responsibilities, and allocation of support staff to assist the managers to carry out their management and administrative duties.

The consequence of delay in resolution of issues related to branch management will be continued uncertainty, and the possibility of excessive variation in the approach taken by each branch, though some variation is to be expected. The failure to provide adequate support staff will result in an overload on branch operations as more and more demands are made on them, and branches will not be able to participate fully in the corporate activities of the department.

MAJOR STEPS AND TIMING:

Phase I

- | | |
|--|-----------|
| 1. Establish reference group | Dec./83 |
| 2. Assign project staff | Jan./84 |
| 3. Determine scope of project | Feb./84 |
| - inventory of existing procedures and authorities, problems and issues | |
| - identify quick fixes | |
| - explore possibility of interim guidelines & resources | |
| 4. Begin work on HOP letters | Feb./84 |
| 5. Initiate quick fixes, issue interim management guidelines, prepare resource submission, if feasible. | Mar./84 |
| 6. Discuss scope of project with AMOs, reference group and ADM's geographical, and related functional areas. | Mar./84 |
| 7. Steering Committee review of scope of project. | Mar./84 |
| 8. Analysis of procedures and authorities | Mar./84 |
| - what exists now in functional bureaux, branches, posts | |
| - Alternatives: what are options for delegations, relationships. | |
| 9. Consultation with geographic, functional branches, including AMOs, reference group and ADMs. | Mar.31/84 |
| 10. Formulate recommendations on principles to guide establishment of branch management procedures | Mar.31/84 |
| 11. Consultation on recommendations, as in 9. | Apr.15/84 |
| 12. Steering Committee, Executive Committee review and approval | Apr.30/84 |

Phase II

- | | |
|---|-------------|
| 1. Consult with functional bureaux on projects necessary to carry out Executive Committee direction, and to determine which activities will be carried out through this project, or by other units in the department. | May/84 |
| 2. Initiate individual projects to design and implement branch and post management procedures as appropriate. | May/84 |
| 3. Branches prepare heads of posts letters for selected posts | May/June/84 |
| 4. Ensure linkage between HOP letters, planning system and performance appraisal. | Sept./84 |
| 5. Maintain contact with all related projects, provide assistance where required. | 1984/85 |
| 6. Steering and Executive Committee final approval of proposed branch and post systems. | Mar./85 |
| 7. Final determination of branch support staff requirements. | Mar./85 |

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Phase III

- 1. Consolidate individual projects through branch and post management guides, communications package, and training. 1985/86
- 2. Assessment and further implementation of HOPs letters. 1985/86

RESOURCE SUMMARY: (\$000)

The summary covers project team costs only. Phase II costs for projects that are related but are being carried out in other areas are displayed in the relevant functional project plan. Phase III training costs are not included.

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing												
New	.75	36	2	96	1	48			3.75	180		
Total Direct Costs	.75	36	2	96	1	48			3.75	180		
Indirect Costs	.75								.75			

1983/84 = 3 PY x 3 months = .75 PY
 1984/85 = 2 PY x 12 months = 2.0 PY
 1985/86 = 1 PY x 12 months = 1.0 PY

BENEFITS:

- 1. Provides support for underlying concepts of reorganization, and permits branches to play full role in departmental processes.
- 2. Ensures that branch and post authorities are commensurate with responsibilities.
- 3. Facilitates proper distribution of management and administration tasks between centre, branches and posts.
- 4. Increases commonality of approach to management and administration across the Department.
- 5. Increases effectiveness of branch and post managers in carrying out their responsibilities.

Project Officer

Jug Latta

Project Manager

Date

17 Dec '83

Date

EAMIP PROJECT NO. GB02

TITLE: Completion of 1983 Initiative on Delegation of Authority to Heads of Post

RESPONSIBILITY: Project Manager: Mr. I. McLean, (CML)
Project Officer: Mr. H.G. Korn (CML)

PRESENT SITUATION:

The degree of authority and freedom of action granted to Heads of Post was examined during fiscal year 1982-83, and on March 25, 1983, Executive Committee approved further delegation of authority in the areas of staff and financial redeployment, purchases, travel evacuation and leasing and fit-up. An implementation team was appointed with responsibilities which included investigation of the feasibility of further delegation, development of letters, instruments and manuals of authority, communication of authorities to Heads of Post, development of training programs for Heads of Post designates and functional advisors, and consultation on methodology to ensure accountability for delegated authority. The implementation team's quarterly progress report of July 28, 1983 states that the efforts of the team were concentrated on timing, communications and letters of authority. The membership of the implementation team was depleted during the summer rotation of assignments, and work on the project has been interrupted.

The issue of delegation of authority to Heads of Post must now be viewed in the light of the authority and accountability of geographic branches. Consideration of further delegation of authority to Heads of Post would best take place in the context of the Branch and Post Management procedures project of the EAMP. However, the outstanding work of the implementation team with regard to authorities already approved can and should be completed.

OBJECTIVE:

To delegate to Heads of Post authorities which are commensurate with their management responsibilities.

GOAL:

To complete the work of the initial delegation to Heads of Post exercise with regard to existing authorities.

DESCRIPTION:

The scope of this project is limited to completion of the remaining tasks of the DHOP implementation team for existing delegation of authority to heads of post, specifically:

1. Ensure that heads of post who did not have benefit of the section of the outgoing HOPs training program on authorities are offered the opportunity.
2. Advise Administrative Committee on the necessity of a training program for functional advisors.



3. Confirm that action planned with regard to communication and letters of authority has occurred.
4. Consult on methodology necessary to ensure that authority delegated is being adequately carried out.

While it will be necessary to appoint an officer to undertake the project, the volume of work may not warrant reestablishment of the implementation team.

The general approach will be to conclude specific tasks when possible, and where there is the likelihood of a continuing activity, to make the connection to an EAMP project which covers the requirement. The project officer will work with personnel on the preparation of the section on authorities for this year's training program for outgoing heads of post. In the context of the training and development project, the project officer will investigate the need for training for functional advisors on the subject of authorities, and bring forward recommendations to the Administrative Committee. Consultation will take place with Finance, Personnel and Physical Resources to ensure that all activity initiated by the DHOP implementation team with regard to letters of authority has been completed. Finally, the project officer will consult with Management Review and Audit, Corporate Management, Finance and make recommendations with regard to HOP accountability. The CMA project on reporting against plans is particularly relevant here.

This project will have been completed when the specific products and recommendations identified above are produced. The training materials and letters of authority will be of direct interest to heads of post, while the recommendations will contribute to related projects on Branch and Post management. In addition to routine reporting through EAMP, a final report will be made to the Administrative Committee on the outcome of the project.

Implementation Considerations

This project is closely related to other EAMP projects, particularly Branch and Post management procedures, training and development and reporting against plans. However, because this project deals specifically with existing authorities, it can be started again quite quickly and proceed at its own pace. Consultation will occur in headquarters as described above. There should be no additional time demand upon posts. A delay in this project could be perceived as a lack of commitment to the principle of delegation.

Major Steps and Timing:

- | | |
|---|------------------|
| 1. Appoint project officer, and familiarization | January 1984 |
| 2. Confirm adequacy of communication and letters of authority | January 1984 |
| 3. Work with Personnel on training for outgoing Heads of Post | February - March |

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- 4. Consult with Personnel, Geographic Branches on training requirements of functional advisors re authorities February - March
- 5. Consult with Management Review and Audit, Corporate Management, Finance, Physical resources, personnel and geographic branches on accountability mechanisms February - March
- 6. Final report to Administrative Committee March 31.

Resource Summary: (\$000)
Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		FUTURE	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.25	12.0							.25	12.0		
New												
Total Direct Costs	.25	12.0							.25	12.0		
Indirect Costs	.1	5.0							.1	5.0		

Note: Excludes training costs. Indirect cost for consultation.

Benefits:

- 1. Honours commitments with regard to work on existing authorities.
- 2. Provides continuity for work on delegation of authority which will take place in other EAMP projects.
- 3. Increases HOP effectiveness in carrying out their responsibilities.


Project Manager

Dec 04 / 83
Date


Project Officer

Dec. 13, 1983
Date

EAMIP PROJECT NO. GB03

Policy and Resource Review Prototype

RESPONSIBILITY: Project Manager: M.A. Brault (GAD)
Project Coordinator: W.G. Licari (GAF)

PRESENT SITUATION:

The policy and resource review of one segment of a region - Africa south of the Sahara - was initiated in the fall of 1983. The review is to examine:

1. Current situation and future trends.
2. Canada's interests and objectives.
3. Current policy, programs and mechanisms.
4. Options for the future.
5. Financial implications.

To date steps one and two have been completed in draft, and are being reviewed with the Undersecretary. In addition to providing substantive recommendations on policy and resource application in this region the study is meant to serve as an example of how other regions or parts of regions may be reviewed. It is hoped that a decision-making mechanism for the department can be drawn from the experience in this study and other work associated with it. In parallel with the Africa review, the Corporate Planning and Evaluation Divisions will develop a prototype information system for decision-making over the longer run in cooperation with the project team. The result of the CML and CME work will be a statistical input model for geographical policy reviews. In the same period, the Policy Development Secretariat (CPD) will develop a set of criteria aimed at planning the allocation of resources between countries and regions. CPD will also develop a discussion paper on a possible approach to doing a policy and resource review of all regions in the 1984-85 fiscal year. These reviews would be less in-depth than the Africa study but would be aimed at producing better information for planning and resource allocation decisions in the February-March 1985 discussions in Executive Committee.

OBJECTIVE:

To establish a prototype for the way in which geographic policy and resource reviews can be conducted in DEA.

To analyze Canada's interests in Africa south of the Sahara, determine our objectives for the next fifteen years and establish a long term policy.

To recommend changes in specific policies and programs, and the resulting changes in resource requirements.

GOAL:

To complete this policy and resource review by May and determine its usefulness as a prototype for further reviews in the department.

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DESCRIPTION

The drafting committee for the policy review will continue its work and simultaneously, quantification analysis will be carried out to develop a profile of each country. This will be put on a computer to maximize the capacity to utilize the information. A mathematical and statistical system will also be applied to a country grid, in order to draw broader comparisons in the region using a comprehensive set of factors married to defined objectives and interest. The work produced by CME, CML and CPD will be used to support the review process including utilization of the criteria for inter-regional comparisons. The completed review will be reviewed by the USSEA and discussed in Executive Committee. The result will be decisions on Canada's overall activities in the Africa Region, on the resources to be applied and on the feasibility of proceeding in a like manner to review other regions. The success of the project will be judged by the quality of the information provided to the decision-makers about Africa, the degree to which the decisions are deemed effective by senior management and the contribution the work makes to the department's capacity to conduct further policy and resource reviews.

IMPLEMENTATION CONSIDERATIONS:

As noted under present situation, work related to this project is being carried out in the Corporate Planning Division, Evaluation Division and the Policy Development Secretariat. This project should eventually have implications for planning and resource allocation projects, including the development of the OPF. CIDA is involved in the project and three CIDA officers are working on the project. The study itself will be reviewed with the USSEA and will be the subject of Executive Committee discussion on completion. Recommendations resulting from the study, if affirmed by senior management, would be implemented through normal management channels in the Africa and Middle East Branch, and through the Policy Coordination Branch and other geographic Branches as appropriate if further reviews are to be conducted. Delaying the project would impair the department's effort to develop a decision making model, to apply it to this regional study and to effect useful policy and resource decisions.

MAJOR STEPS AND TIMING:

- | | |
|--|-------------------|
| 1. Review of chapters one and two with USSEA. | January 20 |
| 2. Development of precise objectives and refinement of chapter two. | Mid-March |
| 3. Review step 2 and maths/stats methodology proposed with USSEA. | Mid-March |
| 4. Refinement of mathematical model and agreement on interregional criteria. | Mid-April |
| 5. Completion of quantification analysis. | End April |
| 6. Application of the mathematical model. | End April |
| 7. Complete options and recommendations. | Mid May |
| 8. Review with USSEA and Executive Committee. | End May |
| 9. Assessment of project. | June, every year. |


RESOURCE SUMMARY: (\$000)
 Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	1	80.0*	.5	40.0*					1.5	120.0		
New			**									
Total Direct Costs	1	80.0	.5	40.0					1.5	120.0		
Indirect Costs												

- * Includes money for consulting and secretarial assistance. (.3 PY)
- ** Any requirement for further resources will be determined after initial discussion of completed work in May/June.

BENEFITS:

1. Definition of long term Canadian policy in Africa south of the Sahara for the next decade, and determination of resource requirements to implement it over the next fifteen years.
2. Development of a decision-making prototype that can be applied to or adapted for further geographical policy and resource reviews in the department.
3. Increased ability in the department to address the effectiveness of allocation of resources and to transfer resources among regions against agreed upon priorities so that changing needs can be met, to a greater degree, within the existing resource base.


 Project Coordinator

20/2/84.
 Date


 Project Manager

20/2/84
 Date

EAMIP PROJECT NUMBER GB04

TITLE: Pilot Project on Substantive Information Management
(Canada-U.S. Relations Branch)

RESPONSIBILITY: Project Manager: M. Von Nostitz - URR
Project Officers: N. Subramani - CCBI
H. Korn - CML

DESCRIPTION: See MIS Section

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EAMIP PROJECT NO. GB05

TITLE: Use of Communications Satellite for Public Affairs Program at U.S.A. Posts

RESPONSIBILITY: Project Manager: H.G. Pardy, Director (UGP)
Project Officers: D.R. MacPhee (UGP)
G. Delance (SCS)

PRESENT SITUATION:

It has been proposed that satellite receiving antennae, Television Receive Only earth stations (TVRO) be installed at the Embassy in Washington and other U.S. posts to provide direct and immediate access to Canadian television programming in order to enhance their capability of keeping abreast of current policy development in Canada. To date, rental of such satellite receiving antennae by the Embassy and the Consulate General in New York on occasions such as the budget address by the Minister of Finance from the House of Commons has amply demonstrated the value of such equipment in providing key U.S. audiences first-hand access to Canadian news.

Inter and intradepartmental consultation on the proposal indicates a broad consensus in favour of launching a pilot project with installation of a TVRO at the Embassy, Washington and the Consulate General in New York. The U.S. State Department has indicated that the proposal presents "no policy problems for the United States Government".

OBJECTIVE:

To achieve enhanced efficiency in transmitting timely public information to posts, and to demonstrate the cost effectiveness of Canadian high-technology as an alternative method of transmitting public information.

GOAL:

The initial installation of TVRO's at both the Embassy in Washington and the Consulate General in New York within two months and as a result the immediate capability of these two posts to receive current Canadian public information via Canadian television.

DESCRIPTION:

The United States Program Division is acting as a pilot coordinator in liaison with the two posts immediately concerned and other client users. The initial installation of TVRO's in both Washington, D.C. and the Consulate General in New York will result in the ability to provide immediate transmission of high-profile Canadian media events to a key U.S. audience including Washington policy-makers and opinion-formers. To date initial response from U.S. media following rental of TVRO's to enable their first-hand viewing of key Canadian media events has been highly positive. In six months to one year from installation there will be an assessment of the cost-effectiveness/saving from such equipment in terms of reducing current costs, both personnel and capital.

IMPLEMENTATION CONSIDERATIONS:

Consultations have taken place with a wide range of interested divisions as well as with the posts and interdepartmentally with the Department of Communications. There is informal agreement that the project should proceed as soon as possible, preferably this fiscal year. Both our Embassy in Washington and the Consulate General in New York have obtained preliminary cost estimates and local building and other clearances. Funding of the capital acquisition cost remains the primary difficulty. As a contingency both posts have been instructed to include the cost in their proposed 1984/85 capital acquisition budgets should alternative sources of funding not be identified this fiscal year. Further delay on the implementation of this project will result in continued expenditure at both posts for the rental of such equipment to cover specific major public information events (approximately \$4,500 on each occasion) and in general will impair the potential for improved effectiveness in the projection of Canadian public diplomacy in the USA.

MAJOR STEPS AND TIMING:

Phase I of this project would consist of the pilot project in Washington and New York. Consultation with local authorities in the U.S.A. and inter/intra-departmental consultations are underway. The primary obstacle to launching the project is the identification of a source of capital funding. The acquisition and installation of the satellites could be completed before the end of this fiscal year.

Phase II would initially consist of an assessment of the pilot project satellite receiving dishes, their use and effectiveness in improving the delivery of the information program, following which, if judged successful, the application of such satellite receiving antennae would be extended to other U.S. posts (and possibly to posts in other geographic regions).

Phase I

- | | |
|--|---------------|
| 1. Obtain cost estimates for two dishes, including installation | January 1984 |
| 2. Identify any applicable local municipal approvals required for installation | January 1984 |
| 3. Seek project approval in principle | February 1984 |
| 4. Identify source of funding for Phase I pilot | February 1984 |
| 5. Complete intra/inter-departmental consultations | February 1984 |
| 6. Complete installation and run field trial | March 1984 |

Phase II

- | | |
|---|-----------------------|
| 1. Assess field trial experience | September 1984 |
| 2. Depending on assessment, proceed with procurement and installation of additional dishes at other posts in U.S.A. | October-December 1984 |
| 3. Examine feasibility of installing dishes in other geographic regions | January 1985 |

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84*		84/85**		85/86***		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.2	10.5	.2	10.5	.2	10.5			.6	31.5		
New	.2	40.0	.3	90.0	.3	90.0			.8	220.0		
Total Direct Costs	.4	50.5	.5	100.5	.5	100.5			1.4	251.5		
Indirect Costs	.1		.2		.2				0.5			

* Fiscal year 83/84 costs limited to pilot project at the Embassy in Washington and the Consulate General in New York (\$2,500 for surveys and \$40,000 for purchase/installation)

** Fiscal year 84/85 costs are for extension of similar equipment to an additional six posts

*** Fiscal 85/86 costs for complete extension of equipment to all U.S. posts with the exception of Seattle given that post's present capability to receive Canadian television cable service.

BENEFITS:

Direct access by the Embassy, Washington and the Consulate General, New York to Canadian television coverage within two months. As a result, significantly enhanced capability by these two posts in keeping key U.S. media and other opinion-formers abreast of current public policy developments in Canada; direct support for the marketing of Canadian television programming and communication technology; and as a by-product, additional exposure in the U.S. for Canadian products via Canadian television programming.

As a direct consequence, at present, there will be immediate cost savings to the department in no longer requiring (a) continued rental of such equipment in Washington and New York (estimated at \$20,000 this fiscal year); (b) the provision by Headquarters of videotapes of Canadian news and other television programming to these two posts (estimated at \$5,000); (c) the provision by Headquarters of written transcriptions of television broadcasts of House of Commons proceedings, news or documentary programming, etc. (estimated at \$2,500); and (d) ancillary person-year requirements (estimated at .5 py).

D. K. [Signature]
Project Officers

[Signature]
Project Manager

12 Dec 83
Date

12 Dec 83
Date

EAMIP PROJECT NO GB06

TITLE: Canada-USA Sector Free Trade Studies

RESPONSIBILITY: Project Manager: A.L. Halliday, CPDS
Project Officer: to be determined

PRESENT SITUATION:

The trade policy review called for the careful consideration of the advantages and disadvantages of limited free trade in particular sectors with the USA. A coordinator is required to ensure that the necessary follow-up occurs. Several sectors have been identified for study: urban mass transit equipment, textiles and clothing, steel, telecommunications, petrochemicals, heavy electrical generating equipment, computer services and beef. The examination of the steel and the urban mass transit sectors is well advanced. Work will begin shortly on telecommunications, petrochemicals, heavy electrical generating equipment and clothing and textiles. Consultations with industry, the provinces and US Administration officials about the possibility of limited free trade arrangements on steel have taken place.

OBJECTIVE:

The objective of this project is to assess the pros and cons of sectoral free trade between Canada and the USA for individual sectors.

GOAL:

A series of papers dealing with specific sectors will have to be produced during the next two years outlining the advantages and disadvantages of limited free trade. This work should identify certain sectors that would be appropriate for limited free trade between Canada and the USA. It will also provide Ministers with adequate information to enable them to decide if sectoral free trade negotiations should be pursued.

DESCRIPTION:

The following bureaux of the Department will be affected by or involved in this project: the Industries and Resources Bureau (TID), the United States Relations Bureau (URD), and General Trade Policy Bureau (EPD). The Energy, Transport and Science Bureau (ETD) and agricultural trade policy divisions could be affected or involved. Intra and interdepartmental discussions will also take place. Meetings will be held with industry and the provinces to obtain views on the possibility of limited free trade in certain sectors. The analytical work on individual sectors will cover the strength and weaknesses of the Canadian industry; existing trade barriers, their impact and the effects of their removal; US interests; the implications of bilateral liberalization for Canada and the US; international obligations; and the form and "security" of any limited free trade arrangement. Various



sectors will be examined to determine the desirability, negotiability, and acceptability of establishing a free trade area. Once the study of individual sectors has been completed, Ministers will receive an assessment memorandum explaining the advantages and disadvantages of proceeding with negotiations on limited free trade. If it is decided that a certain sector should be the subject of negotiation, a team would then meet USA officials. If negotiations are successful, the two Governments would presumably wish to consult the GATT to obtain its agreement on any bilateral trade concessions of a preferential or discriminatory nature.

Officials have identified a range of trade barriers, the removal of which in the context of bilateral sectoral liberalization, could be in Canada's interest. These include Government procurement restrictions which are important in both the urban mass transit and steel sectors; and tariff and escape clause action both of which are particularly significant in the steel sector.

IMPLEMENTATION CONSIDERATIONS:

The Departments of Regional and Industrial Expansion and Finance will be involved in the work on all sectors; other departments such as Agriculture and Communications will be consulted about specific sectors. It will be necessary to obtain the approval for each discussion paper on each sector from the ADM United States Branch, the interdepartmental trade policy committee, industry and the provinces. Ministers will take the ultimate decision regarding whether or not to negotiate a free trade area with the United States. In each case, the industry will be consulted early about the desirability of liberalization in a particular sector. The provinces will also be consulted about the possible provincial trade barriers such as government procurement. American officials will be approached informally regarding the negotiability of certain issues, and information will be gathered on US interests with respect to certain sectors. The Canadian Embassy in Washington will be involved in the project providing information and liaising with the US administration. The other Canadian posts in the United States will possibly be asked to obtain the views of American industry sectors in their regions. Any changes resulting from the studies will be put in place through bilateral agreement.

Lack of resources, which are now being borrowed for this project, and inadequate cooperation from all those to be consulted could affect the successful completion of this project. Other important factors that could hamper this project are as follows: Canadian industry not interested in liberalizing in certain sectors; provincial government unwilling to remove provincial barriers; US interests opposed to negotiating limited free trade in certain sectors; and, the GATT opposed to sectoral free trade between Canada and the United States. If this project were delayed, it would mean that Canada might miss opportunities, to determine whether or not in the steel or the urban mass transit sectors there are real prospects for limited free trade with the United States.

MAJOR STEPS AND TIMING:

- 1) Memorandum to the Minister of State (International Trade) reporting on work to date and work plans, November 17, 1983;
- 2) Discussions with provincial officials Dec. 6.
- 3) Memorandum to Ministers on the steel sector, Jan. 31, 1983;
- 4) Memorandum to Ministers on the urban mass transit sector, January 31, 1984;
- 5) Analytic work on other sectors 1984/85

NOTE:

Consideration will be given to the possibility of describing a second phase of this project for 1984/85.

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.5	30										
New												
Total Direct Costs	.5	30										
Indirect Costs	.2	15										

NOTE:

The work involved in 1984/85 and beyond cannot be estimated at this time because it depends upon several factors that will only be known later in this fiscal year.

The indirect costs are very difficult to determine. As noted above, consultations are necessary with several government officials and depending upon the sectors, with many industries. The amount of time these consultations will take cannot be forecasted.

BENEFITS:

- (a) This project should provide Ministers with the information required on each sector to make a sound decision as to whether or not Canada should proceed with negotiations on sectoral arrangements with U.S.A.
- (b) If such negotiations are successful and a sectoral arrangement were put in place, several economic benefits would result (e.g., increased and more secure trade, greater efficiency and lower costs/prices).

Project Officer

Date

William

Project Manager

January 1984

Date



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DEPARTMENTAL PROGRAMS AND OPERATIONS

INTERNATIONAL TRADE DEVELOPMENT

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EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM

INTERNATIONAL TRADE DEVELOPMENT BRANCH (TFB)

The following are the projects from this Branch which form part of the External Affairs Management Improvement Program.

International Generic Fish Promotion

PEMD System Improvement (MIS Project)

Review of PEMD Program Design (TEP/CMD shared project)

Defence Import Contract System (MIS Project)

Export Market Development Plans

Cost Recovery Technical Assistance

Priorization of Manufacturing Sectors

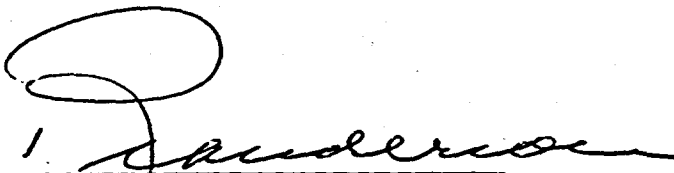
Trade Program Methods of Monitoring and Measuring Effectiveness (CME lead)

Evaluation of Program Delivery Abroad:
Immigration Program and Tourism program (CME lead)

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14 Dec 83

Date



R.C. Anderson
Assistant Deputy Minister

EAMIP PROJECT NO. TF01

TITLE International Generic Fish Promotion

RESPONSIBILITY Project Manager: R.J. Horne, (TAF)
Project Officer: To be appointed (TAF)

PRESENT SITUATION:

- a) Cabinet has accepted a recommendation by the Kirby Task Force to provide \$28 million over five years for generic promotion of groundfish and herring products. The objective is to expand the average consumption of these products, particularly among North American consumers.
- b) An Interdepartmental Committee (DFO/EA) has been established to develop, implement, manage and evaluate the results of this program. DFO has specific responsibilities for domestic, and EA for international promotions.
- c) An Industry Advisory Committee has been established in Boston composed of senior managers of Canadian subsidiary companies operating in the USA, together with officials from the Post and from Ottawa.
- d) The domestic portion of the program is basically ready, consumer research has been completed, agencies have been appointed, promotional material developed and the program should be operational early in 1984. The international phase is considerably behind the domestic being only at the consumer research stage. In this regard, arrangements are underway to acquire and analyze a major data base collected by the United States' National Marine Fisheries Service. The results of the data analysis, contracted to a consultant under a PEMD project, should provide the basis for the generic program in the United States. Work should then proceed to the identification of an advertising agency, development of promotional material and implementation of the USA phase by the fall of 1984.

OBJECTIVE:

To increase the per capita consumption of fish product in North America by approximately 4%, or one-half pound per person. Market growth in this range, combined with improved market penetration by the Canadian industry, should handle the projected increases in landings (cod particularly) on the Canadian Atlantic coast.

DESCRIPTION:

Cabinet has accepted a recommendation of the Task Force on Atlantic Fisheries to commit \$28 million phased over 5 years to fund a campaign of generic promotion of Atlantic groundfish and herring products in North America and Europe. The funds are being allocated (\$4 million in this fiscal year) to the Department of Fisheries and Oceans. It has been agreed between Fisheries & Oceans and External Affairs that the

two Departments will cooperate in the management of the generic program. Approximately 25% of the funds will be spent in Canada under F&O management, while the remaining 75% will be spent for international promotion under External Affairs management. Interdepartmental and government/private sector committees have been established in Ottawa and Boston to examine possible means of promotion and recommend optimum use of government funds. There is an urgent need, however, to establish a management system in order to ensure effective decision-making regarding project selection and allocation of funds and to monitor and evaluate the program so that appropriate adjustments can be made to improve its effectiveness throughout its life. Program delivery will be through the private sector, e.g. trade associations, consultants, advertising agencies, etc.

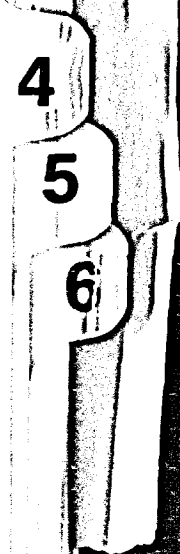
This project, together with the \$20.5 million PEMD funds earmarked for fish, should develop an annual increase of 25% (\$225 million) in exports of fishery products by year 5 of the program. Success of the project should be evaluated against the build-up to this increase in exports.

IMPLEMENTATION CONSIDERATIONS:

The generic fish promotion will be related to the new PEMD Fish section which will be supporting corporate market development. It should also be tied in with the Fairs and Missions Program, particularly as regards the United States. The approval of projects within the program will, based on the advice of the Industry Advisory Committee, be taken by the Interdepartmental Committee (DFO/EA). The Posts in the United States will have inputs to the decision-making process through the Boston based Industry Advisory Committee. Assistance will be sought from the Program Evaluation division.

MAJOR STEPS AND TIMING:

- | | |
|--|----------------------|
| 1. Completion of the analysis of the data base. | March 1984. |
| 2. Development of plans and priorities, processes, procedures, expenditure schedules and controls for the management of the project. | March 84. |
| 3. Development of the evaluation indicators for assessment of the project. | March 84. |
| 4. Selection of advertising agencies | April 1984. |
| 5. Approval of the promotion program for the initial year. | July 1984. |
| 6. Launch of program - Sept./Oct. 1984. | Sept/Oct.84. |
| 7. Evaluation of the effectiveness of the program for the initial year and each subsequent year. | July/Aug.85 to 1989. |
| 8. Revise & adjust program based on evaluation of results. | Each September. |
| 9. Final Assessment of the program. | Sept/Oct.1989. |



RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	0.2	14.2	0.5	27.5	0.5	28.0	1.0	55.0	2.2	124.7	0.5	25.0
New*			1.0	66.0	1.0	71.6	3.0	225.0	5.0	362.6		13.5
Total Direct Costs	0.2	14.2	1.5	93.5	1.5	99.6	4.0	280.0	7.2	487.3	0.5	38.5
Indirect Costs**	0.1	1.3	.20	8.5	.20	9.0	.50	25.5	1	44.3		3.5

* FY's are frozen at the moment and would need to be released according to this schedule if work is to proceed.

** Estimate of time required from US bureaux and post in Boston

- Notes:
1. \$28.0 million allocated for generic promotion is to be provided through the DFO budget.
 2. \$135,000 for analysis of the U.S. data base provided through PEMD is not included above.
 3. Other operating costs represent travel.

BENEFITS:

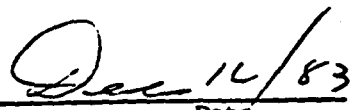
The program will be directed to expanding the market demand for groundfish and herring products, while the PEMD Fish section will seek improved market penetration by Canadian companies. A successful implementation of the two programs should provide markets for the projected increases in production of fish products on the Atlantic Coast (e.g. cod landings are projected to increase by 50% 1987 vs 1983). A \$225 million annual increase to \$1.1 billion in exports to the United States by year five of the program is considered to be a reasonable target.

Project Officer



Project Manager

Date



Date

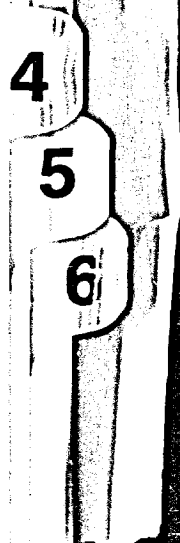
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EAMIP PROJECT NO. TF02

TITLE: Program for Export Market Development (PEMD)
System Improvements

RESPONSIBILITY: Project Manager (TED)
Project Officer: Nick Della Valle (TEP)

DESCRIPTION: See MIS Section



EAMIP PROJECT NO. TF03

TITLE PEMD: Evaluation of PEMD Program Design

RESPONSIBILITY Project Managers: CME: I.N. Dawson
TEP: N. Della Valle
Project Officers: CME: G. Juneau
TEP: J. Inns

PRESENT SITUATION

Recently, the need to improve the financial commitment control system in PEMD has led to questions concerning overall program design. A contract has been let to James F. Hickling Partners to evaluate the program's structure and propose alternatives.

OBJECTIVE

The purpose of this study is to assess whether PEMD could be simplified, made more competitive with comparable foreign programs, and managed in such a way as to provide targeted support to the Government economic and trade priorities.

GOAL

The consultants' conclusions and recommendations will be complete by January 30, 1984. Subsequently, proposals concerning program re-design may be made to Executive Committee. A decision to introduce basic changes would require a Cabinet Memorandum. The goal would be to effect changes by April 1, 1984.

DESCRIPTION

PEMD was evaluated in 1980, the focus of that study being the measurement of incremental exports attributable to PEMD. Program re-structuring was not considered. However, since then the program has been moved to External Affairs (although delivery responsibility is shared with DRIE), assistance to fish marketing, and PEMD F have been introduced, and further assistance (to services) is planned. Questions concerning program structure and control have become prominent.

The current study involves the following tasks:

- Review the key arguments and data which provide the rationale for PEMD.
- Compare PEMD to similar provincial and foreign programs.
- Review PEMD to assess the feasibility, impact, and administrative cost implications of:
 - o the compression of sections;
 - o providing support to the service sector;
 - o targetting assistance sectorally and geographically;
 - o removing or modifying the repayment clause;
 - o develop conditional forecasts of the demand for PEMD assistance under each program alternative considered.

Conclusions and recommendations will be made to the Project Advisory Committee (CMD and TED), and to relevant senior committees, including Audit and Evaluation Committee.

IMPLEMENTATION CONSIDERATIONS

Consultation with DRIE is being maintained through the evaluation divisions of each department and between the PEMD office and DRIE regional offices. DRIE is undertaking an audit of PEMD delivery at regional offices which may generate some useful administrative cost information for the present study.

Implementation of the conclusions of the study may require Cabinet authorization and may have financial and administrative consequences. However, a change to the 84/85 funding requirements is not anticipated at this time.

MAJOR STEPS AND TIMING

As indicated above, this study will be completed by the end of January 1984, recommendations submitted through the departmental committee structure in February, and possibly, Cabinet authorization to modify the program could be sought in March. Quite conceivably, the need for further interdepartmental consultation could delay a Cabinet submission. Depending on the nature of the recommendations, a second phase of this project might be developed in TED.

RESOURCE SUMMARY (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.3	44.3							.3	44.3		
New												
Total Direct Costs	.3	44.3							.3	44.3		
Indirect Costs												

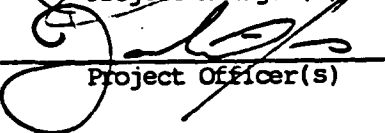
No new resources are required in 83/84. The need for 84/85 resources is expected to be negligible, but will not be known until February/March 1984.

BENEFITS

This project constitutes the first major examination of PEMD's structure since its inception in 1973. At the least, it will demonstrate the Department's interest in assessing the efficiency and effectiveness of a high profile and important program, and in ensuring that PEMD supports departmental priorities. In addition, the project may lead to an important and visible program re-structuring initiative.


Project Manager(s)

Dec 12/83
Date


Project Officer(s)

Dec 12/83
Date

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EAMIP PROJECT NO. TF04

TITLE: Defence Imports Contract System

RESPONSIBILITY: Project Manager: TDD, Tom Chell
Project Officer: TDR, Pat Fera

DESCRIPTION: See MIS Section

EAMIP PROJECT NO. TF05

TITLE: Priorization of Manufacturing Sectors

RESPONSIBILITY: Project Manager: TID
Project Officer: Vic Lommo

PRESENT SITUATION:

The management requirement is to identify those manufacturing sectors that should receive priority attention within TID (as the departmental sectoral focus) in order to satisfy the policy and program requirements of other trade units. Activity to date has included initial identification of sector areas of apparent greatest need (e.g. autos, aircraft). The work that now needs to be done is liaison and priorization with geographic bureaux.

OBJECTIVE:

Better utilization of resources; more effective coordination of sectoral activities cutting across departmental units; and strengthening of the department's capability to participate effectively in the domestic policy and program formulation process.

GOAL:

To ascertain, by March 30, the needs and expectations of geographic and functional units with respect to manufacturing sectors in support of their activities.

DESCRIPTION:

The approach will be a survey of management requirements particularly in geographic and trade policy areas through discussions. The major participants are the DGs and Directors in the geographic areas. The product/result is provision of a stronger integration of geographic and sectoral priorities on policy and program activities and a priorization of limited sectoral resources. The outcome for those outside TID should be enhanced availability of appropriate sectoral and commercial knowledge and an analytical base as a support function particularly for geographic bureaux. Success of the work will be judged by the degree of consensus achieved and the extent to which closer ties develop particularly between TID and geographic units.

IMPLEMENTATION CONSIDERATIONS:

Primary objectives of TID are to contribute to the strengthening of the department's capacity to coordinate and integrate sectoral trade related activities of domestic departments and to liaise with geographic bureaux concerned in respect of major trade policy and trade development activities related to resource, manufacturing and high tech industries. Approval will be by TFB. Consultations will be held with each geographic bureaux. The information requirements are basically management assessment of greatest sectoral needs. Posts will not be directly involved though post work programs will be analyzed.

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Implementation will take place in the context of the ongoing work of the Bureau. The main constraint is the extent to which there may not be a mutual perception of usefulness of identifying priority manufacturing sectors. Delay of the project would mean uncertainties as to the ability of TID to effectively contribute to the achievement of the stated departmental objective in respect of sectoral activities.

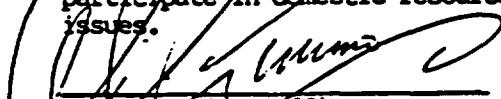
MAJOR STEPS AND TIMING:

<u>Consultation</u>	<u>Date</u>
Africa & Middle East	Week of Jan. 9
Asia & Pacific	
U.S.	Jan. 16
Europe	Jan. 23
Latin America & Caribbean	Jan. 30
Complete Review of Post Work Program	Feb. 6
Finalize priority listing	Feb. 13-27
Review and approval	March 30
Implementation will be part of the ongoing work of Bureau following the pattern of priorities agreed to with the geographic Branches.	April 84 onwards

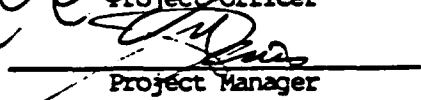
RESOURCE SUMMARY: (\$000)
Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.1	5.0							.1	5.0		
New												
Total Direct Costs	.1	5.0							.1	5.0		
Indirect Costs	.1	5.0							.1	5.0		

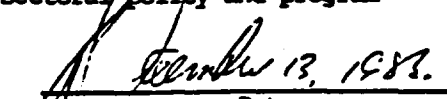
BENEFITS:
Ensure close coordination of sectoral and geographic trade activities;
Better management of issues;
Department's limited resources will be focused towards those sectoral areas in the greatest need of sectoral expertise, policy coherence and operational coordination.
Will strengthen departmental capacity to coordinate and integrate sectoral trade related activities of domestic departments, and to participate in domestic resource and sectoral policy and program issues.



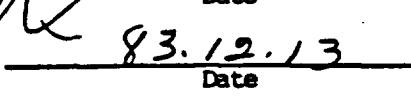
Project Officer



Project Manager



Date



Date

EAMIP PROJECT NO. TF06

TITLE: Export Market Development Plans

RESPONSIBILITY: Project Manager: TEA - J.M. Hill
Project Coordinator: N.P. Godfrey
Project Officer: (to be determined)

PRESENT SITUATION:

Export Market Development Plans were approved by Cabinet in 1980 as part of Canada's Export Strategy for the 1980's and represented a departmental response to a number of concerns raised by the Hatch Report. To develop a list of priority countries to be the target for special export promotion resource allocation, an analysis was made of those countries representing markets of unusual export opportunity as evaluated against Canadian supply capability. A list of fifteen countries was developed and has been expanded since to nineteen to include the U.S.A and all the ASEAN countries.

The initial series of Plans, covering Mexico, Australia, Korea, Brazil, Norway and Japan, were produced between April 1981 and December 1982. The length of these early plans, as well as the excessive time in preparation, prompted criticism from the Auditor General.

An internal evaluation of the Plans' effectiveness was reported to DMT in October 1982 following recommendations contained in the Auditor General's report. Revisions to format and content were made to meet these concerns, as well as the adoption of improvements to the process of consultation with various end users in the provincial governments and private sector. These recommendations were substantially implemented in 1983 with the publication of the French, German and Saudi Arabian Plans. However, the issues of timeliness and relevance of the Plans' content to the private sector, together with the pace at which the Plans have been produced, remain outstanding.

More specific user feedback on the relevance and utility of the first six Plans was sought during the summer of 1983 through the circulation of a questionnaire by TEA to some 750 users. The return of over two hundred responses represented a high response rate and provided a useful basis of data on which consultations can be drawn.

In order to improve the Program, changes to the market development approach have been approved in principle by the ADM, International Trade Development Branch. These changes apply to the scope, relevance, timing, publication, responsibility, and description of the documents. Although the document now being produced may, on the basis of consultation with the geographic bureau, continue to provide the basis for market development planning considered appropriate by each bureau, the documents may not include information on detailed action plans, the publication of which has been criticized.

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At the same time, a work program has been established to revise the prioritization of world markets. Market prioritization is essential for the allocation of trade development resources for such programs as P.P.P. and P.E.M.D., the definition and implementation of basic core marketing service and information programs covering all countries and updating the current publication schedule for future country marketing documents.

OBJECTIVE

The objective of this project is to identify effective ways of advising Canadian exporters of viable sectoral opportunities in priority export markets and to meet the concerns of the Auditor General's Report.

GOAL

- a) Review and assess recent program developments and initiatives against the recommendations of the Auditor General's Report, and
- b) Obtain the services of a CS or equivalent to program and evaluate the questionnaire returns.

The completion of these two elements may facilitate the development of a revised scheduling process.

DESCRIPTION

The scope of this project is the analysis of inputs received from users of the Plans. The results of the project will be used to adjust the scope, relevance, timing, publication, responsibility and description of the Plans. The project will have been deemed successful if future export marketing documents for priority countries can be judged to be effective by Canadian exporters.

IMPLEMENTATION CONSIDERATION

With the completion of this project in the short term (3 months), and with anticipated changes in country prioritization (5 months), it is anticipated that future marketing documents will reflect greater effectiveness in their scope, relevance, timing, publication, responsibility and description. The changes will be adopted in the Export Marketing Bureau in consultation with the appropriate trade development divisions. Delays in the completion of this project will set back the adoption of improvements to the documents currently in preparation.

MAJOR STEPS AND TIMING

It is essential that goals (a) and (b) be undertaken at the same time to arrive in three months with appropriate proposals which can be incorporated in the marketing documents already in preparation.

RESOURCES

It is anticipated that a consultant will be able to complete this project within three months. When reviewing the questionnaire survey responses, it is critical that the consultant selected possess

computer services or equivalent capabilities. Existing program funds will be drawn on in the event that a consultant is enlisted and computer time is used to store and manipulate a limited volume of questionnaire data.

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.1	25.0*	.2	20.0*			.3	45.0	.3	45.0	**	
New												
Total Direct Costs	.1	25.0	.2	20.0			.3	45.0	.3	45.0		
Indirect Costs												

* Includes dollars for consultant assistance

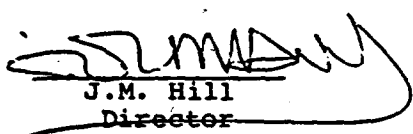
** Additional PY requirements have been requested in the Divisions MYOP submission: 3 py's and \$150.00 in 1985-86, 1986-87 and 1987-88 for a total of 9 py's and 450.0 to implement the overall program.

BENEFITS:

The successful completion of this project will enable the more effective marketing document to meet the needs of Canadian exporters requiring information on priority markets. The geographic bureau will benefit from these documents as the most effective means of focussing government export assistance measures in priority countries. The process involved in producing these documents will become more efficient.

Depending on the departmental priority attached to publishing export market information, and the possible determination of further priority markets, access to additional resource requirements as identified in previous MYOP exercises will be required.

N.P. Godfrey
Deputy Director


J.M. Hill
Director

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EAMIP PROJECT NO. TF07

TITLE Cost Recovery Technical Assistance (CRTA) Program

RESPONSIBILITY Project Manager: TED;
Project Officer: To Be Determined
(Initial Assistance from CCBM)

DESCRIPTION

In 1979 Treasury Board approved the establishment of the CRTA program to sell Canadian public sector expertise to foreign countries in support of Canadian firms. The transfer of technology can occur either by bringing non-Canadians to Canada for training or sending Canadian experts abroad. The Program aims to support sales of Canadian goods and services. It also promotes better bilateral relations.

As requested by TB when the CRTA program was authorized, the program was evaluated this year. The evaluation recommendation was that the program should be renewed and improved by:

- placing it on full cost recovery (including program management and administration costs)
- giving it adequate resources, subject to this cost recovery through technical assistance agreements,
- relocating the unit in the organization structure,
- removing the ceiling on non-reportable PY's,
- extending the sources of technical assistance to include private sector expertise,
- defining the status of secondees posted abroad,
- briefing secondees, particularly on the gathering of commercial intelligence.
- having the Department take steps to further promote the use of the Program by developing countries.

OBJECTIVE:

The purpose of this project will be to determine the best means of achieving these recommendations and to plan their implementation. The first step in the project will be to prepare a Treasury Board submission, based on the evaluation, to seek approval for continuation of the program and the additional resources required to increase the usefulness and visibility of the program. Since the intent is to place the program on full cost recovery basis, the resource issue must be seen in this light.

The complete project cannot be structured until the TB response is known in January or February.

TIMING:

Project will be developed early in the 1984-85 fiscal year. Overall timing to be determined.

RESOURCES:

To be determined.

Project Officer
W. G. ...

Project Manager

Date
Dec 13 83

Date

EAMIP PROJECT NO. CC07

TITLE Trade Programs: Methods of Monitoring and Measuring Effectiveness

RESPONSIBILITY Project Manager: CME: I.N. Dawson
Project Officer: TED: B. Near

DESCRIPTION: See Corporate Processes

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ECONOMIC AND TRADE POLICY

EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM
ECONOMIC AND TRADE POLICY

The following are the projects from this Branch which form part of the External Affairs Management Improvement Program

Economic Summitry - Critical Path (project nearing completion, reporting in March)

Improvement of Technology Inflow Mechanisms and Science Counsellor System

STRB Pilot Project for Ad Hoc Reports

Redesign of the Import Permits Processing System

Improvement of the Administration of the Import Quota Allocation System

Preparations for Re-negotiation of GATT Agreement on Government Procurement

GATT Work Programme

Canadian Participation in the Harmonized System

Government Participation in Int'l. Commodity Agreements

Study on Trade in Services

Management of Relations with OECD

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R.E. Latimer
Assistant Deputy Minister
Economic and Trade Policy

23 Nov 1983
Date

EAMIP PROJECT NUMBER EF01

TITLE: Economic Summitry - Critical Path

RESPONSIBILITY: Project Manager: EER
Project Officer:

Project nearing completion, reporting in March

EAMIP PROJECT NO. EF02

TITLE: Improvement of Technology Inflow
Mechanisms and Science Counsellor System

RESPONSIBILITY: Project Manager: D.W. Campbell, ETD
Project Officer: S. Woolcombe, ETS

PRESENT SITUATION:

In the past two to three years, the intensity of concern has increased dramatically over Canada's vital economic need to adapt new technologies to Canadian industry. This concern is reflected, inter alia, in the federal governments' new technology policy.

At the same time has emerged a clear and general perception that more should be done by the government, and notably by External Affairs, to facilitate the gathering and transfer of technological information from sources abroad. (It has been persuasively noted by the Economic Council of Canada and others that Canada produces only 2 to 4 percent of the world's technology and thus we should maximize our access to the remainder.) Questions have been raised about the adequacy of arrangements and resource levels applied by External to ensuring the inflow and distribution in Canada of information from abroad, including the system of science counsellors. (We now have six science counsellors placed in embassies in key developed country capitals reporting on these matters to ETS.) The Science Council of Canada (SCC), with External's support, is undertaking a major study of this very question. Also a three-day "science counsellors' workshop" in November 1983, chaired by DMT, the Secretary of MOSST and the SCC Chairman, and including 130 government and private sector representatives, concluded that External's science counsellor resources as well as its home base should be strengthened.

In response to this situation, External (ETD/ETS) is planning a number of steps to improve the arrangements and to increase our resources.

OBJECTIVE:

The objective of this project is to improve External's mechanisms in Ottawa and at posts abroad (notably the science counsellor system) for facilitating the inflow of foreign technological information and its distribution to Canadian private and public sector users.

GOAL:

To introduce a number of administrative improvements in the process of collecting and distributing technological information from abroad and to increase judiciously resources abroad (notably science counsellors) and in External.

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DESCRIPTION:

a. Qualitative Improvements

While we will actively continue to identify various ways and means of improving the system, the following specific actions are proposed at this time:

- develop more specific guidance to posts abroad on which information is desired. This will involve reviews by posts of key sectors and then by respective science-based departments and agencies (SBDAs) of specific areas of Canadian interest within these sectors, both exercises co-ordinated by ETS;
- development of a program, supported by the Catalytic Seed Fund (CSF), for sending Canadian experts for a few weeks to foreign countries to work with science counsellors in gathering specific technological information in selected fields and for diffusing the findings in Canada;
- identify and establish a central depository of technological information received from posts abroad following appropriate distribution. Discussions are planned with the NRC's Canada Institute for Scientific and Technical Information (CISTI) to this end;
- facilitate the establishment of a program for sending several experts from the NRC's IRAP program to work in specialized foreign technology centres for periods of one to two years in a program specifically designed to increase the transfer of technology to Canadian firms. NRC's Industry Development Office will provide the p/ys and the lead;
- establish and clarify to all concerned appropriate and most effective lines of reporting responsibility and channels of authority between posts abroad and Ottawa, between External, SBDAs and private sector clients and between ETS and other Divisions within External;
- establish systematic links with provincial research organizations (PROs) and provincial government science ministries to ensure the technology inflow system also responds to their needs;
- strengthen the ICISTR mechanism (Interdepartmental Committee for International SandT Relations chaired by ETD) for improving linkages between External and SBDAs in terms of enhanced flow of information;

- establish a technology newsletter. Eight issues a year are planned, based on information received from posts, to be distributed to a large list (target - 5 to 10,000) of potential interested Canadian users.

b. Increased Resources

The most frequent criticism of External's technology inflow system is that we have inadequate resources to do the job. (Most other advanced industrialized countries have a much larger science counsellor corps.) However, the issue is how much more p/y strength and in which locations. Equally important as the issue of science counsellors (and their support staff) abroad is that of their home base and its p/y strength and organization. As stated, the ultimate objective is to increase the inflow of technological information. This increase will (and should) vary in volume depending on where it is coming from (e.g. more may come from Tokyo than from Brussels). It will be necessary to review closely the respective and different requirements of different posts (including those now with no science counsellors) for increased science counsellor resources. In addition we will look at the possibilities for providing computer facilities in science counsellor offices to enhance efficiency.

IMPLEMENTATION CONSIDERATIONS:

SBDAs through ICISTR, will be kept informed and consulted on the project, from beginning to end. Of special importance will be consultations with MOSST, NRC and the SCC.

The qualitative components of the project (a. above) can be implemented by ETS without major constraint or, by and large, need for further approvals. Conclusions arising out the review of needs for increased resources (b. above) will need approval from External management, ICISTR, and quite possibly Cabinet Committee and Treasury Board. These conclusions moreover should be arrived at in close conjunction with the conclusions of the aforementioned SCC study with which we must stay in close touch at all stages. The SCC study should be supportive of the implementation of this project.

MAJOR STEPS AND TIMING:

- | | | |
|-----------------|---|--|
| Jan to July/84 | - | further development and implement qualitative components (a) |
| Feb to July/84 | - | review of need for increased resources (b) |
| July to Sept/84 | - | approval of findings, including likely increased resources |
| Post- Sept/84 | - | implementation of increased resources |

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RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing			2.5	125.0								
New				*30.0								
Total Direct Costs				155.0								
Indirect Costs												

* This figure could represent the cost of the services of a consultant who would examine the system and make recommendations on appropriate organizational changes and resource levels. He would necessarily stay in close touch with the SCC survey and work very closely with ETS. A very able, well informed individual, familiar with government organization and broadly knowledgeable in the areas of government/industry links and international technology trends would be needed.

BENEFITS:

External Affairs will be better able to facilitate the supply to Canadian private and public sector users of information on foreign technology developments, essential for Canadian economic and social development and to respond actively and positively to the increasing complaints regarding our inadequacy in this regard.

J. McAllister
Project Officer

29 February 1984
Date

Robert W. Caplan
Project Manager

29 February 1984
Date

EAMIP PROJECT NO. EF06

TITLE: STRB Pilot Project for Ad Hoc Reports

RESPONSIBILITY: Project Manager: G. Simard
Project Officer:

DESCRIPTION: See MIS Section

EAMIP PROJECT NO. EF07

TITLE: Redesign of the Import Permits Processing System

RESPONSIBILITY: Project Manager: ESC; Mr. G. Simard
Project Officer: MFS; J. Rogers

DESCRIPTION: See MIS Section



EAMIP PROJECT NO. EF08

TITLE: The Improvement of the Administration of the Import Quota Allocation System

RESPONSIBILITY: Project Manager - Campbell Stuart (ESF)

Project Officer: International Trade Officer,
ESF (not yet appointed)

PRESENT SITUATION:

The Department's import quota allocation system (based on historic performance) needs improvement in control mechanisms and information flow as well as greater equity in dealing with the business community. Some companies in receipt of quota may not be carrying on the same business and some import permits may not be used. Better feedback from Custom's on permit utilization could be affected. There may be other, more equitable, methods for allocating quotas, than historical performance, such as auctioning or phased roll-over.

The current system, even if appropriate for the present, probably should not be perpetuated indefinitely. This applies particularly to quotas on some agricultural products, which do not appear likely to be terminated for decades. There is evidence of "fiddling" under the present system. Resources have not permitted dealing with this problem. The study could suggest ways of inhibiting abuses, including the possible use of administrative sanctions such as the reduction, suspension or cancellation of quota allocations.

Greater transparency in administration would be desirable so that the business community could have a clear understanding of the quota allocation and permit issuance systems. Experiences of other countries in the administration of import quotas would be valuable inputs to the consideration of possible improvements.

OBJECTIVE:

Improve the management of import quotas to provide greater equity in allocation, tighten administration to minimize loopholes, enhance efficiency, effect resource savings, increase transparency and improve relations with the private sector.

GOALS:

The study would result in recommendations for improvements and propose an implementation plan. Included would be possible alternative approaches aimed at a more equitable and rational distribution of the economic rent associated with quotas, some of which could accrue to the Crown.

DESCRIPTION:

STRB programs will be primarily impacted by the study but there could be implications for Canada's trading partners, particularly the U.S.A., EEC and low-cost suppliers. Our GATT obligations would also be relevant. EPD/TAD/TID and geographic bureaux would be consulted and could be affected. The approach, methodology, analysis and major activities associated with the Study will need to be fleshed out in light of the issues raised under Present Situation. There will need to be consultations within the Department, with Agriculture, National Revenue, Finance, DRIE, the private sector and other countries.

The product/result will be substantive rather than process management. There could be revenue generated if an auction process is adopted. A new system may make for more complexity but this could be offset by the new computer program being put in place in the same time-frame. Clients in the private sector would benefit from greater transparency and there could be a more equitable and rational distribution of the economic rent. Provision for assessment - it will have to be seen if a modified system meets the objectives. A second, implementation stage, would provide a basis for assessment.

IMPLEMENTATION CONSIDERATIONS:

There will be a relationship with the trade policy people in the Department in the GATT field and in the agricultural sector. DRIE, Agriculture, Finance and National Revenue will have an interest and would be asked to provide information - e.g. on the implications of an auction system for quotas. At some stage the Minister's private sector Advisory Committees on Textiles and Clothing and on Footwear would need to be consulted as well as groupings of private sector interests on other products. Consultations would also be held with the interested divisions and departments and others noted above. Final approval for implementation would be for Ministers. Posts would be involved only to the extent of obtaining information on other countries' practices and in arranging appointments for officials. For the project to be put in place there would need to be briefings for the private sector, Notices to Importers, National Revenue Notices and guidance for Agriculture Inspectors. Resource constraints will affect the successful completion of the project. Delaying the project would defer meeting its objectives.

MAJOR STEPS AND TIMING:

If staff is available it would be assigned in June 1984; the Project Officer would then develop a work plan including milestones.

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RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing												
New			.75	45.0*	.50	30.0*						
Total Direct Costs												
Indirect Costs												

* Includes estimated travel funds.

BENEFITS

Improvements in the quota issuance process could enable more efficient use of the computer issuing system and minimize abuses. An ability to transfer unused or improperly used quotas and/or the introduction of an auctioning or a phased roll-over system would provide a more rational and equitable distribution of the economic rent associated with quotas, some of which could accrue to the Crown. Greater transparency and understanding of the system would impact favourably on the private sector and should reduce the number of enquiries and complaints now received.

Project Officer

Date

Campbell Stewart

Project Manager

Feb. /84

Date

EAMIP PROJECT NO. EF09

TITLE: Preparations for Renegotiation of GATT Agreement on Government Procurement

RESPONSIBILITY: Project Manager - J.M. Weekes, EPD
Project Coordinator - R.G. Wright, EPG
Project Officer - to be determined, see resources section

PRESENT SITUATION:

The GATT Agreement on Government Procurement provides that parties shall enter into further negotiations before the end of 1983 to improve the Agreement and to expand its coverage. It is in Canada's interest to take part in the negotiations because of the potential benefits that will accrue. In February 1983 the Government Procurement Committee agreed to initiate preparatory work for the negotiations. The work programme, in which Canadian officials have participated without prejudice to Canada's eventual position, involved the collection and exchange of statistical information to develop a factual basis for the negotiations. In November 1983 the Government Procurement Committee agreed to open the formal negotiations and established procedures and an indicative timetable. The substantive negotiations are scheduled to begin in February 1984 and continue for several years.

OBJECTIVE:

The objective of this project is to ensure that the Canadian position for and participation in these negotiations is well prepared and well done.

GOAL:

In developing Canada's negotiating position it will be necessary (a) to prepare a detailed assessment of the operations and benefits of the Agreement; (b) to develop specific negotiating objectives through the identification of our export interests; (c) to develop Canadian request and offer lists including, possibly, the Crown corporations and provincial entities; and (d) to address the question of contractual arrangements between the federal and provincial governments in the event that provincial entities are to be covered.

DESCRIPTION:

The Government Procurement Committee identified several elements for inclusion in the work programme: expanded entity coverage, service contracts, leasing, lowering of the threshold, elimination of specific derogations, and the introduction of a self-denial clause. The desired result of the negotiations is the expansion of coverage of the Agreement to include foreign government entities that purchase products for which Canadian industry is competitive internationally e.g. telecommunication, power generation and transmission and surface transportation equipment. What Canada obtains in the negotiations will be a function of what we are prepared to offer to our major trading partners in the way of greater entity coverage; hence, the need to prepare thoroughly and to consult with federal Crown corporations and the provinces.



IMPLEMENTATION CONSIDERATIONS:

This work will entail extensive consultations with the geographic and trade development divisions of this Department, our posts abroad, other departments (e.g., Supply and Services, DRIE and Finance), federal crown corporations, the provinces and the private sector. Ministers' concurrence will be required on the general position to be adopted. It is anticipated that Ministers' guidance will also be necessary on specific issues during the negotiations. Depending upon their outcome, it is likely that considerable work will be involved in implementing the revised agreement, particularly if provincial entities are to be covered. Delay of this project would adversely affect the quality of Canadian participation and could jeopardize the achievement of the desired results. If EPG does not obtain the new resources it requires, this project, as currently designed, cannot be carried out efficiently.

MAJOR STEPS AND TIMING:

February 1984

1. Complete initial governmental assessment of possible governments to Agreement.
2. Finalize Memorandum to Ministers seeking authority to engage in negotiations and, in particular, to propose improvements to Agreement.
3. Initiate study on value and types of services acquired by government entities and study methods used to acquire such services.
4. Identify candidates for service "Pilot Studies".
5. Letter from Minister Regan to provinces advising them of progress to date and proposing consultations in March/April on province by province basis.
6. Letters from DMT to major crown corporations advising them of progress to date, identifying contact point in Ottawa and asking for other views, in writing, prior to consultations sometime in April or May.
7. Initiate specific sector studies in key areas such as telecommunications power generation, surface, transportation, to identify Canadian interests in negotiations.
8. Continue assessment of operation of Agreement to date and potential benefits for Canadian exporters.

March 1984

9. Begin preparation of possible "Request List" of entities for inclusion in Agreement.
10. Identify possible initial Canadian response to anticipated requests by other signatories.

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- 11. Letters from Minister Regan to key industries advising them of progress to date, identifying contact point in Ottawa and asking for their views in writing before the end of May.
- 12. Complete examination of forms of contractual arrangements between the federal and provincial governments in the event that provincial entities are to be covered.
- 13. Complete assessment of operation of Agreement to date.
- 14. Finalize Canadian position for April 10-12 Committee Meeting including Canadian proposals for improvements in Agreement and initial Canadian response to proposals presented by other signatories.

April 1984

- 15. Meeting of Committee on Government Procurement April 10-12.
- 16. Initiate first round of consultations with key provinces with view to developing consensus on proposals for improvement and to identify principal interests in consultations to broaden entity coverage.
- 17. Begin preparation of second Memorandum to Ministers advising of results of discussions to date on improvements and identifying possible Canadian requests.
- 18. Complete sector studies.
- 19. Initiate first round of consultations with key crown corporations.

May 1984

- 20. Complete first round of consultations with provinces.
- 21. Assess initial replies from Canadian industry and, as required, set up consultations.
- 22. Complete first round of consultations with key crown corporations.
- 23. Complete second Memorandum to Ministers, including possible Canadian request list.

June 1984

- 24. Begin preparation of possible Canadian response to requests submitted by other signatories.
- 25. Meeting of Committee on Government Procurement June 20-22.
- 26. Submit request lists.
- 27. Established and set further major steps and timing developed during the preceding months.

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	0.5	30.0	0.5	30.0	0.5	30.0			1.5	90.0	0.5	30.0
New			2.0	100.0	1.0	50.0			3	150.0		
Total Direct Costs	0.5	30.0	2.5	130.0	1.5	80.0			4.5	240.0	0.5	30.0
Indirect Costs	-		-		-				-		-	

N.B.: This project is currently being handled by one officer who can devote roughly one half of his time to the work required. Given the extensive and complex preparations involved, resources currently earmarked for this project are insufficient. To prepare thoroughly for and to conduct these negotiations to maximize Canadian interests, an additional 2 person-years will be required.

BENEFITS:

A successful outcome of the negotiations would contribute importantly to opening potential new markets for a range of Canadian products, through the reduction or elimination of restrictive buy-national procurement practices. The size of the potential markets opened could amount to hundreds of billion of dollars.

Because the benefits of the new Agreement are only open to those countries that take part in the negotiations, it is to our advantage to participate and thus to promote the attainment of Canadian interests. Otherwise, Canada could be excluded from the potential benefits.

Further benefits will be the increased transparency of the Agreement and better statistical information exchange that will enhance Canada's trade prospects with other GATT contracting parties.

Robert W. Taylor
Project Coordinator

February 29/84
Date

Project Officer

Date

Project Manager

Date

EAMIP PROJECT NO. EF10

TITLE: GATT Work Programme - New Round of Multilateral Trade Negotiations.

RESPONSIBILITY: Project Manager - J.M. Weekes, EPD
Project Coordinator - R.G. Wright, EPG
Project Officer - to be determined, see resources section

PRESENT SITUATION:

Work on specific elements of the work programme is already under way and will intensify in preparation for the November 1984 session of the GATT contracting parties. This work will provide the basis for a new round of multilateral trade negotiations (MTN) in 1985-86.

The GATT Ministerial in November 1982, the OECD Ministerial and the Williamsburg Summit in May 1983 recognized the need to manage protectionist pressures so that they would not impede economic recovery. This need, transformed into a shared concern of GATT contracting parties, has provided the impetus for an new round of multilateral trade negotiations.

The GATT Ministerial meeting approved a detailed work programme covering diverse issues varying in importance and immediacy. The work programme generally does not include specific provisions for negotiations, but sets up reviews of trade problems and the development of recommendations for further action. Work on specific areas has progressed to varying degrees.

OBJECTIVE:

The objective of this project is to ensure that Canadian interests are fully identified and reflected in the work programme and the upcoming new round of negotiations.

GOAL:

Specific goals of this project are to reach a consensus domestically on Canadian interests for the trade negotiations, to consult the provinces and the private sector to ensure that their viewpoints are taken into consideration, to develop an adequate data base and to establish an office of the coordinator for the MTN and outline the roles and responsibility of that office.

DESCRIPTION:

As a major trading nation heavily reliant on access to foreign markets, Canada must not only identify and articulate its export and import interests, but also influence and shape the outcome of negotiations affecting the multilateral trading system.

The GATT Ministerial meeting resulted in a political commitment to resist protectionism and to embark upon a substantive work programme

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substantive work programme encompassing a range of issues that bear importantly on the multilateral trading system. This programme includes, inter alia, the following key elements:

- a) the negotiation of a new international understanding on safeguards;
- b) the establishment of a committee on trade in agriculture to review barriers affecting trade in agricultural products and to seek a solution to the difficult problem of subsidies affecting agricultural exports;
- c) the review of GATT rules affecting LDCs;
- d) the examination of problems in trade in natural resource products, including fish;
- e) the review of the GATT dispute settlement mechanism;
- f) the examination and compilation of information on trade in services;
- g) the review of all existing quantitative restrictions and non-tariff barriers; and
- h) the examination of the possibilities of trade liberalization in the area of textiles and clothing.

The work programme involves a comprehensive review of current trade practices of the contracting parties, the identification of existing trade problems and the development of recommendations for possible further trade liberalization initiatives.

IMPLEMENTATION CONSIDERATIONS:

The GATT Affairs Division (EPG) is responsible for coordinating Canadian participation in this work and for initiating and carrying out a detailed analysis of Canadian trade interests and objectives in the various elements of the programme. This work will provide the basis for a new round of multilateral trade negotiations. Extensive and ongoing intra-and inter-departmental coordination as well as close consultation with the provinces, industry and other private sector interests will be required as the work proceeds. Other federal departments to be consulted include Finance, DRIE, Agriculture, FANDO and EMR. In addition, reference to Ministers will be necessary to obtain guidance on Canada's position on individual issues both before and during the anticipated negotiations. If this project is delayed, Canada would not be as effective in ensuring that the GATT work programme addresses Canadian interests. We would also not be able to capitalize on the opportunities presented prior to and during the MTN. If EPG does not obtain the new resources required to conduct this project, the current plan will have to be altered extensively resulting in some work being delayed or done inadequately.

MAJOR STEPS AND TIMING:

- | | |
|--|---|
| 1. Letters from Minister to key associations and industries. | March 1984 |
| 2. Initial consultations with provinces | April 1984 |
| 3. Initial consultations with private sector | May 1984 |
| 4. Review of work done for Tokyo Round | June 1984 |
| 5. Study of DRIE's industry analyses | as available, 1984-85 |
| 6. Examination of specific interests on a product and sector basis. | Throughout 1984-85 |
| 7. Preliminary analysis and identification of Canadian interests (particularly in trade in services and in high tech). | Throughout 1984
Completed by December 1984 |
| 8. Initial identification of areas to be covered in a new round. | March 1985 |

N. B. These steps and timing constitute the preparatory work. Further refinement will occur as this project is carried out and new steps are identified.

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	1.0	60.0	1.5	90.0	1.5	90.0			4	240.0		
New			3.0	160.0	4.0	170.0			7	330.0		
Total Direct Costs	1.0	60.0	4.5	250.0	5.5	260.0			11	570.0		
Indirect Costs	-		-		-				-			

BENEFITS:

Active participation in the GATT work programme and the new round of the MIN will help Canada ensure that the multilateral trading environment remains open and is improved. Canadian interests will also be more fully enhanced or protected. The results of the multilateral trade negotiations will be crucial to improving Canada's competitive position in key world markets.

Project Officer
Robert H. Taylor

Project Coordinator

Date
February 29/84

Date

Project Manager

Date

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EAMIP PROJECT NO. EF11

TITLE: Canadian Participation in the Harmonized System.

RESPONSIBILITY: Project Manager - J.M. Weekes, EPD
Project Coordinator - R.G. Wright, EPG
Project Officer - to be determined, see resources section

PRESENT SITUATION:

The project is necessary to prepare for and participate in negotiations under GATT Article XXVIII. This article concerns the harmonization of the tariffs of our major trading partners. Preparatory work on the harmonized system and Canada's role in it has already begun.

The harmonized system is designed inter alia to eliminate or reduce various international misunderstandings concerning the nomenclature of exports and thus to foster international trade. Through the negotiations the GATT contracting parties will be encouraged to adopt a common system of tariff classification and statistical information.

OBJECTIVE:

The objective of this project is to prepare the Canadian position for the upcoming GATT negotiations with a view to the incorporation of the Canadian tariff and the tariffs of our major trading partners into the harmonized system of tariff classification.

GOAL:

It will be necessary to review completely the Canadian tariff system, composed of some 7,000 tariff items, to convert it to the harmonized system and to examine in detail the proposed tariff revisions of all our key trading partners to ensure that Canadian access is not impaired.

DESCRIPTION:

Negotiations are expected to begin in Geneva in mid to late 1984. Although the Department of Finance will lead on the revisions to the Canadian tariff, the GATT Affairs Division (EPG) will manage this Department's examination of the possible impact on Canadian export interests of our trading partners' conversion to the harmonized system. This will involve extensive analytical work and consultation within the federal government and lengthy negotiations in Geneva.

IMPLEMENTATION CONSIDERATION:

The Department's geographic bureaux will be consulted regarding specific assessments of the possible impact of changes in the tariffs of our major trading partners on Canadian interests. The Departments of Finance and National Revenue will draft a Canadian tariff based on the harmonized system.

Wideranging consultations with the provinces and the private sector will be required. Even if Canada ultimately decides not to participate in the harmonized system, it will be necessary for us to participate in the GATT negotiations relating to the changes proposed by other contracting parties. If this project is not done, or is delayed, Canada's participation would be inadequate and our export interests would be adversely affected. If EPG does not obtain the resources requested (see resource summary section), the project, as currently planned, cannot be carried out effectively.

MAJOR STEPS AND TIMING:

- | | |
|---|--------------------|
| (a) Study US tariffs | Feb. 84 |
| (b) Study Japanese & EC tariffs | Nov.-Dec. 84 |
| (c) Review Canadian tariff | Jan. 84 to Dec. 84 |
| (d) Submit results of (c) to Tariff Board | over 1984 |
| (e) Submission of Canadian tariff proposals to trading partners | Feb. 1985 |
| (f) Renegotiate Article XXVIII | Mar. 1985 |

N.B. Review of full tariffs of other countries is uncertain and depends upon when they are submitted.

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.25	15.0	.25	15.0	.50	30.0			1.00	60.0		
New			1	60.0	3	120.0			4	180.0		
Total Direct Costs		15.0		75.0	3.5	150.0			3.5	240.0		
Indirect Costs				10.0		50.0				60.0		

NOTE: It is estimated that an additional person year will be required in EPG over fiscal years 1984/85 and 3 PYs for 1985/86 to initiate, manage and complete this work.

In addition, financial resources of at least \$100,000.00 a year, from April 1, 1984, will likely be required to ensure that Canada may use the GATT Secretariat's common computer data base for the negotiations.

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BENEFITS:

Canadian export prospects will be enhanced because we will be using the same system of tariff and statistical classification as our key trading partners. This will facilitate the description and comparison of exports, help eliminate or reduce certain nontariff trade barriers and generally foster trade liberalization. A standard nomenclature for exports should, in short, facilitate exporters' ability to conclude international transactions.

Project Officer
Richard D. Smyke
Project Coordinator

Date
February 29/84
Date

Project Manager

Date

EAMIP PROJECT NO. EF12

TITLE

Government Participation in International
Commodity Agreements

RESPONSIBILITY

Project Manager: Mr. E.W. Stewart, Director
Agriculture and Commodity
Policy Division
Project Officer: To be determined (see Resources
section below)

PRESENT SITUATION:

Two international commodity agreements will be negotiated in 1984 covering trade in sugar and cocoa. Canada is currently a member of the Sugar Agreement but not the Cocoa Agreement. As a large importer/consumer of both commodities and, since the agreements involve governments of both producing and consuming countries, Canada has an important role to play in ensuring that any new agreement benefits consuming and producing countries and that any mechanisms to stabilize world prices in these commodities are realistic, effective, and cost efficient. In addition, since both sugar and cocoa are important exports for many developing countries, Canada cannot absent itself from such international discussions or negotiations aimed at stabilizing prices and export earnings of these countries.

Work to date has been confined entirely to the sugar negotiations. A Canadian delegation participated in the United Nations Sugar Conference in May. The Conference did not reach agreement and was reconvened in September. Again it was unsuccessful in reaching an agreement. It is hoped that a further session scheduled for March 1984 will be the final one. An informal meeting of key countries is scheduled for London during the second half of January. The preparatory work for a United Nations negotiating conference on cocoa in May lies ahead.

OBJECTIVE:

To negotiate, if appropriate and feasible, an international commodity agreement involving both producing and consuming governments aimed at stabilizing the world price of the commodity.

GOAL:

A viable international agreement on sugar by the end of March and on cocoa by the end of May 1984. To assess the usefulness of a form of project management in this context.

DESCRIPTION:

A. Formulation of the Canadian position for the negotiations. This involves the preparation of a Discussion Paper containing factual and analytical information on the commodity such as:

- world distribution of production, consumption and trade;
- characteristics of the market mechanisms and distribution systems;
- nature of Canada's commercial involvement with the commodity;
- relationship of Canadian private sector with suppliers, customers, and competitors;
- political relationship between Canada and other principle producing and consuming countries;
- Canadian policy objectives for the sector producing/consuming the commodity;

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- examination of problems facing international trade in the commodity;
- assessment of the suitability of the present or proposed mechanisms to stabilize world prices;
- financial implications of Canadian participation and an examination of the means of limiting the cost;
- economic and political implications of participation or non-participation in the agreement by Canada.

B. Consultations with other interested Departments and the private sector to obtain their views in relation to points set out in A above. This stage will also involve attending several international meetings convened to exchange views on a noncommittal basis between governments on the nature and scope of the new agreement.

C. Obtaining a negotiating mandate from Cabinet. This involves preparing a discussion paper based on A above and a Memorandum to Cabinet setting out the following:

- an assessment of the world market situation including any background of inter-governmental cooperation on this commodity;
- description and assessment of elements of the new agreement currently being discussed internationally;
- positions of other major governments to the extent this is known (key posts may be contacted in this regard);
- Canadian interests;
- financial implications;
- federal/provincial considerations, if any;
- industry views;
- north-south considerations;
- communications plan;
- options and recommendations on the key issues involved and on the composition of the Canadian delegation.

D. Processing of the Cabinet Documents. This involves the following:

- interdepartmental clearance at the working level;
- submission to our Minister for approval and signature;
- scheduling and submission to the Committee of Deputy Ministers on Economic and Regional Development together with appropriate briefing for our Deputy Minister;
- consideration by the full Cabinet.

E. Prepare strategy to implement Cabinet mandate and assemble briefing materials for delegation. This includes:

- i) briefing materials:
 - relevant discussion paper and Cabinet document containing the delegations mandate;
 - structure of the Canadian industry involved with the commodity;
 - latest market data covering trade and prices;
 - latest assessment of approaches being taken by other governments;
 - draft articles of the proposed agreement with Canadian views and amendments;
 - redraft of articles or draft of new articles which Canadian delegation will submit to the negotiating conference.
- ii) development of Canadian minimum/maximum position on key issues in the light of the Cabinet mandate.
- iii) discussion of the size and composition of the Canadian delegation including representatives from Canadian companies or associations to act as advisors to the delegation and obtaining approval of the SSEA of the delegation for onward transmission to the United Nations as the delegations credentials.

iv) drafting and dispatching telex of instructions for use by the delegation.

F. Preparation of a Memorandum to Cabinet on the outcome of the negotiations setting out:

- main features of the new agreement (if one is reached) or reasons for failure of the negotiations;
- assessment of the implications for Canada both domestically and internationally;
- views of Canadian industry on the results.

This step will involve consultations with key industry associations;

- budgetary implications for the government;
- options and recommendations.

G. Processing of Cabinet Documents:

- repeat of D. above.

H. Assuming that Cabinet concludes that Canada should join the new agreement, implementation procedures must be developed. This involves:

- budgetary process; i.e., preparing a submission to Treasury Board seeking to have funds set aside in the appropriate expenditure reserves;
- signing and ratifying the new agreement. This is done largely by the Legal Affairs Bureau (JCD).

IMPLEMENTATION CONSIDERATIONS:

Stated above.

MAJOR STEPS AND TIMING:

	<u>1984</u>
a) Start of work on discussion paper	Jan. 9
b) Preparatory Committee meeting in London	Jan.23-Feb.3
c) Completion of draft discussion paper, consultations with other departments and with industry	Week of Feb.13
d) Finalization of discussion paper	Week of Feb.20
e) Start of Memorandum to Cabinet	Mar. 5
f) Preparatory Committee Meeting, London	Week of Mar.12
g) Completion of draft Memorandum to Cabinet (MC)	Week of Mar.16
h) Interdepartmental consultations on MC	Week of Mar.19
i) Final interdepartmental clearance and request that SSEA sign MC	Week of Mar.26
j) Consideration of MC by Deputy Ministers' Committee on Economic and Regional Development	Week of Apr.9
k) Consideration of Memo. to Cabinet by full Cabinet	Week of Apr.16
l) Preparation of Negotiating Strategy	Week of Apr.23
m) Final delegation preparations including telex of instructions	Week of Apr.30
n) U.N. Negotiating Conference, Geneva	May 7-25
o) Report to DM/Cabinet Committee/Cabinet	By end of June
The timing of these steps is built around certain international commitments especially the dates set for the U.N. Negotiating Conference. If, for some reason, the Conference date is moved, the other dates will have to be adjusted accordingly. Such a shift in the Conference date could be caused by other governments not being willing to negotiate.	
p) Link made to OCBM project on project management for discussion and assessment	Sept. 84

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RESOURCE SUMMARY: (\$000s)
 Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	0.25	11.0	0.25	25.0					0.50	36.0	0.10	9.0
New	1.0	14.0	1.0	48.0					2.0	62.0	0.25	16.0
Total Direct Costs	1.25	25	1.25	73					2.50	98.0	.35	25.0
Indirect Costs		15.0		188.0						203.0		11.0
Overhead @ 10%										20.3		1.1

BENEFITS:

Successful completion of this project will provide an international commodity agreement, which will stabilize world prices for the commodity concerned. This will help long range planning on the part of both foreign producers and Canadian industrial users. It would ensure a more regular supply of the commodity on world markets rather than the serious expansion/contraction cycles caused by an unstable world price. The direct beneficiaries will be Canadian users and consumers since they would be insulated from very high or very low prices. The Department and the government as a whole will benefit from this international demonstration of cooperation and concern for the effects unstable commodity prices on developing country exporters and a willingness of Canada to work out solutions to these problems.

To be recruited
 Project Officer

 Date

E. McEwen
 Project Manager

15/12/83
 Date

APPENDIX
PROJECT COST WORKSHEET

DIRECT COSTS	83/84	84/85	85/86	TO COMPLETE	TOTAL PROJECT	FUTURE
<u>Existing</u>						
PY	.25					
Salary	5,000					
Travel	(bal of PY) 6,000					
Other	—	—			—	—
Sub-Total Existing	11,000	25,000			36,000	9,000
<u>New</u>						
PY						
Salary	10,000	40,000			50,000	10,000
Travel	(bal of PY) 4,000	48,000			52,000	6,000
Other	—	—			—	—
Sub-Total New	14,000	48,000			62,000	6,000
Total Direct	25,000	73,000			98,000	16,000
Indirect Costs	15,000	188,000			203,000	11,000
Overhead @ 10%					20,3000	1,100

Notes:

- New PY will have to be acquired. Experienced commodity policy officer required.
- Indirect costs include consultations/travel/salaries of other parts of this Department, Finance, and CCA involved as well as time and travel of industry advisors before and during negotiations.

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EAMIP PROJECT NUMBER EF14

TITLE: International Negotiations
on Trade in Services

RESPONSIBILITY: Project Manager: John Weekes
Project Officer: Duane VanBeselaere

PRESENT SITUATION:

The Canadian "Services" sector is estimated to account for over 60% of Canadian GDP and for approximately 65% of employment. Internationally considerable attention is being given to establishing and/or improving on the rules under which international trade in services is conducted through negotiations in the OECD, the GATT industry have also called for improvements to the international framework governing trade in services both bilaterally (e.g. with the USA) and multilaterally. It is essential that Canadian interests in trade in services be clearly identified in conjunction with the private sector and provinces, that Canadian and foreign country barriers to such trade be identified and that Canadian objectives and negotiating positions be clearly defined to enable us to pursue our interests in negotiations which are likely to begin shortly in the OECD and subsequently develop in the GATT.

In the fall of 1981, the Government established a "Task Force on Trade in Services" which reported in the summer of 1982 on Canada's interests in regard to prospective multilateral negotiations on trade in services. The vast amount of information previously lacking on the importance to Canada of trade in services, preliminary identification of service sectors of primary trade interests and clarification on horizontal issues which will have to be addressed in negotiations.

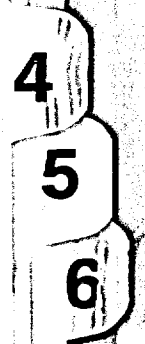
Based on this information and the network of contacts which the Task Force developed, it remains to develop more more detailed knowledge of Canadian service industry export interests and capability, foreign barriers to trade in service sectors of interest to us and to propose and build a consensus on a negotiating strategy for Canada, including domestic obstacles to traded services entering Canada which other countries may wish to see liberalized.

OBJECTIVE:

Through international negotiations to promote a more liberal international trading environment for Canadian service industries to facilitate their ability to plan, invest and export which will result in more employment in Canada.

GOAL:

The Pre-negotiation phase on trade in services is currently beginning in the OECD and will continue to develop over the next 12 to 18 months and is likely to begin shortly with developing countries through the UNCTAD. By late 1986, negotiations on trade in services will begin in the GATT. A clearly identified Canadian negotiating mandate, based on a national consensus between federal and provincial governments and the private sector should enable negotiations to achieve our goals of further liberalizing foreign markets.



DESCRIPTION:

DRIE programmes, employment programmes (for the service industry sector) and bilateral/multilateral relations programmes (especially those dealing with the USA, EC, Japan, teh OECD and the GATT) are primarily those impacted by this project.

Following a broadening of the industry contacts already established by the Task Force, consensus building through seminars and consultations will be required with industry, associations and the provinces. The results will then be forged into a proposed negotiating strategy to be mandated by the Government and pursued in both multilateral and bilateral fora. Regular follow-up consultations and approvals will be required as negotiations proceed.

The results will eventually enable Canada to benefit from increased trade in services. Although predictions as to increased volumes or values are impossible at this juncture, a positive outcome will benefit the Canadian current account.

IMPLEMENTATION CONSIDERATIONS:

This project ties in closely with bilateral work with the USA on transborder data flows, has a major relationship to work being done by the Department of Communications and could relate to functions which rest with the Department of Finance or other Departments regulating service industries domestically. It also relates to work being undertaken by DRIE, Employment and DOC aimed at increasing employment in high technology service industries.

Any delay to this project will risk results of negotiations being less than satisfactory to Canadian interests and could subject the Government to such accusations by the private sector and provinces.

Missions in OECD/Paris, and UN/Geneva as well as Tokyo, Washington and EEC/Brussels will be heavily involved in pre-negotiation and negotiation phases.

MAJOR STEPS AND TIMING:

- Pre-negotiation pahse - OECD - beginning at present
- Negotiation phase - OECD - 12-18 months
- Negotiation in GATT - 1986 onward

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.3	20.0	.3	20.0	.5	30.0			1.1	70.0		
New			1.1	60.0	1.0	70.0			2.0	130.0		
Total Direct Costs	.3	20.0	1.4	80.0	1.5	100.0			3.1	200.0		
Indirect Costs	—		—		—							

The benefits are described in the third paragraph under Description.

Will Van Buren
Project Officer

9 Jan 1984
Date

[Signature]
Project Manager

Jan 10 1984
Date

EAMIP PROJECT NO. EF15

TITLE Management of Canada's relations with the Organization of Economic Cooperation and Development (OECD)

RESPONSIBILITY Project Manager: EER - John Higginbotham, Director
Project Officer: to be designated (see Resource Summary below)

PRESENT SITUATION:
There needs to be a review and assessment of the management of Canada's relations with the OECD, a key international organization integrating and (to a degree) harmonizing the economic policies of the advanced industrial democracies. This review would include the current OECD activities of federal and provincial governments and the involvement of the private sector. It is required primarily because the External Affairs units responsible for Canada's participation in the OECD, although they have in-depth knowledge about ongoing Canadian involvement in the principal OECD committees, are less thoroughly informed about some OECD-related activities of other government departments and agencies. Consequently, Canada lacks an agreed overall view of how the evolution of the OECD should be shaped in coming years to meet Canadian interests.

In the early 1970's work was done but not completed on an inventory and assessment of Canadian participation in the OECD. Each year at an interdepartmental meeting in Ottawa, officials review the program of work proposed by the Secretary General of the OECD and agree on priorities for Canada's activities in the Organization. The coordinating work by the Department takes place mainly in the context of the annual OECD budget review. The International Economic Relations Division (EER) also coordinates intensive interdepartmental discussions to prepare for the annual OECD ministerial meeting at which main policy issues are discussed. The mission also plays an important coordinating role.

Many federal departments have particular interests and priorities at the OECD. There is at times a lack of consultation between the various Canadian officials involved in OECD activities. This situation is compounded by the OECD Secretariat's occasional practice of communicating directly with federal and provincial officials, thus bypassing the Canadian mission to the OECD and the International Economic Relations Division, which are responsible for coordinating Canadian involvement with the Organization, in Paris and in Ottawa respectively.

The work to be done in this project is not intended to limit the activities or the initiatives of Canadian officials involved with the OECD; however, the International Economic Relations Division must continue to monitor all Canadian involvement with the Organization in the interest of coherence. Canada and several countries have been successful in maintaining the OECD Secretariat at a level of zero real growth over the past three years. Interdepartmental cooperation is required to ensure that this important Canadian priority remains



attainable. Without thorough coordination of the diverse Canadian activities at the OECD, it will continue to be difficult to ensure that this goal is maintained.

There is, of course, a disincentive involved in Canadian attempts to discontinue certain OECD activities primarily because many officials look upon trips to the OECD in Paris as one of the more attractive features of their responsibilities. There are, for example, some 250 delegations (accounting for a total of 600 visitors annually) from Canada to the OECD, some of which may no longer be entirely relevant or necessary.

OBJECTIVE:

The objective is to review and to improve, if necessary, the management of Canada's relations with the OECD. This project could establish a requirement in the Department for more or less person-years devoted to Canada's OECD activity or an alternative deployment of existing resources.

GOAL:

The goal is to produce a report on improvements in the management and effectiveness of Canada's current activities at the OECD in accordance with a longer term view of Canada's interests in the Organization.

DESCRIPTION:

This project potentially affects virtually all departments and agencies having an involvement with the OECD as well as the PCO and the Treasury Board. Canada participates in almost all of the 120 OECD committees, sub-committees and working groups. Approximately 15 divisions in External Affairs are also involved with the OECD to varying degrees. The approach would be essentially an information gathering exercise using questionnaires and interviews, followed by consultations and negotiations. The major activities of Phase I of this project would be the following: the development and distribution of a questionnaire, analysis of the responses, consultations and identification of tentative conclusions, negotiations with interested units and individuals and drafting of a final report, approval of the report and recommendations, and planning for the implementation of approved recommendations. The experience of other countries and the views of the private sector and the provinces would be sought out.

The second phase would be the implementation and later on an assessment of the effectiveness of the improvements. The success of this project will depend to a great extent on the quality of the information received from respondents to the questionnaire and interviews. Besides presenting officials with an inventory and a brief description of Canada's current activity at the OECD, the project should provide an assessment of the nature and extent of our interests being served at the Organization. If it becomes apparent that Canadian interests could be served better, the project should identify deficiencies either in the OECD itself or in the Canadian units that participate in or prepare for OECD meetings. Once improvements in the management and effectiveness of our involvement with the OECD have been identified, it would be necessary to press for an early implementation of these improvements both in Ottawa and in Paris.

IMPLEMENTATION CONSIDERATIONS:

This project is related to the on-going OECD work of the Department. Some twenty federal departments will be involved in this project as well as the ten provincial governments. Also taking part will be approximately 15 other divisions in the Department, the Permanent Mission to the OECD in Paris and, to a lesser extent, our missions in OECD capitals. Some experts on OECD affairs and Canadian representatives on the OECD's Business and Industry Advisory Committee and its Trade Union Advisory Committee will be consulted as well. The Executive Committee will eventually have to review the report and approve its recommendations. If the project was delayed, the current unsatisfactory situation would continue. The project could also affect the use and deployment of person-years because the project may show that current resources for OECD activity are too great and too diffuse.

MAJOR STEPS AND TIMING:

- a) Identification of addressees July/Aug.84
- b) Development and distribution of questionnaire Sept. 84
- c) Analysis of responses/interviews Nov.84-Jan.85
- d) Consultations on tentative conclusions Feb./Apr.85
- e) Negotiations and final report and recommendations May 85
- f) Approval of recommendations June 85
- g) Review of approved recommendations and planning July/Aug.85
for implementation
- h) Implementation of improvements Sept/Dec.85
- i) Assessment of improvements Sept. 86

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing			.1	4(FS)	.1	4(FS)			.2	8(FS)		
New			.25	20.0*	.25	20.0*			.50	40.0		
Total Direct Costs			.35	24.0	.35	24.0			.70	48.0		
Indirect Costs			.25	10.0	.25	10.0						

* This figure could represent the cost of a high quality outside consultant or a retired foreign service officer on contract. Alternatively an experienced current foreign service officer could be assigned to the project. The project could not be implemented without the services of an able, energetic and informed individual capable of working largely independently.



BENEFITS:

This project is designed to improve the current situation as described above. The project could result in an increase in person-years devoted to OECD work, particularly as it may clarify Canada's longer term goals in this important Organization, one of the pillars of the democratic community. The project is, however, quite likely to result in a more efficient use of resources for these activities and more benefits for Canada derived from the Organization. In sum, Canada would ultimately be pursuing its activities at the OECD in a much more efficient and effective manner.

A further benefit would be an ability to achieve greater bilateral advantage from our multilateral relations with the OECD. For example, because of inadequate coordination and communication, some Canadian embassies have not initially known about Canadian technical assistance under the auspices of the OECD in their countries of accreditation. This project could help ensure that maximum use is made of such bilateral activities.

Project Officer

John Reginald Thom
Project Manager

Date

22/12/83
Date

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POLITICAL AND INTERNATIONAL SECURITY AFFAIRS

114.

EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM
SECURITY AND INTERNATIONAL POLITICAL AFFAIRS BRANCH

The following are the projects from International Political Affairs Branch which form part of EAMIP.

Crisis Management and Emergency Planning

Personal Safety Program Implementation (Non-physical Elements)

Study of Multilateralism: Canada and the United Nations System

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Michael Shenn

M. Shennstone
Assistant Deputy Minister
Political & International
Security Affairs Branch

Dec 30/83

Date

115

EAMIP PROJECT NO. IF01

TITLE: Study of Multilateralism: Canada and the United Nations System

RESPONSIBILITY: Project Manager: G. Warren (IMD)
Project Officer: L.J. Wilder (IMD)

PRESENT SITUATION:

The Department requires a thorough review of Canada's involvement in the UN system to determine the advantages of these multilateral activities. A recent Cabinet decision requested that the Department identify the benefits (particularly economic) of multilateralism. Given the recent emphasis on bilateralism, it is also desirable and opportune to pay more attention to Canada's multilateral activities and determine the benefits of that involvement.

An initial paper has described well Canadian activities in the UN system, but more analysis is needed. A revised paper should cover political, economic, institutional and social factors and address such questions as their value in the promotion of Canadian interests.

OBJECTIVE:

To demonstrate the utility of multilateralism for Canada, in pursuit of Canadian foreign policy objectives.

GOAL:

To prepare and to have approved a discussion paper and recommendations on multilateralism, Canada and the UN system. The review would not only demonstrate the benefits but also propose ways of improving our management of Canadian involvement in the UN system.

DESCRIPTION:

This project will affect or involve all parts of the Department and the federal government with activities in the UN system. That includes approximately 35 divisions in the Department and 10 posts abroad, several other government departments and federal agencies. The project will require the gathering of information, through meetings, discussions and questionnaires, about the advantages of Canada's multilateral activities in the UN system. The project should result in a discussion paper that inter alia makes recommendations about how the Department and the government might better pursue its interests multilaterally. The paper could discuss a fundamental objective of Canadian foreign policy, i.e. to strengthen the UN system, and seek to identify areas of concentration so that Canada might use its limited resources effectively. Bilateralism and multilateralism could also be discussed as mutually reinforcing ways of pursuing Canadian international interests.

The project would be successful if it increased the recognition by senior management or higher levels of the government that multilateralism, through Canadian activities in the UN system, offers a useful and important avenue for the attainment of Canadian goals.

IMPLEMENTATION CONSIDERATIONS:

This study is related to all ongoing departmental work concerning the UN, its specialized agencies and other institutions. Some 13 other government departments and federal agencies would be affected by or consulted during the study. CIDA has significant UN activities and such departments and agencies as Agriculture Canada, AECB, Canada Post, DND, CCC, DREE, the Coast Guard, the CTC, Transport Canada, Communications, Environment, Health and Welfare, Labour, and Consumer and Corporate Affairs have links with the UN system to varying degrees. To reach agreement on a final version of the paper, consultations will be necessary with many of these departments and agencies plus External Affairs' divisions and posts engaged in UN related activities. This project cannot proceed or be completed unless the economic divisions responsible have adequate resources (see resources section below) to provide a major contribution to this project. If this project were delayed, considerable thought and time already expended would be wasted.

MAJOR STEPS AND TIMING:

- | | |
|--|--------------|
| a) preliminary interdepartmental consultations | April 27/84 |
| b) completion of first draft of revised paper | May 31/84 |
| c) receive comments from departments, agencies, posts, etc. | June 29/84 |
| d) rewriting and consultations | July 30/84 |
| e) submission to Executive Committee | August 30/84 |
| f) implementation and follow-up based on Executive Committee's decisions | Nov/Dec/84 |
| g) assessment of improvements introduced | Sept./85 |

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.20	10.0	.30	12.0 *					.50	22.0		
New	.20	10.0	.30	12.0					.50	22.0		
Total Direct Costs	.40	20.0	.60	24.0					1.0	44.0		
Indirect Costs	.10	5.0	.20	8.0					.30	13.0		

Note: *Forecast of resources required in 1984/85 is provisional at this stage. The estimate given is a minimum guess and assumes some follow-up to the discussion paper's recommendations. With respect to the economic aspects of the paper, the Economic Relations with Developing countries Division would require additional PY's of .2 for 83/84 and .2 for 84/85 either as a consultant or an in house expert.

BENEFITS:

The project should show how the Department can improve the effectiveness and efficiency of its management of Canadian involvement in the UN system, by identifying areas of concentration the use of limited resources. The project should increase recognition of the utility of multilateralism as a means of achieving Canadian foreign policy objectives. There should be as well a greater realization by senior levels of the government and the public of the benefits to Canada of its UN activities. Some progress should also be made toward developing a strategy by which Canada might seek to strengthen the multilateral system.

A. J. Wilder
Project Officer

24-1-84
Date

Michael S. Warren
Project Manager

JANUARY 27, 1984
Date

EAMIP PROJECT NO. IF02

TITLE: Crisis Management and Emergency Planning

RESPONSIBILITY: Project Manager: ZSE; Director
Project Officer: ZSE; Deputy Director (Emergency Planning/Operational Centre)

PRESENT SITUATION:

The present situation is to develop procedural, resource and support facilities to ensure departmental compliance with the Emergency Planning Order (Order-In-Council PC1981-1305). The requirements have been identified in Strategic Overviews (1981-83) and in related annual MYOPs. To date the following personnel requirements have been identified: a) a Plans and Exercises Officer EXT-1425 (deleted in the A-base review); a SCY-2 support position; a contingency planning officer (AS-5); and a wire services monitor (SI-2); plus physical resources for the Operations Centre. Although none of these initial position requirements has been approved to date, there is renewed study of converting the present duty officer system to a full watch officer system (which may require 6 officers plus support). The current Departmental study includes the development of departmental procedures and resources to meet specific departmental and governmental capabilities and to ensure that there are the physical and human resources in place to support crisis management situations.

OBJECTIVE:

The objective is to develop a crisis management capability commensurate with the current international interests and vulnerabilities of Canada.

GOAL:

The goals are to a) identify and obtain the planning support of departmental bureaux within 3 months; b) have appropriate physical facilities in place within one year; c) and to define and describe departmental crisis management procedures within a period of 2 years, bearing in mind the wide variety of responsibilities for which the Department has "lead" or "collateral" responsibilities.

DESCRIPTION:

The scope of Departmental emergency planning/crisis management responsibilities has been described in Departmental Strategic Overviews and as part of the "Emergency Planning Strategic Overview 1983". It has been recognized that the international dimensions of civil emergency planning continue to increase as disasters, whether of natural or deliberate causes, have more impact on our highly interdependent economic and social fabrics and have more extensive regional, transborder and other international implications. One resultant departmental responsibility is to ensure that international elements of national plans are identified, that departmental geographic and functional bureaux are consulted, and that national plans are consistent with international legal obligations and foreign policy objectives. (One example is that External Affairs has "lead" or "collateral" responsibilities for the implementation of 38 of 103 identified measures in the draft Government Emergency Book (Vol.II), which is the successor of the War Book.)



IMPLEMENTATION CONSIDERATIONS:

The "new" departmental structure has resulted in there being few domestic economic sectors with which the department does not have policy functions. Almost all bureaux will, of necessity, be involved in a comprehensive approach to crisis management/emergency planning. The essential contribution of the Department has been reflected in several Cabinet documents on this subject. One consequence has been the decision to develop a coordinated governmental approach to policy and the assignment of priorities under the aegis of the Government Operations Committee of Cabinet. At the same time there is a recognized need to further develop departmental capabilities and procedures to first meet limited departmental responsibilities as the first step towards assuming our broader governmental responsibilities.

MAJOR STEPS AND TIMING:

The following are specific descriptions of implementation steps. These are preliminary and subject to the results of the current Departmental review.

- | | |
|---|--|
| 1. Operations Centre relocation and upgrading of audio/visual/media equipment (estimated at \$200,000) | 9 Dec./83-July/84 |
| 2. Operations Centre communications control and secure access/storage facilities. Depends on the development and availability of resources through MGT. | Estimated to be accomplished during 1984-85 |
| 3. Report to the Under Secretary on Departmental Crisis Management Procedures and resource requirements. | April/84 |
| 4. Review of Departmental requirements for monitoring and responding to international developments on a 24-hour/7 day basis with a view to the possible establishment of a "watch officer" capability within the Operations Centre. | April/84 |
| 5. The identification of response personnel (officer and support) and initiate a training program beginning with exercises. | April/84 |
| 6. Development of Departmental emergency planning, crisis management policy and implementation group. | April/84 |
| 7. Negotiation of comprehensive Cdn-USA civil emergency planning agreement. | 1 April/84 |
| 8. Identification of existing departmental responsibilities within national plans and international agreements and understandings and developing departmental implementation procedures to the level of bureaux responsibilities. The dimensions of this undertaking have not yet been defined but a concerted effort with <u>two officers and support might be completed in two years.</u> There may be some scope for contract personnel to accelerate the initial phase. To develop and implement a data storage/retrieval system by which the product of (8) above will be readily available to departmental or governmental crisis management personnel. <u>Depends on the availability of equipment and/or facilities described in (2).</u> | Subject to outcome of previous steps

Subject to outcome of previous steps |

RESOURCE SUMMARY: (\$000)**
Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing *	3	110.0	3	110.0	3	110.0			9	330.0		
New			4***	145.0	4	145.0			8	290.0		
Total Direct Costs	3	110.0	7	255.0	7	255.0			17	620.0		
Indirect Costs												

- * does not include operational and technical support from other Bureaux, eg. MGT
- ** does not include resources for full watch officer system if that were established
- *** may be partially funded from Government Operations Envelope

BENEFITS:

- 1) To permit the Department to take timely and appropriate action to reduce the loss of life or property during emergency situations abroad and in Canada.
- 2) To be able to contribute to a concerted and balanced implementation of federal emergency planning and policy and to the management of external obligations and interests (e.g. NATO).

[Signature]
Project Officer

16 December 83
Date

[Signature]
Project Manager

16 December 1983.
Date



EAMIP PROJECT NO. IF03

TITLE: Personal Safety Program Implementation (Non-physical Elements)

RESPONSIBILITY: Project Manager: ZSP
Project Officer: ZSE (input also required from ZSS and MGT)

Personal safety is a shared responsibility including the individual, post management and Headquarters. The Director of Security Division (ZSS) is responsible for physical elements; the Director of Emergency Preparedness (ZSE) for non-physical elements (threat assessment, contingency planning, and briefing and information).

PRESENT SITUATION

The present requirement is to implement the Personal Safety Program as described in the Response to the Report of the Royal Commission on Conditions in the Foreign Service (11 May 82); detailed in the Submission to Treasury Board (27 September 82); approved by the Cabinet Committee on Foreign and Defence Policy and the Minister of the Treasury Board; and publicly announced by the DPM/SSEA. Policy has been approved, fifteen specific program elements identified, and six of eleven required P/Ys have been approved by the Treasury Board. However, implementation has been stalled by the freezing of five positions and the deletion of the sixth. Treasury Board directed the Department to absorb the three person-years requested for support staff. These have not yet been made available to the program. Freezing three technician positions has delayed the implementation of The Chancery Intrusion Detection Alarm Recorder (CIDAR) Project, thereby not permitting the reduction of five security guard positions each year in 1984/85 and in 1985/86. These position savings were a factor in the Treasury Board's approval of the Personal Safety Program improvements in general and the CIDAR project in particular. By March 1, 1984 the Department will be required to describe its personal safety capabilities as part of a national counter-terrorism program when the Memo to Cabinet "Terrorism and Its Implications for Canada" (approved by CCFDP on 28 Nov.) is presented to the Cabinet Committee on Security and Intelligence, and subsequently to Priorities and Planning.

OBJECTIVE:

To provide appropriate personal safety for employees and their dependents.

GOAL:

To put in place the elements of a comprehensive and balanced Personal Safety Program by 1985/86.

DESCRIPTION:

The approach is to establish the positions that were originally requested for the Personal Safety Program and commence implementation of the approved policy. The comprehensive personal safety program has been fully described in the Royal Commission Report and the Treasury Board submission. It includes physical protection of chanceries, official residences, and staff quarters, the indoctrination of personnel, preparation of contingency plans, and the planning of crisis management response.

IMPLEMENTATION CONSIDERATIONS:

Implementation of the Personal Safety Program to the extent indicated by the DEA's public commitments is dependent on provision of adequate resources. Failing to move on this program may have an adverse effect on the morale of the Foreign Service community as inaction is perceived as low priority being assigned to the personal safety of employees and their dependents. Moreover, the Department might be vulnerable to criticism in the event of a serious incident.

MAJOR STEPS AND TIMING:

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| 1. Staff FS position EXT-3439 and staff. Establish and staff one secretarial position in order to (2) | Mar. 31 /84 |
| 2. Develop comprehensive personal safety threat assessments for each post, and refine data storage and retrieval requirements. Includes collation of existing information and inventory of physical security assets. | 1984/85 |
| 3. Unfreeze and staff three technical positions in order to (4) | Mar.31/84 |
| 4. Accelerate installation of alarm systems and expand local emergency radio capabilities. | 1984/85, 1985/86 |
| 5. Restore position EXT-3440 and staff in order to (6) and staff one clerical position. | Mar.31/84 |
| 6. Develop and revise personal safety contingency planning and guidance, including the preparation of a Personal Safety Manual to complement existing Security Manual. | 1984/85, 1985/86 |
| 7. Unfreeze and staff position EXT-3443. Establish and staff one clerical position in order to (8 & 9). | March 85 (?) |
| 8. Introduce mandatory personal safety briefings based on information derived from 2 and 6. | 1985 Posting Cycle |
| 9. Introduce regular circulation of personal safety information to posts. Requires provision of new video-type materials at a capital cost of \$50,000. | 1985/86 |

RESOURCE SUMMARY: (\$000s)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing			4.0	128.0	5.0	163.0			9.0	291.0		
New			2.0	64.0	3.0	*134.0			5.0	198.0		
Total Direct Costs			6.0	192.0	8.0	297.0			14.0	489.0		
Indirect Costs												

* Includes \$50,000 for capital for video-tape materials

BENEFITS:

1. Establish personal safety measures and procedures in line with identified risk factors.
2. Improve morale of Foreign Service community and dependents.
3. Honour departmental commitments to improved personal safety program.


Project Officer

16 December 1983.
Date


Project Manager

16 December 1983
Date

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SOCIAL AFFAIRS AND PROGRAMS

EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM
SOCIAL AFFAIRS AND PROGRAMS (SFB)

The following are the projects from this Branch which form part of the External Affairs Management Improvement Program.

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New Thrust Entrepreneurial Immigration

International Exchange of Information

Upgrading Immigration Program Productivity via Introduction of Sophisticated Modern Office Equipment

Inventory of Existing Office Equipment in the Immigration Program Abroad

Computer Assisted Immigration Processing System (CAIPS)

Consular Service Training.

Consular Operations MIS (COMIS)

Extension of Consular Cost Recovery.

Domestic Information and Communication Strategy

Performance Measurement Tools for Public Diplomacy Activities.

Development of Project Management System for Cultural Public and Information Programs Bureau

Rationalization of Publications in DEA

Communications

Review of International Cultural Policy

Process Model for Cultural Agreements

Indigenous People's Organizations International Liaison

International Population Conference - Mexico City, August 6-13, 1984

20 Nov. 83
Date

J. Dupuis
Assistant Deputy Minister

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EAMIP PROJECT NO. SF01

TITLE: New Thrust for Entrepreneurial Immigration

RESPONSIBILITY: Project Manager: SIM - C.M. Shaw
Project officer: SIMA - S. Peryer

PRESENT SITUATION:

While the entrepreneurial concept is not new, the Canada Employment and Immigration Commission (CEIC) is introducing new procedures designed to attract more immigrants to Canada in this category. It is expected that this new thrust will result in increased numbers of entrepreneurs with related increases in workload at posts abroad. This will require careful monitoring to see that it attracts bona fide entrepreneurs whose presence will lead to job creation and at the same time to ensure that sufficient resources are allocated to posts abroad for its implementation.

OBJECTIVE:

The outcome of this project will be a further reflection of this Department's ability to deliver the Immigration Program abroad for the CEIC. It should also bring us in closer contact with the provinces and hopefully reinforce our working relationship with the respective departments of Industry which have a vested interest in the entrepreneurial movement.

GOAL:

It is anticipated that during 1984, 2250 immigrants will be landed in Canada in the entrepreneurial category. The result will be a substantial inflow of dollars which will be used to develop new businesses and create jobs for Canadians.

DESCRIPTION:

At Headquarters this will involve both SIM and the program divisions of the geographical branches. At posts abroad it will impact primarily on the Social Affairs Program with some support expected from the Trade Development Program. All posts have now been informed of the increased emphasis being placed on this activity by the CEIC and will continue to receive updated information when it is provided by the CEIC. Within the federal government, the main participants will be this Department and the CEIC with external participation by the provincial departments of Trade and Industry. The expected results are increased investment in Canada with a corresponding increase in employment. The project will be monitored carefully during the first year and the success will be measured on the basis of the number of entrepreneurs coming forward, the capital they inject into the economy and the number of new jobs that are generated as a result of this initiative.

IMPLEMENTATION CONSIDERATIONS:

This is a cooperative undertaking with the CEIC with approval at various stages based on recommendations made by the Inter-Departmental Drafting Committee on Entrepreneurial Development. Consultations with

the provinces will be primarily the responsibility of CEIC and consultation with Headquarters divisions and posts abroad will rest with SIM. The posts will carry out the selection of the entrepreneurs in close consultation with the provinces and will keep SIM informed of any irregularities which may develop in implementing the program. The information provided by posts will play an important role in designing a training program for officers who are expected to participate in the selection process in the future. To date, 20 officers have undergone a special training session in entrepreneurial selection and another training session for 20 more is planned for May/June 1984. With the exception of possible shortfalls in resources, we foresee no constraints which will impede this project. The consequences in delaying the project will be a shortfall in the creation of projected businesses and the unemployment of persons who might otherwise have had jobs.

MAJOR STEPS AND TIMING:

- | | |
|---|----------------------------|
| 1. Final instructions to post. | December 31, 1983 |
| 2. Implementation begins at posts. | January 1984 |
| 3. Monitoring of computer reports from posts on program progress. | May 1984
March 1985 |
| 4. Further training of program officers (20). | May-June 1984 |
| 5. Mid-way assessment of progress, consultation with CEIC and adjustments as necessary. | September-
October 1984 |
| 6. Assessment of final computer reports to determine degree to which levels have been met. | February-
March 1985 |
| 7. Consultations on 6 with CEIC and with Provinces and CEIC. | April-May 1985 |
| 8. Determination of recommendations to be made on levels for 85/86 and future of the program. | June 1985 |
| 9. Results of 8 reflected in Cabinet document. | June 1985 |
| 10. Final decision for program levels and future of entrepreneurial immigration program. | October-
November 1985 |

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RESOURCE SUMMARY (\$000)


Dollars include salary, operating and capital.

	83/84		84/85		* 85/86		TO COMPLETE		TOTAL PROJECT		Future	
	FY	\$	FY	\$	FY	\$	FY	\$	FY	\$	FY	\$
Existing	2.5	130.0	10	523.0	10	523.0	*		22.5	1176.0	*	
New (1)					2	105.0			2	105.0		
Total Direct Costs	2.5	130.0	10	523.0	12	628.0			24.5	1281.0		
Indirect Costs												

* After assessment of the initial implementation these costs can be confirmed.

BENEFITS

1. During the initial year it is expected that 2250 immigrants will be landed in this category and 2600 in each of the two successive years. The beneficiaries will be those persons who will obtain employment in developing new businesses.
2. If successful, a conservative but very preliminary estimate is that approximately 6,000 jobs will be created with the attendant effects on the economy. Final assessment of all impacts is dependent on CEIC and on information from the provinces.


Project Officer


Project Manager

14/12/83
Date

14 December 1983
Date

EAMIP PROJECT NO. SF02

TITLE: International Exchange of Information

RESPONSIBILITY: Project Manager: SIM - C.M. Shaw
Project officer: SIMA - S. Peryer

PRESENT SITUATION:

The activity is a component of the Immigration Program delivery undertaken abroad by officers in the Social Affairs Stream on behalf of the Canada Employment & Immigration Commission (CEIC). Specifically, it provides for an exchange of information between relevant foreign agencies and the CEIC on matters of mutual concern particularly those relating to employment, immigration and refugees. As a result of consolidation and re-organization at the CEIC, this function has not been given the attention it requires during the past year. As a result, we have now been approached by several officials at the CEIC to re-activate this in a more structured fashion with the view to providing more timely reports on activities of interest to the CEIC.

OBJECTIVE:

The success of this activity will reinforce this Department's role in the delivery of the Immigration Program abroad for the CEIC. It will also strengthen the corporate relationship which has been requested of USS by the Deputy Minister/Chairman of the CEIC.

GOAL:

To provide up-to-date information on issues of interest to the CEIC which can be utilized in the formulation of domestic policy relative to employment, retraining, refugee settlement, etc. The end product would hopefully lead to improved programs in these particular fields.

DESCRIPTION:

While primary involvement in carrying out this activity will rest with SIM and posts abroad, the directors of the geographical program divisions will be consulted in the event that their support is required. Again, the principal participants within this Department will be this Division and selected posts abroad with a corresponding involvement by the senior secretariat at CEIC. The result of this project will be a series of reports, both spontaneous and client requested, which will be used by the CEIC in developing new programs and for revising existing programs relative to its mandate. The reports produced as a result of this project will be assessed as to their usefulness on an ongoing basis by the client department and the use to which they will be put will determine the success of the project.

IMPLEMENTATION CONSIDERATIONS:

As a result of a recent request received from the Ministry of State for Social Development (MSSD), it is likely that it will also benefit from some of the material provided by the CEIC. Consultations will, on the

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whole, be limited to the existing relationship between SIM and the CEIC with the former requesting posts for information requested by the latter. While contact will principally be with those posts in countries whose economies are similar to Canada's, it is expected that there will be some demand placed on all posts at some time. Depending on the nature of the request for information or the transmittal of information to the host governments or agencies, both individual and circular letters will be utilized. The only constraint which might affect the successful completion of the project would be resource related. However, this should be viewed as possibly delaying the project rather than cancelling it. If the project is delayed it could reflect adversely on our ability to deliver the Immigration and related programs abroad for the CEIC.

MAJOR STEPS AND TIMING:

- | | |
|--|----------------------------------|
| 1. Initial agreement with CEIC on issues & timing. | Feb.24.84 |
| 2. Identification of posts from which participation will be sought; consultation with geographic branches on workload, instructions to post and time-frames. | April 15, 1984
April 30, 1984 |
| 3. Instructions sent to posts. | May 1984- |
| 4. Information received as per schedule established in step 2. | March 1985. |
| 5. Periodic discussions with CEIC, geographic program divisions and posts. | May 1984-
March 1985. |
| 6. Assessment of success of program and determination of requirement for an ongoing activity. | March -
May 1985. |

RESOURCE SUMMARY (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		FUTURE	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	1.0	66.0	5	263.0	*5	263.0	*		11.0	592.0	*	
New (1)	-	-	-	-	1	58.0			1.0	58.0		
Total Direct Costs	1.0	66.0	5	263.0	6	321.0			12.0	650.0		
Indirect Costs												

* Since the determination as to whether this will be confirmed as an ongoing program will be made in March/May 1985, costs to complete and for the future are not available yet.

BENEFITS:

The direct beneficiary of the project will be the Canada Employment and Immigration Commission which will utilize the information in improving existing employment programs and developing new ones. Indirectly the general public will benefit as a result of the employment programs.

[Signature]
Project Officer

[Signature]
Project Manager

14/12/83
Date

14 December 1983
Date

EAMIP PROJECT NO. SF03

TITLE: Upgrading of Immigration Program Productivity Via Introduction of Sophisticated Modern Office Equipment

RESPONSIBILITY: Project Manager: SIM, C.M. Shaw
Project Officer: SIMR, V.P. Gray

The project manager must consult and/or obtain concurrence of MFR, MFS, MRM or MGP, depending on equipment being considered in order to implement this project.

SIM, SID and SFB must be kept informed as the various program elements develop.

PRESENT SITUATION:

For a number of years, additional responsibilities have been allocated to posts delivering the Immigration Program (Foreign Domestic Movement, Waiver of Visitor Visa Exemptions, Entrepreneurs, Data Collection, etc.) and despite a reduction in immigration levels, it appears that there is no real flexibility in the resources deployed abroad (both locally-engaged and Canada-based) which will permit an expansion in productivity.

Also, an Interdepartmental Task Force on Processing Efficiencies (abroad) was created in response to a Cabinet Directive (dated November 3, 1981). This Task Force made a number of recommendations aimed at reducing person-years utilized to deliver the Immigration Program. As early as June 1982, an investigation by SIMR of the potential for resource economies offered by these proposals indicated that capital expenditures for computers, word processors, and sophisticated office equipment rather than revamped, operational and procedural techniques could achieve Cabinet's directive.

Accordingly, SIM believes that the equipment listed below is vitally necessary in order that the Immigration Program is delivered professionally and at minimum cost. This objective is becoming more difficult given the outdated equipment posts must utilize. (For instance, The Hague is using filing cabinets originally provided in 1950 and Islamabad's Immigration Section has not been provided with its first electric typewriter.)

Accordingly, most of the research in respect to potential has been completed and a number of pilot projects are in place and functioning. To be completed, the project requires individual decisions regarding the most suitable equipment, procurement and the implementation of phased, multi-year installation schedule only.



OBJECTIVE:

In short, this project seeks to modernize Immigration Sections at posts abroad in order to enable them to meet escalating demands on their resources. Also, the project seeks to enable Social Affairs Officers to deliver the Immigration Program professionally given consolidation and the prospect of an intra-stream approach to program delivery.

GOAL:

Finally, the project will provide the sophisticated equipment which is required to replace the outdated machinery/equipment dedicated to the Immigration Program.

DESCRIPTION:

This project envisions the installation of electronic typewriters, modern lateral shelving, collating equipment, telephone answering services, microfilm equipment, and electronic lookout systems as well as other units to all posts conducting an Immigration Program. Certain posts would not require all of the above equipment. For instance, microfilm equipment is required for only 10 Immigration posts.

As MFS has departmental computer and word processor implementation plans and schedules in effect, this project does not deal with this equipment, although it is of vital interest to SID/SIM.

Initially, this project has primary impact on the Immigration Program abroad. However, the demonstrated feasibility of some of this equipment will be of interest to many other units in the Department - particularly MFS, MGI and MPP.

As a result of its involvement with the Task Force on Processing Efficiencies, SIMR has done much of the research involved. In fact, a number of pilot projects have been established at selected posts. Further, submissions have been made to the Administrative Committee in respect to microfilm units for 10 posts and the provision of lateral shelving and colour-coded dossier covers globally. Both projects entail multi-year implementation.

As most of the research has been accomplished, methodology for each unit will be as follows:

1. determination of suitable equipment;
2. implementation of test project, if feasible;
3. review of project;
4. submission to Administrative Committee;
5. implementation by multi-year program if costs involved warrant.

SIMR has the resources to act as project coordinators. Their role will be one of research (the use of certain equipment has not been fully researched), selection of suitable test sites, review of alternative choices of machines, units, etc. and development/presentation of submissions. MFR, MRM, MFI and MFS have acted in much of SIMR's

research in the past, and their services will be required in the future. In considering this project, SIMR will take particular note of equipment which can be installed, maintained and utilized by posts with the least possible input from SIMR. Assessment of project success will be by means of measured increase in productivity by per person-year post and/or staff reduction.

IMPLEMENTATION CONSIDERATIONS:

MFS is interested in a number of our project elements as they may be appropriate for other departmental units.

Continuous consultation with MFR, MFS, MRM and MGP will be required, depending on the equipment to be considered. Multi-year phased implementation schedules will require the endorsement of the Administrative Committee.

Posts will be involved to ensure the usefulness of the equipment, to determine that the staff are able to utilize the equipment to manufacturers' performance standards and that local servicing facilities are adequate to maintain the units provided. Also post specific considerations will principally determine implementation schedules.

SMIR has developed two operational manuals to coincide with the introduction of microfilm equipment in Hong Kong and ultra-violet lamps (used to reveal fraudulent amendment of passports, visas and other original documentation presented by visa applicants). It is anticipated that similar manuals will be developed to ensure the effective installation, use and maintenance of other machines or equipment introduced to posts as part of this project.

Earlier investigations undertaken in response to the Task Force on Processing Efficiencies, illustrated to SMIR that posts have an enthusiastic attitude towards the introduction of sophisticated equipment.

As stated earlier, there does not appear to be any effective means of increasing the per capita productivity of the resources deployed in the Immigration Program, while, at the same time, making reductions in the total deployment without the procurement of sophisticated tools. If CEIC implements a fee for visas if the list of visitor-visa-exempt countries continues to diminish, and if additional programs (Foreign Domestic Movement and the Special Entrepreneurs Program) continue to mount, the requirement to deploy additional resources, at huge cost, will escalate.



MAJOR STEPS:

1. Determination of equipment, implementation of test projects, review of projects, consultation with MFS (other departmental) units
2. Presentations of Implementation Plan to Administrative Committee and Revision of Project Plan
3. Implementation of succeeding 3 years

Completed by:

September 1984

December 1984

December 1987

RESOURCE SUMMARY: (\$000)

SIMR has the capacity to provide the person-year requirements to implement this project. Capital costs are anticipated to be in the \$800,000 range.

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.30	15.0	.30	15.0	.30	15.0	.30	15.0	1.2	60.0		
New (1)	NIL		341.5		375.0		500.0		1216.5			
Total Direct Costs	.30	15	.30	356.5	.30	390.0	.30	515.0	1.2	1276.5		
Indirect Costs	.10		.20		.20		.10		.60			

BENEFITS:

In addition to enabling Social Affairs Officers to deliver the Immigration Program more professionally and effectively, the implementation of this project will reduce the number of person-years deployed in the program and stretch the productivity of the per capita person-years which remain. The costs involved should be recovered during the phased implementation period or within a few years. Also, much of the above program will be developed in conjunction with the Department's computer plans. In fact, as the installation of the above equipment will streamline procedures and operations at posts abroad, this program is a necessary first step in the computerization process.

Project Officer

Project Manager

Date

Date

EAMIP PROJECT NO. SFO3-B

TITLE: Inventory of Existing Office
Equipment in the Immigration Program Abroad

RESPONSIBILITY: Manager: SIM; also, SFB and MFS will be
concerned
Project Officer: SIMR (V.P. Gray)

PRESENT SITUATION:
Information received from various departmental units indicates that there is no adequate profile of the office equipment utilized by Immigration Sections at posts abroad.

SIM should have a complete inventory (including date of purchase, present condition and effectiveness) of all the office equipment (typewriters, computers, word processors, telephone answering services, photocopiers, registry equipment, microfilm units, etc.) dedicated to the Immigration Program. This includes posts abroad and SIM. The lack of complete data in this area hinders an in-depth examination of streamlining proposals to be implemented abroad.

Some partial data has been obtained. To complete this project, posts must be surveyed; an inventory completed; and if the volume of data warrants, the information can be entered into SIM's computer. The inventory developed must be updated periodically.

OBJECTIVE:
An inventory will assist SIM to give appropriate consideration to streamlining proposals involving computerization, other sophisticated electronic equipment and non-technical proposals concerning procedural, managerial and processing changes and innovations. It will also play a significant role in the selection of test sites and development of multi-year implementation schedules involving the introduction of sophisticated electronic equipment to posts.

In addition, an inventory would reveal the level of capital resources required to implement the Immigration Program.

GOAL:
An inventory which can be updated periodically and which provides a profile of all posts and SIM's office equipment dedicated to the Immigration Program. It should be possible to complete this project by March 1984.

DESCRIPTION:
SIMR will survey all posts at which Social Affairs Officers are responsible for the delivery of the Immigration Program. Contact will be by means of a readily-completed survey form designed by SIMR. If the volume of information warrants, the survey results can be entered into SIM's PC Computer as well as subsequent updates.

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The major activities will be the preparation of a survey report form by SIMR, completion by posts abroad, and subsequent collation by SIMR.

IMPLEMENTATION:

As indicated above, this project dove-tails with major streamlining initiatives being considered by SIME. This inventory should be of interest to other departmental units, namely MRP, MGI and MGP. As this project can be carried out within SIM's present resource allocation, and no funding is required, it does not appear that departmental committees need to become involved. SID is aware of the streamlining initiatives being delivered by SIMR. Posts will be surveyed by means of a form designed by SIMR. SIMR will collate the resulting data, decide on the potential for computerization and develop a suitable means for periodic update. A very limited cost, for a computer specialist, to develop a program for this inventory may be involved.

Potential difficulties are not serious; posts reaction to another departmental survey (given that they have experienced a large number of surveys, etc.) may be mixed and indeed reluctant. However, the survey form will be designed for rapid completion (requiring no more than an hour or two to complete) which will mitigate against this potential difficulty.

Failure to complete this project will hamper SIMR's consideration of streamlining proposals and can have an adverse effect on SIME's determination of its input into the department's phased computer installation programs.

MAJOR STEPS AND TIMING

	<u>Completed By</u>
1. Design of Survey Form	mid January 1984
2. Distribute to Posts	end January 1984
3. Deadline for Replies	mid March 1984
4. Collation of Information	end March 1984
5. Production of Inventory	end March 1984
6. Decision re computerization	end March 1984

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		FUTURE	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.05	2.5							.05	2.5		
New (1)												
Total Direct Costs	.05	2.5							.05	2.5		
Indirect Costs	.2								.2			

BENEFITS

- (1) SIM will have a profile of the potential for effectiveness of all Immigration Sections at posts;
- (2) the inventory will enable SIM to give appropriate consideration to projects aimed at processing efficiencies, as directed by Cabinet;
- (3) this inventory will assist SIME, in conjunction with MFS, to identify suitable test sites for computers and to develop meaningful phased implementation schedules based on (a) post's present potential for computerization, (b) their current effectiveness in terms of office machinery, (c) the level of support from local servicing agencies.



 Project Officer

14 December 1983

 Date



 Project Manager

14 December 1983

 Date

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EAMIP PROJECT NO. SF04

TITLE: Computer-Assisted Immigration Processing System
(CAIPS)

RESPONSIBILITY: Project Manager: SIM;
Project officer: A.J. Humphries

DESCRIPTION: See MIS Section

EAMIP PROJECT NO. SF05

TITLE: Consular Services Training

RESPONSIBILITY: Manager: SIC Director - L. de Salaberry
Project Officer: G.E. Lisk

PRESENT SITUATION:

Many of the personnel going abroad to fulfil the consular services function have in the past been provided with only a modest one and one half day briefing session, while others have received no training at all. The increased demand for and greater complexity of consular assistance has precipitated a situation where more and better preparation of our personnel is required in order to minimize response time, limit the involvement of headquarters and to provide the quality of service Canadians have come to expect.

A thorough needs identification has been completed and the development of an expanded training program for Canada-based personnel has begun. Specific course design has only to be completed before delivery of the new training courses in the upcoming posting seasons (March 1984).

At the end of the next posting season our attention will turn to the development of training courses specifically geared to the needs of locally-engaged consular assistants and honorary consuls. In addition, we will begin to determine and develop the most appropriate and cost effective visual aids necessary to complement the training courses.

OBJECTIVE:

Improved training of all personnel who are, or may be, involved in providing consular services will permit more timely and accurate responses to Canadian public demands, will afford consular personnel with the personal confidence to do their work and will lighten the burden of the Consular Operations Division by reducing time spent on counselling or guiding personnel at posts.

GOAL:

Ultimately, it is our goal to provide all Canada-based foreign service personnel and involve LES with the information and training necessary to handle consular problems or demands. During the next fiscal year we anticipate training as many Canada-based personnel proceeding on posting as is possible. The only constraints foreseen apply to those who are on cross-posting basis and will not return to headquarters or those whose schedule does not permit training.

DESCRIPTION:

The consular services function has often been labelled "the human face" of the Department. It involves greater personal interaction with the Canadian public than does any other single sector at missions abroad. Although the most direct benefit will be realized by the Immigration and Social Affairs Bureau, improved delivery of the consular program

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abroad should have a significant effect on the image of the Department as a whole and of the government in general.

The new approach to consular training will:

- provide more information on all of the consular service areas;
- project a broader picture and provide employees with a better awareness of the processes involved;
- simulate the types of cases/situations that individuals may come upon abroad;
- place greater emphasis on "how" the function is to be performed rather than simply on the "what";
- address the issue "management of the consular program at a post".

In order to ensure the continued effectiveness of the consular training effort, we envisage utilizing three avenues of assessment.

a) Internal Feedback

Consular Operations Division in their day-to-day dealings with missions abroad have been able to identify specific areas where problems are occurring. Over a period of time we will be able to assess whether new, fully trained personnel are showing a reduction in these problems areas and/or modify the training sessions accordingly.

b) Post Inspections

Post inspection teams could be requested to review the management of the consular program at a post with a specific view to identification of problems or shortcomings. This information can be assessed to determine whether the problems could be remedied by training, whether consular employees at post have received adequate preparation before assuming their functions, and also to identify areas requiring greater emphasis in the training program.

c) Trainee Feedback

Trainees whose job profile entails 30% or more consular duties, can be sent a questionnaire three months after arrival at post. This questionnaire would not address the employee's performance but rather seek to identify those areas for which the employee felt further preparation was required before departing headquarters, in order that they be fully operational upon arrival at the mission abroad. This questionnaire would be reviewed and completed by the employee in concert with his/her supervisor in order that a truly objective assessment be obtained. The information in the completed questionnaire would be confidential and utilized as an evaluation tool for the training program only.

IMPLEMENTATION CONSIDERATION:

Although there are common requirements and difficulties associated with the provision of all pre-posting training in this Department, our needs have for the most part been met. The Department's Evaluation Division (CME) has been particularly helpful in assisting with the evolution of this program, and will, it is believed, be documenting its development and determining guidelines to ensure its continuity and effectiveness.

Most of the resource expertise required for our program is available within this Department. Of notable exception is the behavioural segment of the course which involves preparing for the counselling of Canadians who come to us in a time of need and frustration and who often make consular demands which we are unable to satisfy. The expertise required to provide this training is not available within External Affairs. Consultations with representatives of Health and Welfare Canada have indicated, however, that they are most willing to assist through the provision of their personnel.

Consular training sessions are responsive to the numbers of personnel going abroad on assignment each year. The major constraint to the successful delivery of this program involves the timely identification of outgoing personnel not only that we may schedule appropriate courses but also to permit us to confirm the availability of physical training space and resource personnel.

The Department has been relatively fortunate to date with regard to the small numbers of consular cases which have been poorly handled and have brought about negative media criticism and embarrassment. Notwithstanding, we are in an era where the consular demand continues to spiral upwards and to grow in complexity while the number of personnel charged with this function diminishes. There is now greater pressure than ever before to afford our personnel the competency that is required in dealing with these potentially explosive situations. This Department has over the last few years, expended vast sums of money to inform the Canadian public that we are there to help. It would be a false economy if we did not ensure that our personnel were adequately equipped to respond.

MAJOR STEPS AND TIMING

- | | |
|--|---------------------|
| 1. Design training program for Canada-based employees. | Present - Feb. 1984 |
| 2. Commence courses for Canada-based employees. | March 1984 |
| 3. Design program for honorary consuls and locally engaged consular assistants. | Sept. - Nov. 1984 |
| 4. Commence training for honorary consuls and locally engaged consular assistants. | Dec. 1984 |
| 5. Development of visual aids to complement classroom training. | Ongoing, 1984/85 |

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RESOURCE SUMMARY: (\$000)
Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		FUTURE	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	1	29.0	1	29.0					2	58.0		
New (1)		Nil		15.0		35.0				50.0		
Total Direct Costs	1	29.0	1	44.0		35.0			2	108.0		
Indirect Costs		Nil		Nil		Nil						

FOOTNOTES

- (1) The estimate of \$15.0 represents the preliminary development of a consular training film to be used in classroom sessions or sent abroad to posts as required.
- (2) This amount reflects anticipated production costs of the new training film. Costs have been spread across the two fiscal year period in an effort to reflect financial constraint. Should total funds be made available in one fiscal year, this project could be completed at an earlier date.

BENEFITS:

The completion of this training project will provide an impressive departure from the one and one half day briefing session currently offered to Canada-based personnel only. In addition it will afford the visual complement to training which is now non-existent.

Better trained employees, who are equipped to handle consular cases without constant referral to headquarters, can only present a more professional image to the public who seek their assistance, and should substantially reduce the amount of time and money expended on communications between posts and headquarters.

George
Project Officer

December 14/83.
Date

W. L. L. L.
Project Manager

14/12/83
Date

142.

EAMIP PROJECT NO. SF06

TITLE: Counsular Operations Management Information Systems
(COMIS)

RESPONSIBILITY: Project Manager: L. de Salaberry, Director (SIC)
Project Officer: B.J. Davies, Deputy Director (SIC)

DESCRIPTION: See MIS Section

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EAMIP PROJECT NO. SF07

TITLE: Extension of Cost Recovery in the Consular Program

RESPONSIBILITY:

PRESENT SITUATION:

In the fall of 1984 the Consular Services Program will begin an examination of the possibility of extending cost recovery efforts. This project will not be fully developed or full responsibility assigned at this date. However, it is a potential project for inclusion when the plan is updated a year from now.

EAMIP PROJECT NUMBER SF08

TITLE: Domestic Information and Communications Strategy

RESPONSIBILITY: Project Manager: G.R. Rejhon (SCI)
Project Officer: E. Mikkleborg (SCI)

PRESENT SITUATION:

The management requirement is to develop more effective and efficient means of communicating information to domestic audiences. At the moment this is done in a haphazard and misdirected fashion and the systems used to inform Canadian audiences are inefficient. For example, many units in the Department provide information to domestic audiences and there is a general lack of coordination and consistency in these activities. Goals of departmental communications directed at domestic audiences have never been established. There are currently no methods of evaluating the efficacy of our various and disparate activities or measuring the impact of the information received by various Canadian groups.

OBJECTIVE:

The objective of this project is to improve the Department's communications with domestic audiences.

GOAL:

The following are the goals of this project: a clear statement of communications' objectives and goals, methods to attain those objectives and goals, methods to evaluate the pursuit of the objectives and goals, greater interaction between the decision makers and the domestic communications specialists in the Department, and the rationalization of the systems used to communicate with the Canadian public.

DESCRIPTION:

The project will provide senior management with options on how to improve the current situation. This project will involve or affect all parts of the Department that communicate with domestic audiences. These organizational units include inter alia the Press Office, the External Information and Creative Services Division, various general enquiry services, the Business Information Centre, and the divisions of the International Trade Development and Economic and Trade Policy Branches.

The project will require the preparation of a paper for senior management that describes the actual situation and mechanisms used by the Department to communicate with domestic audiences. Further work will be required to review all earlier recommendations related to domestic communications and subsequently to set out objectives, priorities and operating procedures to be used by the Domestic Information Division and other units of the Department. This work will consist of defining the mandate for domestic communication and setting out alternative ways by which senior management can ensure this mandate is carried out. The finished product will be submitted to the Executive Committee for decision. At all stages, the project manager and officer will consult the other parts of the Department involved in domestic information activities. These units are of two types: the purveyors of domestic information and the departmental clients of the domestic information units.



This project should provide a clear understanding of the respective roles and responsibilities of the Domestic Information Division, the other units engaged in domestic information activities and clients of those units. This project will be successful if there is improvement in the coordination and consistency of the Department's domestic information activities in the efficiency and effectiveness of informing domestic audiences; in senior management's control of domestic information activities; and in program managers' ability to support priority departmental goals and policies.

IMPLEMENTATION CONSIDERATIONS:

This project is related to the ongoing work of the Domestic Information Division and the External Information and Creative Services Division as well as other units with major domestic information programs. Once senior management of the Department has taken decisions regarding the recommendations of the Communications Task Force (Delvoie Report), certain parts of this project plan may have to be reassessed and altered. Given the close relationships between the Departments of External Affairs and Regional and Industrial Expansion, the latter department may be involved in or affected by this project.

The Deputy Director-General (Information), the Press Office, the ADM (Social Affairs and Programs) and the Executive Committee will have to approve various memoranda or papers from this project. Consultations will be necessary with all the divisions and units of the Department that either supply information to domestic audiences or that regularly seek the advice and assistance of units to provide such information. The External Affairs' posts abroad will not be involved; however, it may be necessary to consult the DRIE regional offices.

Changes that result from the project will be implemented through briefing sessions, circular letters and administrative notices. Information will be requested regarding the current domestic information policies and activities of various units in the Department; this and related analysis may be done through a survey to be conducted by a consultant hired on contract.

The following are possible constraints that could affect the successful completion of this project: inadequate collaboration of those consulted; the pressure of ongoing duties and responsibilities of Domestic Information Division and difficulty in hiring a consultant on contract. If this project is delayed, improvements would not be made in the Department's domestic communications practices and this crucial departmental function could indeed regress because of inattention.

MAJOR STEPS AND TIMING:

- a) In consultation with other departmental units, identification of problem areas and assessment of current situation, November to January 1984;
- b) Preparation of paper for the Deputy Director General (Information) and the ADM (Social Affairs and Programs) describing the actual situation and the mechanisms used to provide information to domestic audiences, January 1984;

- c) Review of all earlier recommendations concerning domestic communications;
- d) Preparation of a statement of objectives and priorities on domestic information, March 1984;
- e) Description of the current organizational and administrative constraints that impede the reaching of our goals in this area and identification of possible organizational and administrative improvements, March 1984;
- f) Establishment of agreed routine operating procedures between the domestic information division and other units with significant domestic information responsibilities, April 1984;
- g) Presentation of paper on c), d), e) above with options recommending improvements to the Deputy Director General (Information), the ADM (Social Affairs and Programs), and the Executive Committee, April 1984;
- h) Planning for the implementation of the approved recommendations, May to June 1984;
- i) Implementation of approved recommendations, September 1984;
- j) Assessment of the implemented improvements, September to October 1985.

RESOURCE SUMMARY: (\$000)
 Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		FUTURE	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.1	4.0	.25	10.0	.1	4.0			.45	18.0		
New			.25	25.0					.25	25.0		
Total Direct Costs	.1	4.0	.50	35.0	.1	4.0			.7	43.0		
Indirect Costs			.25	10.0								

BENEFITS:
 Senior management will have a straightforward mechanism for ascertaining domestic communications implications of planned policies and programs, and a more streamlined vehicle for communicating with domestic audiences. There will be less dispersion (and therefore increased efficiency and coherence) in the development and delivery of domestic information programs. This should benefit the Department's public image and enhance support of its programs.

Ray L. McMillan
 Project Officer

John L.
 Project Manager

16/12/83
 Date

16/12/83
 Date



EAMIP PROJECT NUMBER SF10

TITLE: Establishment of Performance Measurement Tools for Public Diplomacy Activities

RESPONSIBILITY: Project Manager: ADM - SFB
A. B. Roger SCD
Project Officer: D. Mrkich, SCD

PRESENT SITUATION:
The Bureau does not at present have in place operational performance measurement systems which would assist in the planning, controlling, monitoring and evaluation of their processes, activities and outputs. This situation contributes to a potential lack of control over the Bureau's operations, specifically the service levels, the timeliness, economy, efficiency and effectiveness with which results are achieved in all activities.

OBJECTIVE:
To develop the mechanism which will ensure that the Bureau is producing outputs consistent with departmental, client and Bureau objectives, in the most economical, efficient and effective manner. There is the possibility that developing such a system for specific operational areas could provide models for all of SCD. The Department is exploring the development of a general project management systems and this project is consistent with that initiative.

- GOALS:
- To produce a performance information system for SCD by December 1984;
 - to ensure that the system is consistent and appropriate to the nature and mode of the operations in SCD;
 - to provide mechanisms for linking planning, monitoring, controlling and evaluating the costs activities, tasks and output of the Bureau;
 - the project would ideally result in improved cost control, methods, outputs, service levels and impacts or results;
 - the provision of a historical profile which will permit managers to determine the casual linkages contributing to the final results.
 - to ensure that the PMS is consistent with departmental plans for the introduction of PMS and consistent with SCD's project management system.

DESCRIPTION:
The assignment will focus on the work of the Bureau, however, it will include a survey to determine the methods and systems used outside the Department and may require consultation with client and target groups. Advice may be sought from the program evaluation and the management service groups within the Department.

- The methodology will include:
- I Background and Information Gathering
 - . comparative examples
 - . existing information system
 - . objectives, goals and plans
 - . target groups, client and results identification
 - . selection of a project management system
 - . identification and analysis of work activity, manager's information requirements and expectations.

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II. Fieldwork and Analysis

- . performance indicator development
- . priority setting
- . establishment of standards.

III. Design and Development

- . design supporting information systems
- . monitoring and reporting formats
- . procedures for maintenance and application of PMS.

IV Testing, Refinement, Reporting

- . test run and preliminary internal report
- . system refinement
- . issue management report.

The chief participants will be officers and staff in SCD who form a small task group to address this project.

Assessment would be based on the existence of the following benefits or impacts:

- improved management planning
- provision of tools for more effective decision-making
- effective allocation/reallocation of resources
- assessment of operational efficiency.

IMPLEMENTATION CONSIDERATIONS:

This is a management improvement initiative internal to the Bureau with limited implementation implications for others, however, technical advice and assistance may be sought from finance, OCB, Evaluation and Management Services.

MAJOR STEPS AND TIMING:

- i) Background and information gathering
- ii) Fieldwork and analysis
- iii) Design and development
- iv) Testing, refinement, reporting

April/84
Aug./84
Dec./84
Apr./85

RESOURCE SUMMARY: (\$000s)

Dollars include salary, operating and capital

	83/84		84/85		85/86		COMPLETE		PROJECT		FUTURE	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.10	5.0	1	40.0					1.1	45.0		
New (1)												
Total Direct Costs	.10	5.0	1	40.0					1.1	45.0		
Indirect Costs												

BENEFITS:

Increased ability in SCD to plan, control and assess work, to allocate resources.
Improved information for managers in SCD.

Dan Mirkich

Project Officer

15.12.83.

Date

Allen B. Rye

Project Manager

15.12.83.

Date

EAMIP PROJECT NO. SF11

TITLE: Project Management System for Cultural, Public and Information Programs Bureau

RESPONSIBILITY: Project Manager: ADM SFB/A.B. Roger/SCD
Project Officer: D. Mrkich, (SCD)

PRESENT SITUATION:

There is presently no standardized project management system in the Bureau to give management a control mechanism which monitors the economy, efficiency and effectiveness of operations and activities in SCD. A project management system is required to facilitate the planning and coordination of the Bureau's work particularly in relationship to specific services provided to the geographic bureaux, posts and guidance to other federal departments and agencies conducting public information activities abroad.

OBJECTIVE:

To develop a comprehensive and relevant project management system for SCD, which will facilitate the coordination, planning, control and evaluation of the work and the provision of public information services to the Department and posts abroad.

GOALS:

- To develop a project management system which:
 - is consistent with the departmental approach (see project CC11)
 - is appropriate to the work and needs of the bureau and their clients
 - is consistent with the performance measurement system being developed for SFB
 - is completed in tandem with the performance measurement system in December 1984
 - provides adequate direction for all aspects of project planning, control and evaluation.

DESCRIPTION:

The scope will include consultation with client (including other departments) groups, CCB and finance, however, this is a project which is internal to the Bureau. The approach will include developing a project management system with the standard project life cycle system (9 stages) as a base.

Nine stages in Project Life Cycle

- | | |
|-------------------|---|
| 1. Initiation | Need for project |
| 2. Planning | Feasibility, org. plan |
| 3. Requirements | Desired/necessary |
| 4. Design | General/detailed |
| 5. Development | Construct, document, test |
| 6. Implementation | Prepare user, convert, install, operate |
| 7. Operation | Routine, non-routine |
| 8. Maintenance | Correct, improve |
| 9. Evaluation | Identify/take corrective action |

The approach will also entail the development of guidelines and systems and procedures for such elements as the following:

Letter of Intent; Engagement Memorandum; Project Profile; Follow-up (project); Commitment Documents; Terms of Reference; Project Record; Relevant Documentation; and Progress Reports.



Assessment for the project will be based on examination of the documentation of the system and the following benefits being in place:

1. Improved project control and management decision-making in SFB.
2. Improved timeliness, service levels, effectiveness, efficiency and economy with respect to SFB's output.

IMPLEMENTATION CONSIDERATIONS:

This project, as an internal initiative, has limited complexity attached to implementation. Some unforeseen issues may arise out of consultation with SFB's clients and OCB. In this event adjustments will be made to the project plan.

MAJOR STEPS AND TIMING:

- | | |
|--|-----------|
| 1. Factfinding Consultation | April 84 |
| 2. Analysis and need statement | August 84 |
| 3. Design, development | Dec. 84 |
| 4. Implementation, refinement, reporting | Apr. 85 |
| 5. Assessment | Apr. 85 |

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		* Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.05	1.0	.25	15.0					.30	16.0		
New												
Total Direct Costs	.05	1.0	.25	15.0					.30	16.0		
Indirect Costs												

* To be determined after assessment.

BENEFITS:

1. Improved project control and management decision-making in SFB.
2. Improved timeliness, service levels, effectiveness, efficiency and economy with respect to SFB's output.

Dan Mkech

Project Officer

15. 12. 83.

Date

Allen B. Rye

Project Manager

15. 12. 83

Date

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EAMIP PROJECT NO. SF12

TITLE: Rationalization of Publications in the Department of External Affairs

RESPONSIBILITY: Project Manager: ADM/SFB: A. B. Roger, SCD
Project Officer: D. Mrkich, Management Advisor (SCD)

PRESENT SITUATION:
There is some evidence that the proliferation of publications which are produced by DEA and other departments on related subjects (without coordination and rationalization) are contributing to duplications in cost and effort. In accordance with T.B. and D.S.S. regulations it is incumbent upon departments to rationalize all publishing activities. There is a very specific need for this study due to the recent amalgamation with the former I.T.C. and the special requirements of posts. There is no existing inventory of all departmental publications.

OBJECTIVE:
To determine the potential for rationalizing the use of the print/publication media, in order to reduce the numbers and costs associated with publishing in DEA; in addition to identifying the appropriate clients and target groups for each publication and the best media for disseminating information.

- GOALS:
- To establish an inventory of all publications issued by DEA with a description for each which includes: objectives, budget, target groups, clients, actual costs, production specifics, effectiveness assessment (if there is such an assessment) and potential alternatives.
 - To identify and describe all similar or related publications which are produced by other departments and agencies of the Federal Government.
 - To conduct a comparative analysis which is aimed at determining potential alternatives, savings, efficiencies and improvements in the publishing practices in DEA.
 - By July 1984, to recommend a streamlined publishing activity for DEA.

- DESCRIPTION
- The project involves both DEA and other departments and agencies publishing relevant documents, particularly marketing and promotion publications that overlap with DEA publications. The review of DEA's publications will focus on the effectiveness of the print medium to the objective, the effectiveness of each publication, and will address compliance issues with respect to T.B. and D.S.S regulations.
 - Participants will include primarily the officers and staff from SCD. However, there is a requirement, in order to ensure objectivity, to set up an advisory or steering group to review and sanction the study findings and conclusions. In addition, there is a possibility of engaging the assistance of an independent consultant as a researcher/special advisor.

- Assessment will be based on the degree to which the following benefits are realized:
 - reduction in publishing costs and activities.
 - improved planning for publications through improved information produced by the inventory and comparative analysis.

* There may be some changes to this project plan due to the potential for DSS to accept some or all of this assignment. This may change the resource summary as well.

IMPLEMENTATION CONSIDERATIONS

As this is an internal project in SCD there are few constraints or implementation considerations which are not identified through the process of the study and consultation with the bureaux' primary clients and target groups.

MAJOR STEPS AND TIMING

- | | |
|---|----------------|
| 1. Inventory DEA Publications | January 1984 |
| 2. Inventory related publications | February 1984 |
| 3. Consultation | April 1984 |
| 4. Analysis and Conclusions | June 1984 |
| 5. Report/Recommendations | July 1984 |
| 6. Committee Review /Approval by Administration | August 1984 |
| 7. Implementation | September 1984 |

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.10	4.0	.20	5.0					.30	9.0		
New												
Total Direct Costs	.10	4.0	.20	5.0					.30	9.0		
Indirect Costs												

BENEFITS

1. Creation of an inventory of all publications.
2. Establishment of a streamlined publication function in the department. This may produce savings as some publications might be eliminated, but no estimate can be made until work is well underway on the review.
3. Better information to DEA's clients through more focused publications for each target audience.

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Dan Mitchell

Project Officer

December 15, 1983

Date

Allen B. Py-

Project Manager

15 . 12 . 83

Date

EAMIP PROJECT NO. SF15

TITLE: Communications

RESPONSIBILITY: To be determined

DESCRIPTION:
The goal of this project is to implement approved recommendations of the Communications Task Force. (i.e. Delvoie Report).

TIMING:
This project should be developed as soon as Senior Management decides on the status of the recommendations of the Delvoie report. Overall timing to be determined.

RESOURCES:
To be determined.



EAMIP PROJECT NO. SF16

TITLE: Review of International Cultural Relations Policy
(to be conducted in conjunction with the Department
of Communications)

RESPONSIBILITY: Project Manager: Director of Cultural Policy Division
(SCC)
Project Officer: Bilateral Agreements Officer
(part time basis)

PRESENT SITUATION:

- a) Small Task Force (DOC/DEA officials) has met once to initiate the review and to map out the direction and scope in general terms.
- b) Ministers of External Relations and Communications have exchanged letters aimed at setting terms of reference.
- c) Terms of reference are embedded in a Memorandum to Cabinet on International Cultural Relations discussed by Cabinet Committee on November 28, 1983.
- d) Research phase has begun - SCC project officer is to determine range of existing programs with detailed descriptions (to cover DEA, CIDA, DND, DRIE).
- e) The project began in November and will continue for approximately one year. (M.C. will be submitted to Minister in summer 1984).

OBJECTIVE:

- a) A broader and deeper understanding of the process and substance of cultural diplomacy, as an independent program and in support of overall policy objectives in the department, especially on part of regional bureaux.
- b) Reiteration of foreign policy objectives and corresponding mandate for international cultural relations programs in a manner which is closely linked and which reflects current thinking.
- c) An examination of the appropriateness of the size and scope of existing cultural programs, including the possibility of supplementary and new elements with the concomitant resource rationale.
- e) Possible creation of a cultural stream of foreign service officers.

GOAL:

Short term: Two Cabinet Memoranda for discussion and approval of Ministers to be submitted jointly by the Ministers of External Relations and Communications (the first in summer of '84, the second Dec./84).

Long term: an improved cultural program in DEA with the appropriate implementation to take place beginning in 1984 and continuing into 1985.

DESCRIPTION:

Scope: Programs, Trade and Relations divisions of the geographic branches, the U.N., Fed-Prov. and other bureaux as dictated through the course of the review. Posts will be affected by process and the results of the study.

APPROACH:

Phase I:

- . Research or "Tour d'horizon".
- . Consultation by DEA/DOC with other federal bodies with international programs and within DEA - Geographic Branches, UN Divisions, etc.
- . Analysis of effectiveness of existing programs.
- . Identification of overlaps and duplications.
- . Preliminary consultation with provincial governments and cultural individuals, groups and agencies.
- . Proposals of new program directions and additional functions.
- . Negotiation and definition of roles and authorities of DEA and DOC with agreement on the division of responsibilities (including the resource implications) between the two departments.
- . Development of a Cabinet Memorandum establishing preliminary conclusions and a detailing of the work plan for Phase II.

Phase II: (general outline)

- . Departmental consultation (in-depth) with those organizations outside the federal and provincial governments, as well as continuing internal consultation.
- . Final analysis and conclusions.
- . Production of the final Cabinet Memorandum recommending a long-term federal strategy for international cultural relations.

Participants include the following:

- . DEA: SCC with SCD will take the lead and hold consultations with departmental divisions and posts as appropriate.
- . DOC: The lead here will be vested in the Cultural Affairs Branch.
- . Other federal government departments and agencies with a mandate and (or) programs in the international cultural arena.
- . Provincial governments.
- . Representatives of the cultural community.

Changes in policy and programs will affect:

- . Relationship with programs divisions and geographic branches within DEA.
- . Programs of D.O.C. and other federal government departments.
- . Role of posts in initiating and implementing programs.
- . Applications from artists and groups with an interest in tours, exhibits, exchanges etc.

The review itself will incorporate a detailed assessment of existing programs and policy in DEA and DOC. Formal assessment of the impact of the review and the effectiveness of the pursuant measures will be proposed as part of the Cabinet Memoranda. Approval of Cabinet Memoranda and the program changes will also be a measure of the success of the project.



IMPLEMENTATION CONSIDERATIONS:

This project is autonomous with respect to other special projects in the department but will affect the working out of future relationships with program divisions and will be conducted in consultation with them.

Also involved are: DOC, 10(ten) cultural agencies, Secretary of State, NRC, MSSD, Environment/Parks Canada, etc. Two Cabinet Memoranda will require ministerial signatures and the subsequent approval of the Cabinet Committee on Foreign Affairs and Defence (and possibly the Cabinet Committee on Social Development).

Extensive fact finding will be required throughout the department in the first phase of the study, in order to determine scope, status and costs of the existing set of arrangements.

Posts will be involved at the beginning and final stages of the review. For example, 8 of 9 Pacific posts met in Tokyo December 1 & 2 for discussion of the problems and potential for cultural policies and programs in the Far East. Other such meetings of posts may be called, but, in addition individual posts will be involved throughout (example, Washington). The implementation of proposed changes is not resolved but we expect a major feature of the study will be the study and analysis of the creation of a "cultural stream" of foreign service officers. Consultation throughout the study will mitigate against the need to make sudden or unexpected changes: the most controversial proposal may involve a cultural stream of FSO's, the resulting changes of which will be far-reaching and long-term structurally. Current inadequate resourcing could reduce or limit the scope and depth of the study in addition to affecting the impact of the implemented changes. Full commitment will be required on part of senior management to ensure the successful realization of recommendations in the study. Delays could mean a continuation of the current intention whereby the program is insufficient to serve foreign policy or cultural goals and would postpone the development of an improved delivery capacity within DEA.

MAJOR STEPS AND TIMING:

- Phase I: Research; analysis; consultation; and preliminary conclusions and proposals. July/84
- Phase II: Final consultation; analysis; design, development and issue of recommendations in final Cabinet Memorandum. Oct./84

160.

RESOURCE SUMMARY: (\$000) Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		FUTURE	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	1	45.0							1	45.0	to be determined in study	
New (1)			1	35.0					1	35.0		
Total Direct Costs	1	45.0	1	35.0					2	80.0		
Indirect Costs												

BENEFITS:
(See objectives)

Machy Chyl
Project Officer
Cecil Rabinovitch
Project Manager

Dec. 18, 1983
Date
Dec 15/83
Date

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EAMIP PROJECT NO. SF17

TITLE: Process Model for Formal Bilateral Cultural Agreements and Informal Arrangements.

RESPONSIBILITY: Manager: Director of Cultural Policy Division (SCC)
Project Officer: Deputy Director (SCC)

PRESENT SITUATION:

- a) No previous study has been done on the process and overall implications of the development of cultural agreements and arrangements, even though an increasing number of such agreements and arrangements are being proposed and prepared each year.
- b) Reorganization demands that a new process that encompasses the regional bureaux is designed.
- c) Cultural and other agreements (science, education, trade etc.) are developed in isolation with meetings and work conducted with no deliberate or even informal co-ordination.
- d) Processes and procedures are not consistent, planned, documented or linked so that opportunities for mutual support and enhancement are not exploited.
- e) No work has been done in this area, although study of the agreements as a substantive tool of cultural diplomacy rather than as a mode to improve the process will be subsumed under the DEA/DOC joint review of international cultural relations policy.

OBJECTIVE:

- . To establish a process model which will improve the development of bilateral cultural agreements, ensure better informed consultation on the Canadian side, provide a context related to other bilateral agreements and result in programs which are more focussed and practical.
- . To provide a model which may be extended to other kinds of agreements and/or linked to the development of comprehensive agreements with countries where Canada also has cultural agreements.

GOAL:

- . The description of an ideal process whereby biennial or periodic consultations pursuant to cultural agreements/arrangements can be conducted economically, efficiently and effectively which will situate the cultural talks within a general or political dimension as appropriate.
- . Enable Canada to propose programs, projects and exchanges under an overall and specific commitment of funds.
- . Stipulate the process and participants for consultation with parties outside the department.
- . Render the proposals in each round of talks with foreign countries more precise and practical.

DESCRIPTION:

This project will extend to all those programs, divisions, and posts who are implicated in the development of bilateral cultural agreements. The approach will include the description and analysis of status quo including a broad range of issues, such as, need, usefulness, process, procedures, administration, resources, etc.

There will be consultation within DEA, with other federal government departments/agencies, provincial governments, etc. (who are involved with foreign countries on cultural issues) to determine their perspectives. Options available to DEA for future initiatives will be identified, and analyzed. A preferred process model will be recommended with supporting arguments. Products, results and assessment criteria include:

- . management planning tool.
- . timing of consultation and proposals.
- . prior commitment and recognition of resources.
- . improved understanding of cultural milieu and problems between Canada and other countries.
- . more creative yet practical proposals encouraged.
- . greater use of agreements by other departments, agencies, provincial governments, artists and cultural groups.
- . built-in assessment process.

IMPLEMENTATION CONSIDERATIONS:

Executive Committee will be asked to review the final process model. There will be some involvement and consultation with those posts in countries where Canada is engaged in cultural agreements/arrangements. This is particularly important at the beginning and during the development of options. This process will be developed independently and will be applicable specifically to Cultural Bilateral Agreements; however, the usefulness of results will be greatly increased by applying the model to other Bilateral Agreements.

Implementation of changes will be accomplished throughout the next year where practical and experimental changes will be made to the process following each 83/84 set of cultural talks, which will culminate in a final model which has thus been tested and approved by all participants implementation plans to be more fully developed in the latter stages of the project. There are no constraints which can be readily identified at this point; however, without linkages to other kinds of agreements the potential success of the initiative will be limited to only one segment of bilateral agreements/negotiations. Minimal impact would be realized in the event of a postponement of this project.

MAJOR STEPS AND TIMING:

- | | | |
|------------------------------|---|----------------|
| 1. Fact finding Analysis |) | January /84 to |
| 2. Consultation |) | October /84 |
| 3. Option Identification | | November /84 |
| 4. Recommendations Reporting | | December /84 |

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RESOURCE SUMMARY: (\$000)

The resources for this project are impossible to isolate from the on-going work of the directorate and from the efforts to develop an International Cultural Relations Policy.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		FUTURE	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing			.5	25.0					.5	25.0		
New (1)												
Total Direct Costs			.5	25.0					.5	25.0		
Indirect Costs												

BENEFITS:

(See objectives)

A. Adnkant
Project Officer

Dec 15/83
Date

Cecil Rabinowitz
Project Manager

Dec 15/83
Date

EAMIP PROJECT NO. SF18

TITLE: International Population Conference- Mexico City
August 6 - 13, 1984.

RESPONSIBILITY: Project Manager: J.M. Harrington (SIS)
Project Officer: I.M. Hall (SISS)

DESCRIPTION:
This is a major world conference held every ten years under the auspices of the U.N. to assess the many faceted inter-relations between population growth, economic development, environment and social policies. Canada's contribution in support of U.N. population activities has grown substantially from some \$4.4 million in 1973-74 to \$19 million in 1983-84. Canada has also contributed \$100,000 to UNFPA for the 1984 International Conference on Population.

In order to prepare the Canadian position for the 1984 Conference two committees have been established: an interdepartmental committee chaired by the Director General of the Immigration and Social Affairs Bureau (SID) and a working group to support the interdepartmental committee chaired by the Director of the Social Policy and Programs Division (SIS). The World Population Plan of Action (WPPA) which resulted from the 1974 Bucharest Conference is being reviewed with a view to developing further recommendations for approval by the Conference. There has been one preparatory meeting in New York and a second one will be held in March. Both meetings use two basic documents - the U.N. Secretary General's report on the review and appraisal of WPPA progress in all U.N. countries and recommendations based on that report. The objective of the second preparatory meeting is to reduce the present 94 recommendations to a manageable number and to develop realistic content for consideration at the Mexico Conference.

OBJECTIVE:
To contribute to the development of recommendations, through the Conference negotiations, that incorporate the interrelationship between population and development, population and environment, population and basic health, and population and the participation of women in society.

GOAL:
To ensure, to the maximum extent possible, that the negotiated text reflects Canadian objectives in these four basic areas and at a minimum does not deter them.

DESCRIPTION:
DEA has resource responsibilities as the lead department providing a broad international overview and serving as coordinator for all the activity. Other departmental divisions or bureaux who are involved include IMU, IDA, EEA, LSR, SIM, SFP and SCR plus a number of others in



a more minor way. In addition to the federal government, provinces non-government organizations and parliamentarians are involved and will be represented on the Canadian delegation. The major activities are wide ranging consultation, to develop consensus for the Canadian position; meetings of the committees; preparatory meetings in New York; the conference itself; preparation of material for all of these discussions and follow-up after the conference to communicate the outcome and to develop commitment to implementation of the approved recommendations. The hoped for result is recommendations that can be realistically pursued as targets over the next 10 years and that do not conflict with the Canadian perspective. There will be internal assessment of the success of the Conference from the Canadian perspective and monitoring by DEA but overall monitoring of population developments is carried out by the U.N. after five years and prior to another conference in 1994.

IMPLEMENTATION CONSIDERATIONS:

A number of other government departments are participants in the project including NHW, CEIC, CIDA, DOE, Statistics Canada, MSSD, Secretary of State and Status of Women. Interdepartmental agreement on and Cabinet approval of the Canadian position is required. All provinces, a large number of non-government organizations will be consulted, as will parliamentarians of all parties. The New York Permanent Mission, and the Embassy in Mexico will be involved in providing input and support as is the Embassy at the Vatican and a variety of key posts in the developed and developing world. Advice and reaction to the Canadian position as it develops will be sought from these key players. Twenty posts have been consulted so far. The results of the conference will be communicated to Ministers and all concerned departments and agencies for implementation as appropriate in their respective jurisdictions. Because the international community is involved, there is a wide range of consultative activity. The volume of material to be produced and distributed places a heavy load on the secretarial, photocopying, printing and distribution capacity and resources of the division and the department. Delay in the work would mean that Canada would be unable to participate effectively and would be seen not to be living up to its international responsibilities in these policy areas. Because of extensive provincial, NGO and parliamentarian interest, this would generate public criticism of the government and the department.

MAJOR STEPS AND TIMING:

- | | |
|--|----------------|
| 1. Second Preparatory Committee Meeting in New York. | March 12 - 16. |
| 2. Consultation and preparation of the Cabinet Submission on the Canadian position. | May |
| 3. Completion of consultation and preparation in line with Cabinet direction and establishment of a Canadian delegation that adequately represents the federal and provincial governments, parliamentarians and non-governmental organizations | End June |
| 4. Preparation of the delegation. | July |
| 5. Conference participation. | August 6 - 13. |
| 6. Follow-up to the conference including assessment and communication of results. | September |
| 7. Ongoing monitoring and response to U.N. questionnaires/enquiries for U.N. monitoring. | Ongoing |

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.75	27.0*	1.3	182.5*					2.05	209.5		
New									*	*		
Total Direct Costs	.75	27.0	1.3	182.5					2.05	209.5		
Indirect Costs												

* Includes consulting and temporary help requirements (\$10.0) and travel and living expenses for 20 participants from Canada, (\$80.5) office space, hospitality and interpretation.

** At the end of the project an estimate of the total costs associated with production of material will be made and documentation of the project and associated costs will be left on file for the benefit of other officers who may be involved thereafter.

BENEFITS:

- Human fertility, morbidity and population growth are major factors affecting economic development, the environment and social and political stability, in all of which Canada has major involvement and interest. It is clearly in accordance with Canada's foreign policy objectives for the International Population Conference, 1984, to be successful and for further progress to be made in slowing the rate of population growth, particularly in developing countries, given Canada's role as a major aid donor and the interest of Canadian parliamentarians and NGO's in population and its relationship to development. It is also clearly desirable for Canada to play and to be seen to play, a constructive role in the lead-up to the Conference, at the Conference itself, and in the implementation of policies, as appropriate, thereafter.
Although four other federal departments have a major role in population questions (and four others have relatively minor roles) there was no obvious single department able to take a lead position. For this reason and because of its international responsibilities DEA felt obliged to assume the lead role with the concurrence of all others concerned. SIS has taken on this responsibility, despite a lack of resources, because there was no real alternative. The Department's credibility will definitely be enhanced if our participation is successful but we will certainly be severely criticized if it is not.
- The management of Canada's participation in IPC 84 is fully in accordance with the Department's role (and that of SIS) as an interface between domestic social policies and programs and the international environment. It is therefore fully in accordance with our recently re-defined mandate.

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- 4. Opportunity to benefit from the conference feedback as it influences domestic policy, development of innovative approaches to international conference work and development of new policy initiatives.
- 5. Opportunity to cost, in a realistic manner, financial implications that accrue with "lead department responsibility" for a UN-sponsored international conference.

Ingrid Heo
Project Officer

Feb. 23 1984
Date

M. Harindan
Project Manager

Feb 23, 1984.
Date

EAMIP PROJECT NO. SF19

TITLE: Indigenous Peoples' Organizations International Liaison

RESPONSIBILITY: Project Manager: Social Policy and Programs Division (SIS)
Project Officer: to be determined

DESCRIPTION:

The Department has been asked to work with the various Native Peoples' Organizations of Canada to assist them in their contacts with the United Nations and other international organizations and groups of indigenous peoples in various parts of the world, to promote their common interests. Responsibility for developing and carrying out this function has been assigned to SIS which is also to serve as a focal point for the Department's contacts on indigenous issues with other departments and organizations in Canada and abroad. No resources have yet been provided for this purpose and the task has not yet been defined.

When an officer has been assigned the following study should be undertaken:

- 1) Inventory of existing activities;
- 2) Examination of possible new activities based on suggestions of indigenous peoples' organizations;
- 3) Assessment of these in context of Canada's overall foreign policy;
- 4) Consideration of possible need for new consultative machinery:
 - a) intra-departmental
 - b) inter-departmental
 - c) with Native Peoples' Organizations;
- 5) Resource implications.

MAJOR STEPS AND TIMING:

Project will be fully developed, depending on assignment of desk officer, before the end of the fiscal year.



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HUMAN RESOURCES MANAGEMENT

EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM

HUMAN RESOURCE MANAGEMENT

The following are the projects from the Personnel Branch which form part of EAMIP.

Ex Conversion Exercise - Phase II

PMIS Workload Priorities

Affirmative Action Workplan

Design and Implementation of a Human Resource Management Framework in External Affairs

Integrated Policy and Management Framework for Training and Development

Review of Secondments Program

Implementation of Executive Committee Decisions on McDougall Recommendations

Management of Non-Rotational Personnel in External Affairs

Review of Stream Concept

Human Factors in the Introduction of New Office Technology

Foreign Service Career Models by Stream

Human Resource Plan for Responding to Financial Management Needs

Delegation of Authority for Personnel Management

Consolidation of Development Aid Stream

Rotational AS/AT Program Implementation

Improvement of Foreign Language Training Program

Improvement of Support Services Program to Employees and Families

Retirement Program

Assignment Policy for Employees Couples

Review of Diplomatic Designations

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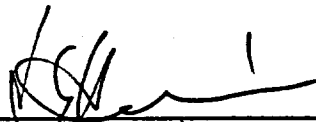
Projects in the Development/Discussion Stage

Development of a Strengthened and More Responsive Classification Process in External Affairs (to come)

Improved Capacity to Deliver Secretarial Services

Establishment Analysis (to be discussed with CMD) (to come)

Career Review and Counselling (to come)



J.G. Harris

Assistant Deputy Minister
Personnel Branch

23/Dec/83

Date

EAMIP PROJECT NO. AC01

TITLE: EX Conversion Exercise - Phase II

RESPONSIBILITY: ACB - Project Manager
ACBZ - Project Officer
ADA - Project Officer

PRESENT SITUATION:

At its meeting of August 10, 1983, Treasury Board approved the new organizational framework for the Department of External Affairs as well as the twelve Assistant Deputy Minister titles: Treasury Board attached the following conditions to its approval:

- i) that this reorganization not result in incremental PY or dollar resources;
- ii) that complete job descriptions for the twelve Assistant Deputy Minister positions be submitted by September 30, 1983;
- iii) that complete job descriptions for the Headquarters senior personnel complement be submitted by December 31, 1983.

Responding to this last Treasury board condition constituted a major managerial exercise in that a majority of the approximately 180 Headquarters EX and EX/FS positions were substantially affected by the September 6th reorganization and their job descriptions would have to be reviewed and rewritten to capture an entirely new set of responsibilities and relationships. The following process was established by ACB to meet the December 31st Treasury Board deadline for developing new job descriptions for the Headquarters senior personnel complement:

- i) an EX Complement Task Force was created in October to ensure that up-to-date job descriptions are rewritten by the present incumbents to the positions and reviewed by their respective Assistant Deputy Ministers;
- ii) a pre-evaluation of the Headquarters Senior Management Complement Group level positions would be undertaken by the Barton Committee which was reconvened in November of 1983 in order to meet the end of December deadline.

OBJECTIVE:

The creation of a fully qualified, properly sized and classified senior Headquarters complement to provide effective managerial leadership and senior executive attention to the complex array of challenges and opportunities facing the Department of External Affairs.

GOAL:

The effective conversion of the qualified EX and FS/EX incumbents to an adequately resourced and properly classified Headquarters senior personnel complement, by mid-1984.

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DESCRIPTION:

A more detailed description of the sequential tasks involved in completing the EX Conversion Exercise can be summarized as follows:

- i) The EX Complement Task Force, headed by Rick Kohler, supported the preparation of up-to-date job descriptions by the 180 Headquarters EX and EX/FS incumbents to accurately reflect their levels of:
 - know how;
 - problem solving; and
 - accountability, in accordance with the Hay system of classification.

- ii) The Barton Committee was reconvened in November of 1983, to complete a thorough pre-evaluation of the EX and EX/FS classification levels, ensure internal compatibility between the classification proposals and to make recommendations on the appropriate size and composition of the Headquarters senior personnel complement. Key representatives on the Barton Committee included:
 - Deputy Head of Mission OECD - Paris
 - Counsellor Commercial - Washington
 - Minister Social Affairs - London
 - Director of UTT
 - Consultant from C.I.D.A.

- iii) Presentation of the Barton Committee recommendations to the Assistant Deputy Minister Personnel and subsequently by ACB to the Under Secretary of State for External Affairs. A Treasury Board Submission will then be prepared providing detailed justification on the size and composition of the Headquarters senior personnel complement and the recommended classifications of the 180 EX and EX/FS positions.

- iv) Review and discussion of Treasury Board's response to the Department's recommendations and a finalization of the Headquarters senior executive complement and classification levels.

- v) Conversion of well qualified EX and FS/EX incumbents to the newly classified senior executive positions would be undertaken as a separate exercise under procedures to be worked out with the Public Service Commission.

IMPLEMENTATION CONSIDERATIONS:

This task is clearly a direct extension of the earlier completed classification and scoring of the Department's new Assistant Deputy Minister positions and will be an integral part of the eventual overall classification review of those positions which have been significantly impacted by the September 6th reorganization. In recognition of this, Bill Barton has consulted closely and individually with all ADMs to clarify reporting relationships and mandates within the context of the new organization.

MAJOR STEPS AND TIMING:

Major milestones of this project include:

- i) Completion of the findings and recommendations of the Barton Committee. end of Nov/83
Nov. 83.
- ii) Review of Barton Committee recommendations with the Assistant Deputy Minister Personnel and the Under Secretary of State for External Affairs. Dec. 83
- iii) Signoff and onward transmission of the EX Headquarters Complement submission to Treasury Board by the Under Secretary of State. mid Jan./84
- iv) Treasury Board finalization of the authorized Headquarters Senior Management Group Complement and its approved classification levels for the senior positions. May 84
(estimate)
- v) Conversion of incumbents to the newly classified Senior Management Group positions, by mid-1984, under arrangements to be worked out with the Public Service Commission.

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RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	1.3	75.4							1.3	75.4		
New												
Total Direct Costs	1.3	75.4							1.3	75.4		
Indirect Costs	.9	36.0							.9	36.0		

See detailed costing breakdown attached to this project description.

BENEFITS:

A properly sized and classified senior Headquarters complement will ensure that an effective level of senior executive attention is directed towards the complex array of issues and opportunities facing the Department of External Affairs.

E. Abbe
Project Officer

A.S. Paffen

J. G. Ham
Project Manager

Dec 22, 1983
Date

Dec 21, 1983
Date

Dec 23, 1983
Date

APPROXIMATE COSTING FOR EX COMPLEMENT TASK
FOR A PERIOD OF THREE MONTHS

Salary Costs

Barton Committee

Mr. Barton	(\$350.00/day)	\$ 8,750.00
3 FS 3	(230.00/day)x 10 days	6,900.00
1 CO 4	(230.00/day)x 10 days	2,300.00

Task Force(convened for a three month period)

1 FS 2	(\$173.00/day x 60 days)	10,380.00
4 FS 1	(96.00/day x 60 days)	23,040.00
1 CR 3	(77.00/day x 60 days)	4,620.00
1 Word Processor Operator	(112.00/day x 60 days)	6,720.00

Travel Costs

Air Arrangements (Estimates)

London-Ottawa (Return)	2,120.00
Paris-Ottawa (Return)	2,290.00
Washington-Ottawa (Return)	350.00

Per Diems

3 Officers (33.55/day)x 15 days	1,510.00
3 Hotel Rms (55.00/night)x 15 nights	2,475.00
Misc (Taxis etc.)	250.00

Overhead

Photocopier (\$500.00 x 3 months)	1,500.00
Stationary and supplies	2,000.00
Telephone	200.00

Indirect

Cost of having 180 EX officers spending
1 day each to prepare job descriptions

Average Salary of \$200.00 x 180 36,000.00

TOTAL \$ 111,405.00

175.

PROJECT PLAN AC02

TITLE: PMIS Workload Priorities

RESPONSIBILITY: Manager: A.D. Morgan
Project Officer: A. Schwartz

DESCRIPTION: See MIS Section

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EAMIP PROJECT NO. AC03

TITLE: Affirmative Action Workplan

RESPONSIBILITY: Project Manager: ACB
Project Officer: ADA

PRESENT SITUATION:

The overall objectives of the Affirmative Action Policy issued by the Secretary of Treasury Board are aimed at eliminating systemic as well as overt discrimination against women, Indigenous people and handicapped persons as well as introducing effective measures to ensure that these groups achieve equitable participation at all levels in the Public Service based on their representation within the available, interested and qualified work force.

Given the scope and complexity of implementing the Affirmative Action Policy, Treasury Board has formalized its requirement to prepare a detailed, time-phased Work Plan to guide the analytical phase of the Affirmative Action Program.

The Work Plan is to provide detailed information on and designation of responsibility, within External Affairs, for the following topics:

A) The Organization:

- Communications Plan
- Commitment of Deputy Head and Involvement of Senior Management
- Maintenance of EO Activities During Affirmative Action Analysis
- Resources Allocated to the Affirmative Action Program
- Person-years to be allocated by TBS (if applicable)
- Union and Target Group Involvement

B) The Analysis:

- Workforce Analysis
- Employment Systems Analysis

WORKFORCE ANALYSIS:

The workforce analysis is intended to provide a comprehensive picture of employees by sex and target group status. The situation of target group members is to be compared to that of non-target group members in order to identify whether differences exist. A utilization analysis, based on the availability of target group members, is to be made to determine whether under-representation exists.

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EMPLOYMENT SYSTEMS ANALYSIS:

The purpose of the employment systems analysis is to identify and measure the impact of employment policies, practices and procedures which may serve to exclude or disadvantage target group members. The quantitative aspect of impact analysis lends itself more readily to women as a target group than it does to the Indigenous and handicapped target groups because of their small numbers in the Public Service. Thus, the qualitative aspect of the impact analysis is essential to ensure a full diagnosis for these latter two target groups. The deadline for completion of both analyses is August 1984.

We are now in the process of preparing the Affirmative Action Work Plan which is to be approved by and submitted to the Treasury Board over the signature of the Under Secretary of State for External Affairs.

OBJECTIVE:

To ensure that sound planning and forethought precedes the implementation of the Affirmative Action Program in External Affairs.

GOAL:

To prepare a comprehensive and practical workplan which lays a realistic foundation for the analytical phase of the Affirmative Action Program as soon as resourcing from Departmental sources is known.

DESCRIPTION:

The Personnel Policy and Planning Division has been assigned overall responsibility for preparing the Affirmative Action Work Plan in full accordance with the Treasury Board outline and timetable. Departmental managers, employees and bargaining agents will be kept informed on the contents of the Affirmative Action Work Plan and the feedback from Treasury Board when those results become available.

IMPLEMENTATION CONSIDERATION:

The major implementation consideration is the dedication of an adequate level of Person Year and financial resources to translate effectively the Affirmative Action strategy into action, given that:

- i) existing Equal Opportunity activities are to be maintained during the Affirmative Action Analysis.
- ii) the Affirmative Action Analysis is very data reliant and the collection and assessment of data will provide the basis for preparing the eventual action plan to implement the findings and recommendations of the review.

MAJOR STEPS AND TIMING:

The deadline for submission of the Affirmative Action Workplan to Treasury Board is December 31, 1983.

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.3	12.0							.3	12.0		
New	-	-										
Total Direct Costs	.3	12.0							.3	12.0		
Indirect Costs	.1	10.0							.1	10.0		

BENEFITS:

The project represents the first phase of implementing the Affirmative Action Policy in the Department of External Affairs. Benefits will include improved management of human resources and more equitable treatment of members of the target groups.

J. Boles

Project Officer

Dec. 22/83

Date

Project Manager

Date

EAMIP PROJECT NO. AC04

TITLE: Design and Implementation of a Human Resource Management Framework in External Affairs.

RESPONSIBILITY: Project Manager: ADA, A. Morgan
Project Officer: ADA, M. Duncan

PRESENT SITUATION:

The Personnel Branch in the Department of External Affairs has identified the need to establish a strengthened basis for planning and managing the complete spectrum of personnel activities in an effective and fully integrated manner. A major step towards accomplishment of this goal will be the design and implementation of a Human Resource Management Framework which emphasizes:

- a) a formalized basis for the integration of corporate priorities and directions into the personnel planning and resource allocation processes;
- b) a more direct input, by Personnel, into the departmental strategic and operational planning decision-making processes;
- c) a sustained effort to identify and formally respond to the longer-term personnel priorities and needs of senior management;
- d) the design and delivery of individual personnel activities, e.g. training, human resource planning, performance appraisals, staffing, etc., within a fully integrated, clearly understood program context;
- e) the establishment of explicit linkages between the personnel planning, budgeting and performance reporting processes; and,
- f) the definition of clear, well understood roles, responsibilities and inter-relationships for human resources management in External Affairs.

OBJECTIVE:

To improve the capacity to plan and manage a more effective and better integrated set of personnel activities in relation to the overall, substantive objectives of External Affairs.

GOAL:

To design and implement an effectively integrated Human Resource Management Framework, fully linked to the departmental planning system, by October, 1984.

DESCRIPTION:

Effective accomplishment of this goal will require a substantial contribution from each of the Personnel Divisions as well as the senior personnel managers. Attainment of a more direct integration of critical human resource dimensions into the departmental strategic and operational planning and performance reporting systems will require continuous consultation and discussion with the Corporate Management Bureau and particularly the Corporate Planning Division. Our approach to undertaking this comprehensive managerial initiative is summarized in the following points:

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- a) ADA will take the lead role in preparing a preliminary sketch of the integrated Human Resource Management Framework for detailed review and discussion, initially within the Personnel Branch and subsequently with designated representatives throughout the Department. We must ensure that we are proceeding from a common conceptual understanding and uniform use of planning and managerial terms. To this end there must be sufficient precision and completeness to the preliminary document to enable identification of areas of agreement and isolation of those topics which require more detailed review and attention. A simple description of the human resource strategic, operational, work planning and reporting systems will be devised in terms of their: Scope, Main Planning Steps, Roles and Responsibilities, Timing, Illustrative Examples, and Options for Attaining Greater Integration.
- b) This project will proceed under the leadership of a Steering Committee chaired by ACB and comprising: ABD, APD and ADD supported by ADA. Initial co-ordination & consultation at the divisional level will be effected through the existing Branch Human Resources Planning Committee.
- c) There will be regular consultation with the Corporate Planning Division in order to ensure that there is an effective meshing of the Branch and Departmental planning processes and that the range of options for integration are fully developed and explored.
- d) ADA will undertake a step-by-step procedure to ensure a full understanding and realistic testing of the proposed management framework by the Directors in the Personnel Branch and outside it as may seem appropriate.
- e) Necessary modifications and suggested areas of improvement will be worked into a final version of the Human Resource Management Framework and presented to the Personnel Steering Committee for its review and approval.
- f) The Implementation Phase of this project will give maximum emphasis to the development of understanding and skills through the presentation of training sessions built upon relevant case study materials.

IMPLEMENTATION CONSIDERATIONS:

As indirectly indicated in previous sections of this project description, the design and implementation of our Human Resource Management Framework cannot take place in isolation of a large number of complementary initiatives laid out in the External Affairs Management Improvement Program, e.g. the Departmental Planning, Resource Allocation and Reporting Systems, etc. as well as the emerging requirements of Central Agencies for a deeper integration of personnel dimensions into the senior management decision-making processes by the spring of 1985.

It will necessarily take between two and four years for this integrated planning, resource allocation and performance reporting system to become fully operational. The approach will be to start simply and build upon existing Branch capacities and systems. The challenge of selecting, developing and deploying the right mix of employee skills to achieve the Department's priorities and objectives is becoming increasingly complex and demanding of human resource leadership and managerial abilities particularly in the context of a career system with little turnover operating in a dynamic environment. Any decision to postpone this important managerial initiative, or, a failure to complete it well, will seriously diminish External Affairs' capacity to effectively respond to this challenge.

MAJOR STEPS AND TIMING:

1. Design of a preliminary description of the Human Resource Management Framework, fully linked to the corporate planning, resource allocation and reporting systems. March 1984
2. Full consultation with designated representatives inside the Personnel Division and throughout the Department. April/
May 1984
3. Incorporation of necessary modifications and suggested areas of improvement into the final version of the Human Resource Management Framework. June 1984
4. Senior executive review and approval of the major recommendations and management systems. July, 1984
5. Development and delivery of skills development sessions which emphasize case study materials to ensure the effective implementation of improved managerial practices, systems and procedures. August/
Sept., 1984
6. Introduction of the Human Resource Management Systems, in October 1984, coincidentally with the start of External Affairs Operational Planning cycle.
7. Assessment of the effectiveness of the Human Resource Management Framework after its first year of implementation. August/
Sept., 1985

RESOURCE SUMMARY: (\$000s)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.25	25.0	1.5	90.0	.25	30.0			2.0	145.0		
New	-	-	-	-	-	-						
Total Direct Costs	.25	25.0	1.5	90.0	.25	30.0			2.0	145.0		
Indirect Costs	-	-	1.25	70.0	.25	20.0			1.5	90.0		

BENEFITS:

Effective implementation of a well integrated Human Resource Management Framework will produce a strengthened departmental capacity to plan and manage a more coherent and responsive set of personnel activities. Important aspects of this managerial improvement will include:

- a) a direct integration of major human resource dimensions into the senior executive decision-making processes of the Department;
- b) a formalized basis for translating corporate priorities and benefits into the Personnel Branch's planning processes;
- c) an improved strategic responsiveness of personnel programs to the priorities and needs of line managers;
- d) an explicit statement of the respective roles, responsibilities and inter-relationships of line and personnel managers for effective human resource management in External Affairs;
- e) a much higher emphasis and visibility on the professional service and advisory dimensions of the Personnel Branch's mandate as opposed to the control aspect;
- f) the establishment of a strengthened basis for allocating attention and resources to the highest personnel priorities and for monitoring progress towards their effective achievement.

M. H. Humeau
Project Officer

Dec 21, 1983
Date

A. J. P. P. P.
Project Manager

Dec 21, 1983
Date

EAMIP PROJECT NO. AC05

TITLE: Integrated Policy and Management Framework for Training and Development in the Department of External Affairs.

RESPONSIBILITY: ADM - ACB
ADD
ADT

PRESENT SITUATION:

a) Issues to be addressed:

1. Senior Departmental Executive (particularly the Under-Secretary) places a high priority on strengthening the managerial, professional and administrative capacity of all staff throughout the Department of External Affairs. Training and Development is considered to be a fundamental means of achieving this. The establishment of ADD is seen by senior departmental management as an expression of the priority now given to training and development.
2. Training and Development has been reactive to the assignment process and to Central Agencies. The Department must develop a more systematic method of determining training and development needs and the means to meet them. This requires a strengthened set of management processes.
3. The training and development function lacks the resources to fulfill its mandate in the Department. There is a need to establish an improved basis for identifying and ranking training needs, translating these into operational and financial priorities and ensuring an adequate resource base to deliver approved training programs.
4. There is no clearly defined statement on the purpose and philosophy of training and development within DEA. Should training and development be concerned more with the quality of the departmental managerial framework or with the particular skills of individuals within it? Should it emphasize the similarities or the differences of DEA operations from those of other departments and agencies?
5. There is no clear understanding of the overall mandate, role, responsibilities and inter-relationships for training and development in External Affairs. There is a need to strengthen the essential linkages among training and development assignments, career planning, manpower, forecasting, secondments, appraisal etc.

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b) What needs to be done:

Management Framework

1. Develop an improved basis for planning, resourcing and managing a DEA Training and Development Program.
2. Establish an improved basis for identifying and ranking training needs, for translating those into operational and financial priorities and obtaining the additional resources required to deliver the approved Training and Development Program.
3. Respond to corporate priorities and directions by contributing to the definition of human resource strategies at the Executive level. (A fully integrated management framework is described in Figure 1).

STEPS AND TIMING:

1. Development of a draft outline of the major elements of the integrated Management Framework i.e. strategic, operational, work planning and reporting in terms of their:
 - Scope
 - Steps and Timing
 - Roles and Responsibilities
 - Essential Linkages
 - Illustrative Examples Feb.84
2. Full consultation on draft Management Framework, both within the Personnel Division and throughout the Department. Feb.-Mar.84
3. Incorporation of necessary modifications and suggested areas for improvement into final version of the Management Framework. Apr.84
4. Presentation to ACB and other senior managers for review and approval. May.84
5. Implementation of Training and Development Management Framework coincidentally with the 1985/86 Operational Planning Cycle. Oct.84

Policy Framework

Develop a clear and comprehensive policy statement for Training and Development within the Department of External Affairs. Major elements of this policy statement would include:

- Departmental Training Philosophy
- Training priorities and objectives
- Purpose of formal training, assignments, educational leave secondments, CAP assignments etc. within a well conceived and fully integrated Training and Development Program
- Mandate for Training and Development
- Roles, responsibilities and inter-relationships etc.

STEPS AND TIMING:

- 1. Preparation of a draft Training and Development Policy Framework. Dec.84
- 2. Circulation of draft Policy Framework within the Personnel Division and throughout the Department. Jan.85
- 3. Incorporation of all necessary revisions and development of a final Policy Framework for presentation to ACB and other senior executive members. Mar.85
- 4. Promulgation of the Training and Development Policy Framework. Apr.85

Essential Linkages

There is a need to undertake a systematic examination of the critical linkages between Training and Development and other major dimensions of the Personnel Function and to strengthen those linkages found to be underdeveloped.

An initial listing of these essential linkages includes:

- Recruitment Process
- Assignment Process
- Career Planning
- Secondment Process
- Appraisal Process
- Manpower Planning
- Affirmative Action

STEPS AND TIMING:

- 1. Development of methodology for conducting the review. Nov.84
- 2. Conduct of the study with regular progress reports made to Personnel Branch Steering Committee. Dec.84- Jan.85
- 3. Development of a management action plan that responds effectively to the findings and recommendations of the essential linkage study. Feb.85

Organizational Structure and Capacity

Implementation of a more systematic basis for determining Training and Development needs and senior executive approval of the Policy Framework to establish an effective basis for reviewing the adequacy of the Training and Development organizational structure and professional resources.

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STEPS AND TIMING:

1. Review of Training and Development Organization structure and level of professional resource requirements, on the basis of known program demands, approved mandate etc. Apr. 85
2. Presentation to ACB on major findings and recommendations of the organizational study. June. 85

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

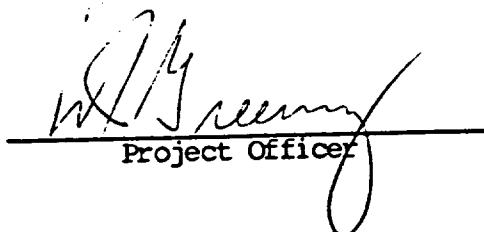
	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.1	15.0	1.25	117.0					1.35	132.0		
New												
Total Direct Costs	.1	15.0	1.25	117.0					1.35	132.0		
Indirect Costs	.25	10.0	1.0			52.0			1.25	62.0		



 Project Manager

21 / 12 / 83

 Date



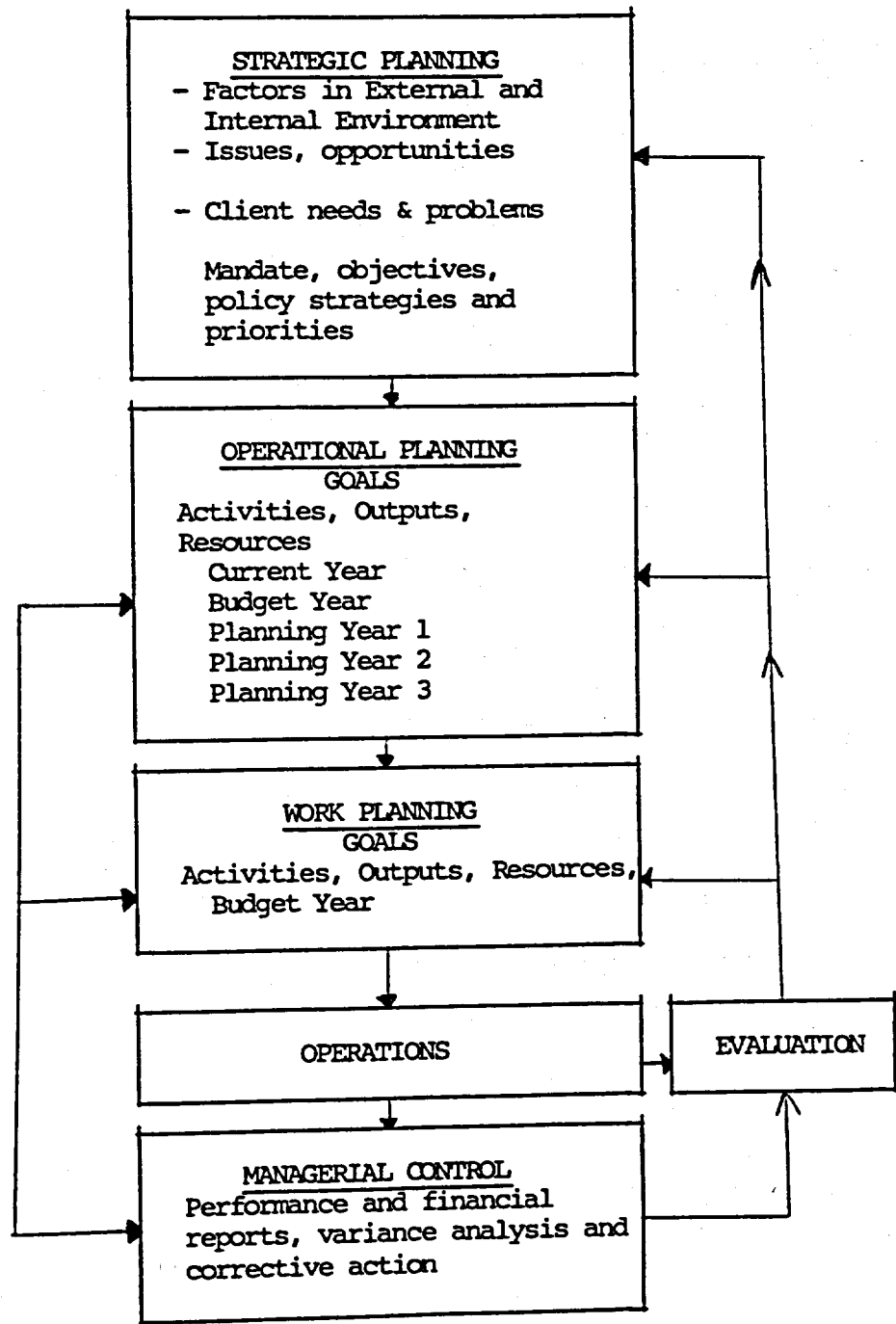
 Project Officer

21 / 12 / 83

 Date

FIGURE 1

INTEGRATED MANAGEMENT FRAMEWORK FOR TRAINING & DEVELOPMENT



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DEPARTMENT OF EXTERNAL AFFAIRS

TRAINING AND DEVELOPMENT OVERVIEW

Major Priorities and Emphasis - 1984

I. Strengthened Managerial Skills, especially for the Middle Management Group

The strategy here will be to develop internal modules which reflect the systems that departmental managers must use. To this end a profile of needs at the mid-rank officer level will preface the development of training. Special emphasis will be given to planning and the administration of public funds. At the senior management level strategic planning will be stressed.

In addition to internal training the Department must endeavour to strengthen its management capabilities through the use of outside programs. Courses at the Staff Development Branch provide a good overview of government management systems and are particularly useful to officers who have spent long periods overseas. We need to ensure that the Department meets the minimum standards of attendance set by the Central Agencies, both at the EX and middle-management levels. Programs of proven quality such as those offered by Banff, Western, Queens and other private institutions should be supported. Education leave and our secondment program should be carefully examined to take full advantage of opportunities for management development.

II. Administrative and Financial Training

Internal modules in the areas of finance, property and materiel and personnel have been developed in the past, and aimed primarily at support staff, especially clerks. These need to be offered on a regularly scheduled basis to cope with the lack of rotational training positions at Headquarters. The line trainers in various bureaux need continuing support to ensure programs are properly designed and conducted.

The above modules need to be modified and offered at the middle-management level. Especially important are programs in budget planning and performance management, including discipline and the handling of grievances. Administrative Trainees are currently exposed to a comprehensive program of on-the-job assignments and formal training sessions. This should continue, but greater attention must be paid to the first overseas assignment, especially for ATs recruited outside the Department.

III. Officer Development

In the "new" External Affairs courses developed within predecessor departments are being continued, but with a view to adapting these and offering them to other streams. A program on International Negotiating has already been conducted successfully on this basis, and will be repeated during the coming year. Seats on the Entrepreneurial Immigration course will be offered to the Commercial stream, and there will be participation by both the Political and Social Affairs streams in Commerce officer modules.

There will be greatly increased resources for foreign language training in 1984, which will contribute not only to job performance but cultural adaptation as well. Consular training will be revamped, increasing the time allocated to the current headquarters workshop and making the training techniques more participative and practical. Secondments and assignments will continue to play a major role in officer development and their linkage to formal training needs to be strengthened wherever possible.

IV. Technological Change

Change has already begun to reach into the Department with the introduction of specialized equipment such a word processors and microcomputers. Experience in the private sector has shown that a number of problems in this area can be alleviated or prevented by training. In 1984 there will be two types of sessions; general awareness for senior management and workshops to help operational managers understand the capabilities and limitations of equipment and operators.

There has already been a heavy demand for financial support from all levels of personnel to attend a wide variety of outside courses. The strategy for 1984 will be to concentrate on internal seminars for creating management awareness, and to use outside facilities for regularly scheduled, hands-on training, especially for word processing. The Department's word processing units do not have the time or resources to mount effective in-house skills training this year. The training job will be helped immeasurably by effective management decisions in such areas as equipment standardization.

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TRAINING AND DEVELOPMENT - EXTERNAL AFFAIRS

PROGRAM PRIORITIES - 1984

I. Management Development

i. PEMS/Ministry of State Project

Design and delivery of an in-house course addressing the need to understand the policy and expenditure management system. Work has begun to identify course content and outside resources who might assist in the training. Development work to be done by end of March '84 with pilot project ready for the pre-posting season. Courses to be run during '84/'85 on a regular basis for priority audiences.

ii. Middle Management Training Program

The issue of management development has not been specifically addressed in recent years, although the Commercial Stream has a tradition of sending officers to outside courses. A needs identification profile for mid-rank officers is currently underway and will be available by the end of fiscal year '83/'84. The ensuing program will be a mix of in-house modules and courses offered by private institutions and the PSC. New internal programs will stress budget management and performance management, especially as it relates to grievances, the discipline procedure and recall from posts. Outside courses will include the Staff Development Branch middle manager program, in order to provide our officers with an overview of government systems. Established management programs such as those offered by the major universities will be used to expose officers to private business practices and contacts. Short outside courses will focus on specific skills such as time management and decision-making.

iii. Executive and Head of Post Training

The department should ensure that we meet the central agency standard of 10% of the EX Group attending orientation courses. Feedback from 1983 participants has been positive indicating that it is beneficial for our FS officers to be exposed to problems experienced in other departments and government systems in general. A target of 25 participants has been set for 1984-85. Courses offered outside the public service should be utilized especially those institutions with established programs such as Queens, Western, Banff, Insead. Strategic planning should be stressed in executive development.

The annual Heads of Post briefing session will feature several management subjects, including leadership style; post and headquarters planning systems, performance management and discipline overseas. Case studies will be introduced wherever possible.

II. Administrative and Financial Training

In response to the demands of reorganization and the increasing complexity of administration abroad, the strengthening of the overall administrative training program is a priority. The program will be developed in accordance with the following principles:

- a. training courses should be offered at the beginner, middle and advanced levels in Finance, Property and Materiel and Personnel;
- b. new modules will be developed for Heads of Post and Senior Program Officers to familiarize them with management-oriented issues in this area;
- c. courses will be offered on a regularly scheduled basis throughout the year;
- d. the major administrative bureaux will identify a coordinator who will be responsible for courses offered in their area for a period of one year;
- e. agreement should be sought between the Administration and Personnel Branches so that high importance will be given to this sort of training.

III. Officer Development

i. Commerce Officer Development Modules

Six of the nine modules traditionally run by ITC have always been of interest to External Affairs. In 1984 we will contract to have these modules given in-house, and in addition will develop a course on Export Financing in conjunction with EDC. Our intention is to continue to place some External Officers on ITC-sponsored courses, and offer seats on our own programs in return. In this way links between the two departments will be maintained.

ii. Entrepreneurial Assessment Course

The course centering on the analysis of entrepreneurial potential and business performance was designed for Immigration Officers, and conducted once in 1983. On the basis of favorable feedback, it has been decided to offer this program again in 1984, making changes where appropriate. It appears that attendance could benefit a number of officers in the Commercial Stream as well.

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iii. Consular Training Program

The current formal Consular training workshop is of 1-2 days duration only. This does not provide time for adequate skill development in the areas of interviewing, handling unusual situations and difficult clients. The program is presently undergoing re-design, and will be expanded to one week. Greater use will be made of case studies, role plays and VTR feedback.

IV. Technological Change

In 1984 Training Division needs to offer two types of training to the Department: a) awareness seminars on the impact of technological change for managers and b) skills training for the employees who must operate the hardware and systems. The following actions are currently underway:

- a. a special administrative notice has been drafted outlining our training strategy for word processing and computer awareness. Training targets for 1984 have been included. The notice is currently being cleared through streams and MFS.
- b. one-day workshop on the role of senior management in has been designed. It was offered to members of the senior Executive committee in early February (see CC19).
- c. a pilot seminar on computer awareness for users and managers has been designed. It will be offered within the Personnel Branch to start and then extended to others in the Department;
- d. funds have been earmarked in the 1984-85 BYOP to train up to 200 staff in word processing at headquarters and an additional 120 overseas, as machines are installed at our posts.
- e. an awareness seminar for managers on word processing and its effects on work and employees will be tested in the spring of 1984.

EAMIP PROJECT NO. AC06TITLE: Review of Secondments ProgramRESPONSIBILITY: Project Manager: Assistant Deputy Minister, Personnel
Project Officer: Executive Pool/Secondments
Coordination Division (APZ)PRESENT SITUATION:

The Government, in its January, 1982 announcement on departmental reorganization, declared that an "extensive program of secondments with domestic departments" would be one concrete expression of its undertaking that Canadian operations abroad would henceforth reflect the full range of Canadian domestic interests.

The Government envisaged that up to 20 per cent of the officer staff of the Department of External Affairs, in trade related positions, would be comprised of secondees from other Departments and Agencies. A Task Force on "International Activities of Government Departments and Agencies", headed by John Edwards, examined the feasibility of extending this 20 per cent target to all Canada-based program officers in the Department. On the basis of a preliminary analysis it was concluded that by 1986, 16 per cent of the Department's Canada-based program officers could be on secondment outside the Department, at any one time, and up to 13 per cent of the Department's program officer positions could be occupied by secondees from outside of the Department.

Since then extensive further analytical and consultative work was carried out by a Task Force working group headed by a departmental officer. The working group conducted a unit-by-unit and post-by-post examination of the Department's ability to accept and give additional secondments and consulted with a wide range of other Departments, the Public Service Commission and the Treasury Board Secretariat. The result of that work was a comprehensive Secondment Policy and Plan which was circulated by the Under Secretary of State for External Affairs to his Deputy Minister colleagues in July 1983. Efforts to implement the major thrusts of this Secondment Policy are well in train. A separate Division has been set up in the Personnel Operations Bureau to serve as a focal point for identifying opportunities for secondments both into and out of the Department. The Division has begun discussions with other government Departments with a view to negotiating framework Memoranda of Understanding with them.

OBJECTIVES

To provide the Under Secretary of State with a comprehensive account of the progress to date in achieving the major priorities of the Secondment Policy.

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GOALS:

1. To measure the extent to which the Secondments Program has;
 - a) contributed to the purposes of the reorganization and particularly ensuring that the broadest possible range of Canadian interests is taken into account in the formulation and implementation of foreign policy and in the management of Canadian government policies abroad;
 - b) enhanced the Department's ability to promote and represent the full range of Canadian interests abroad;
 - c) assisted in ensuring that international relations concerns are fully considered by other government Departments and Agencies.
2. To give an up-date on negotiations with other government Departments and agencies with a view to establishing framework Memoranda of Understanding to facilitate individual secondments.
3. To give statistical data on numbers and levels of members of the Department who are seconded to other Departments and Agencies, on the Departments and Agencies that have received them and on persons seconded into the Department, the positions that they are filling and their home Department, Agency or organization.

DESCRIPTION

The task at hand is essentially to undertake a review in June/July, 1984 of the overall progress which has been made in achieving the priorities of the Secondment Program.

IMPLEMENTATION CONSIDERATIONS:

The Secondments Program requires extensive consultation with Departments that receive and are the source of secondees and liaison with the Personnel Operations Divisions that manage the streams from which the Department's secondees are drawn and into which secondees from outside are placed. The program, because of the nature of the interdepartmental deployments, must be implemented in close contact with the central agencies, in particular the Public Service Commission and Treasury Board. The review, while it will serve all of the above as users, will be conducted in house by the Executive Pool/Secondments Coordination Division, and will be presented to the Department of External Affairs senior executive for its review and approval.

MAJOR STEPS AND TIMING

While the Secondment Program is an ongoing program, the review envisaged in the project will take approximately six weeks in June and July 1984. By that time discussions with other Departments will be well advanced and many of the elements in the Foreign Service officer assignment plan for the posting season will be in place.

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RESOURCE SUMMARY: (\$000s)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.1	2.0	.25	12.0					.35	14.0		
New		-		-								
Total Direct Costs	.1	2.0	.25	12.0					.35	14.0		
Indirect Costs									-			

BENEFITS:

The review of the Secondments Program will provide a useful instrument for assessing the achievement of overall progress towards the major priorities of the Secondment Program and for implementing necessary modifications and adjustments as may be identified by the review.

David C. Eiden
Project Officer

December 21, 1983
Date

[Signature]
Project Manager

Dec 21, 1983
Date

EAMIP PROJECT NO. AC07

TITLE: Implementation of Executive Committee Decisions
on McDougall Recommendations

RESPONSIBILITY: ACB: J.G. Harris - Project Manager
ADA: A. Morgan - Project Officer

PRESENT SITUATION:

The Executive Committee's response to and decisions on the McDougall recommendations are a matter of public record e.g., House of Commons discussions, incorporation into the External Affairs Management Plan Phase I Agreement with the Office of the Comptroller General, consultation with Treasury Board, etc.

Responsibility for the overall co-ordination and implementation of the 106 separate decisions by the Executive Committee was assigned to the Assistant Deputy Minister, Personnel Branch, within an overall timetable for completion of December 31, 1983.

Implementation of the 106 separate Executive Committee decisions is well under way in the vast majority of cases but there will be a limited number of managerial action plans which will not be fully completed by the December 31st milestone.

Two principal alternatives have been examined to achieve an effective monitoring of this latter group of longer term projects:

- i) the creation of a separate project within the External Affairs Management Improvement Program which formalizes the accountability for monitoring these projects which extend beyond December 31, 1983;
- ii) development of an administrative arrangement with ADA who, on behalf of the Assistant Deputy Minister, Personnel, will continue to monitor the outstanding projects and provide regular progress reports to the EAMIP Steering Committee and at appropriate points to the Executive Committee.

This latter approach has been accepted by senior designates from ACB and CCBM as the most effective basis for ensuring a co-ordinated follow-up to the remaining McDougall recommendations.

A. J. Morgan
Project Officer

Dec 21, 1983
Date

J.G. Harris
Project Manager

Dec 21, 1983
Date

EAMIP PROJECT NO. AC08

TITLE: Management of Non-Rotational Personnel in
External Affairs

RESPONSIBILITY: Project Manager: APD
Project Officer: APN

PRESENT SITUATION:

Non-rotational human resources represent an important dimension of the Department's Canadian personnel establishment. There is a pressing need to define more clearly the framework within which the non-rotational occupational groups will be managed in External Affairs and how this framework will relate to the current and evolving personnel practices for rotational employees. Additionally, there is a requirement to examine the overall state of development of personnel management for non-rotational employees in relation to other domestic-based Federal Government Departments i.e. comparability of numbers of staff, classification levels, career planning and development, training programs and so forth.

OBJECTIVE:

To improve the Department of External Affairs capacity to plan and manage an effective, well integrated set of personnel activities for non-rotational personnel.

GOALS:

1. To establish a Human Resource Management Framework for non-rotational personnel which gives primary emphasis to departmental priorities and a timely and effective response to non-rotational management needs.
2. To seek direct and extensive involvement of senior non-rotational managers in the assessment of current practices, the determination of emerging personnel needs and the means to effectively meet those needs, as an ongoing dimension of our planning process.
3. To undertake an independent examination of the completeness and effectiveness of existing non-rotational personnel activities in relation to other domestic departments and rotational staff.
4. To prepare clearly defined, well understood, statements on the respective roles, responsibilities and inter-relationships for the personnel management of non-rotational employees and in the development of human resources for assignment abroad.
5. To strengthen the human resource management skills of non-rotational line managers through training and development programs.

DESCRIPTION:

The consolidation and reorganization of the Department of External Affairs has provided an opportunity to introduce important improvements into the management of its non-rotational human resources. To this end we have undertaken the following initiatives, to date;

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1. Senior non-rotational managers were invited to attend a "Goal Setting and Review Exercise" held at Touraine, in June of 1983. Current program deficiencies were identified and action plans agreed upon for the upcoming planning period. We intend to make this a formalized aspect of our planning cycle.
2. The first of a two part Manager's Guide to Personnel Administration is nearing completion.
3. A report is being circulated to all Directors General, on a semi-monthly basis, on the status of all vacant positions, thereby providing a yardstick for senior managers to gauge the efficiency and effectiveness of responsible personnel service areas.
4. Training modules are being developed for a three day personnel administration seminar for line managers.

What is now required is a more comprehensive examination of the current state of personnel practices for non-rotational employees and the development of improved strategic, operational, work planning and reporting systems which can be directly integrated into the management framework of the Personnel Branch. This comprehensive examination of the scope, adequacy and comparability of existing non-rotational personnel practices would address the following range of issues;

- a) The appropriateness of the existing rotational/non-rotational designations for positions in the Headquarters' establishment on the basis of an agreed to set of criteria e.g. demand for specialized skills, continuity, developmental opportunity for rotational employees etc.
- b) adequacy of existing arrangements for the management of rotational employees by non-rotational managers.
- c) the respective roles, responsibilities and inter-relationships of Headquarters' specialists in the development of human resources for assignment abroad, in terms of: classification, selection appraisal, training and development etc.
- d) the comparability of non-rotational personnel practices with domestic Federal Government Departments e.g.
 - comparability of classification levels for similar work
 - staffing speed and effectiveness
 - performance appraisal process
 - career planning; CAP assignments, secondments, etc.

The scoping and conduct of this study will proceed under the leadership of a Steering Committee with strong representation from both senior non-rotational managers and the Personnel Branch.

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IMPLEMENTATION CONSIDERATIONS:

This project complements a number of other EAMIP Personnel Branch projects including; AC04 - Human Resource Management Framework; AC09 - Review of Stream Concept; AC12 - Human Resource Plan for Financial Management; AC16 - Rotational AS/AT Program; and AC21 - Review of Departmental Position Establishment.

The constraints which will affect the successful completion of both the examination of the current state of non-rotational personnel management and the strengthening of the strategic, operational, work planning and reporting systems will include provision of adequate staff and resources as well as the active involvement of senior non-rotational and Personnel Branch managers.

MAJOR STEPS AND TIMING:

(A) DESIGN AND IMPLEMENTATION OF AN INTEGRATED PLANNING, RESOURCE ALLOCATION AND PERFORMANCE REPORTING SYSTEM

1. Development of a draft outline of the integrated management system i.e. strategic, operational, work planning and performance reporting processes. April/1984
2. Full consultation with designated representatives within the Personnel Branch and with senior non-rotational managers May/June 1984
3. Incorporation of necessary modifications and suggested areas for improvement into a final version of the management system July/1984
4. Presentation to the Assistant Deputy Minister, Personnel and other senior executives for their review and approval August/1984
5. Implementation of the integrated management systems coincidentally with the commencement of the Personnel Branch planning cycle October/1984
6. Assessment of the effectiveness of the planning and management processes June/1985

(B) EXAMINATION OF THE STATE OF DEVELOPMENT OF EXISTING NON ROTATIONAL PERSONNEL PRACTICES

1. Establish Steering Committee and confirm its terms of reference April/1984
 2. Complete detailed planning of the scope and methodology for conducting the review and sign-off of Steering Committee June/1984
 3. Conduct the review and prepare draft report on its findings and recommendations June/Oct. 1984
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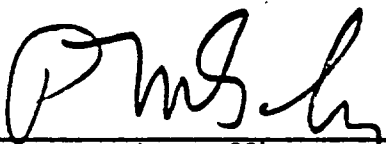
- 4. Consultation with designated range of officials on the draft findings and recommendations Oct./Nov. 1984
- 5. Finalization of report and presentation to Steering Committee for its approval and onward transmission to Executive Committee December 1984
- 6. Development of a management action plan to implement authorized recommendations January/1985

RESOURCE SUMMARY: (\$000s)
 Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing			1.25	120.0					1.25	120.0		
New												
Total Direct Costs			1.25	120.0					1.25	120.0		
Indirect Costs			.25	20.0					.25	20.0		

BENEFITS:

Effective implementation of both dimensions of this project will produce a strengthened departmental capacity to plan and manage a more coherent and responsive set of personnel activities for non-rotational employees in External Affairs.


 Project Officer

22/12/83
 Date


 Project Manager

22/12/83
 Date

EAMIP PROJECT NO AC09

TITLE: Review of Stream Concept

RESPONSIBILITY: Manager: ADA A. Morgan, Director,
Project Officer: ADA K. Carter,

PRESENT SITUATION:

The stream management concept was introduced to permit the consolidation of foreign service specialties within DEA. It was a new approach to personnel management that was designed to permit on-going operations of various programs and functions until sufficient practical experience could be acquired that would allow a realistic appraisal of a series of issues related to personnel management in DEA; e.g. Should the Foreign Service officer group be managed on a stream basis? Does the right number of streams exist? Should DEA continue to use the stream concept to manage the largest percentage of its personnel resources? The Department made a public commitment, in 1982, to review the policy of stream management after the 1984 assignment process. It is necessary to prepare a basic plan around which the formal review can be designed and conducted.

This represents a critical personnel management issue that engages a wide variety of interests. A decision to end the stream concept would have far-reaching effects upon the management of DEA personnel resources as well as its actual operations. A decision to maintain the present approach will raise a number of related issues concerning such elements as the job content, membership and number of streams.

OBJECTIVE:

To provide an assessment of the merits or demerits of the stream concept and a decision as to its retention, modification or termination.

GOAL:

To produce, by mid-February, 1984, an outline summary of agenda paper describing the range of issues to be dealt with in the formal review. After review by the ADM Personnel and perhaps the Executive Committee the document should provide a sharper focus for conducting the formal review in 1984.

DESCRIPTION:

Virtually all organizational units, programs, and functions will be implicated, at least indirectly, in the formal review. The greatest impact will naturally be felt within the Personnel Branch. In consultation with other elements of the Personnel Branch, an analysis of the basic issues which must be considered will be prepared in the form of an agenda paper. From this document will flow the detailed investigation of the stream concept that will form the promised formal 1984 review itself. Major Activities include the preparation of an

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agenda paper by mid-January, 1984, itemizing the many and varied issues to be examined. On-going and comprehensive consultations at the formal review stage may be necessary with various sectors of DEA, other departments such as CIDA and CEIC, and central agencies with a view to producing a consensus on the viability, or lack thereof, of the stream concept.

Product/Result - a definitive agenda paper by mid-January, 1984, followed by a comprehensive review document leading to a decision retaining, modifying, or terminating the stream concept.

Consumers - all sectors of DEA are potential consumers of the end product because it will, in one way or another, have an impact upon all facets of this Department's activities.

Assessment - the success of the agenda paper will be indicated by the ease with which the subsequent formal review will be able to come to grips with the issues. In the long term, the decision that is the final product of the stream concept review can only be assessed in the light of subsequent experience in managing the personnel resources of DEA.

IMPLEMENTATION CONSIDERATIONS:

The formal review will have relationships with many other activities in the Personnel Branch, and in particular, with at least 9 of the 16 other EAMP Projects found under the Human Resources Management heading. The degree of interdependence between these projects is high, and will mean that in some instances the findings or decisions of this project will have a significant impact upon the result of other projects or vice versa. The views of the PSC and Treasury Board may be required eventually in the formal review. The views of other departments, such as CIDA and CEIC, will also have to be considered. The review itself will not likely require the approval of any particular committees. However, when the decision stage is reached the Executive Committee will have to take the necessary steps to achieve a final conclusion.

Consultation outside the Personnel Branch will have to be undertaken as part of the formal review process, and may involve all sectors of DEA, the two central agencies, staff associations, and "client" departments. The activities surrounding such projects as area of competition policy at the PSC and Federal Court levels, EX conversion, the corporate Human Resource Management System, training and development, the enlarged secondment program, the management of non-rotational personnel, the role of COs, FS career models by stream, roles and responsibilities of Line and Personnel Managers, Aid Stream consolidation, the implementation of the rotational AS/AT program, cross stream assignment and transfer policy, and lateral entry policy, must be monitored carefully to assess interrelationships, along with related issues involving employee morale versus frequent change in DEA over the past few years.

Information concerning all these above-mentioned projects or issues will be sought from the responsible project officers, directors and committees. In addition, advice may have to be obtained from the

central agencies on a variety of subjects. It is not foreseen that posts will have any direct involvement in this project. A decision to retain, modify or terminate the stream concept will no doubt be communicated to DEA employees by a circular letter signed by the USSEA. Similar advice to the central agencies and/or other departments would be provided by means of a personal letter from the USSEA to the deputy heads concerned. A major constraint on this project must be the on-going and lengthy debate that is occurring at various levels, especially in the Appeals Branch and the Federal Court, concerning area of competition, secondments, and therefore assignments, as appointments. The time factor surrounding these debates will be an important aspect while any decisions evolving from these basic issues will naturally have a major impact upon the review itself and any subsequent decision. A major consequence of a delay in the project will be, in effect, the Department's failure to honour the commitment to staff and the PSC to conduct a review of the stream concept during 1984.

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MAJOR STEPS AND TIMING:

1. Determine the scope of the project:
 - inventory of problems, issues and legal restrictions Jan.31/84
 - possible alternatives to present system
 - preliminary recommendations
2. Prepare outline of review project for discussion Feb.17/84
3. Develop agenda paper dealing with proposed scope of the project for Executive Committee discussion and decision Mar.31/84
4. Consultation with interested groups as described elsewhere in this project plan Oct/84
5. Produce final review document for Executive Committee decision Dec/84
6. Consideration & decision by Executive Committee Feb/85

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.1	15.0	.3	30.0					.4	45.0
New										
Total Direct Costs	.1	15.0	.3	30.0					.4	45.0
Indirect Costs	.05	8.0	.1	15.0					.5	23.0

BENEFITS:

- The project will prepare the analytical groundwork necessary to the thorough and meaningful review of the stream concept promised in 1982.

- The subsequent formal review will produce a decision relating to the retention, modification or termination of the stream concept which should improve the human resource management efforts of DEA.



Project Officer

Dec 21, 1983

Date

A.D. O'Ryan

Project Manager

Dec 21, 1983

Date

EAMIP PROJECT NO. AC10

TITLE: Human Factors in the Introduction of New Office Technology

RESPONSIBILITY: Project Manager: ADA - A. Morgan
Project Officer: ADA - M. Duncan

PRESENT SITUATION:

At present high technology is being introduced into the office in the form of word processors, micros and mini-computers and automated work stations. This is being done in an attempt to maximize office efficiency and effectiveness. In order to gain the most possible from this move to high technology, we need to manage the introduction of change so that both support staff and officers are able to make the best use of the machinery and systems while avoiding or minimizing any negative impacts such as fear of loss of jobs, poor organizational structure, resistance to change, ineffective use of training, unrealistic expectations of upward reclassification of positions etc. To date we have introduced office technology with little concern for people other than initial training, mainly because the effects of the technology have been concentrated in a few specialist areas rather than spread widely throughout the organization. The Department needs to develop a method for introducing high technology into the office in a manner which recognizes the human concerns in headquarters and at posts while co-ordinating action with the technical and systems specialists because it is already clear that the success of computer systems depends more on human than on technical factors.

OBJECTIVE:

To produce a method of introducing high technology into the office environment which maximizes the benefits and reduces or eliminates negative reactions on staff of the department.

GOAL:

To use the current work being done with the secretarial group to develop in one year a change model which can be used for other groups or other types of technological change.

DESCRIPTION:

The impact of the model developed for introducing high technology into the office will be felt throughout the entire Department. It will affect officers, support staff, and locally engaged staff. The approach taken in developing the model will be to study current Departmental practices, other organizations' practices and experiences, especially the OCS field trials; identify critical factors for success;

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and test the applicability of these factors to a variety of situations, e.g. headquarters vs posts, rotational vs non-rotational, etc. The major activities will consist of information gathering, critical comparison, and model formulation. The participants for the project would come from a variety of areas in the Department including: training, planning, staffing, word processing, systems analysis, and affected groups and their union representatives. (Positive union attitudes to new technology are critical to its successful introduction). The product would be an approach to technology that recognizes human concerns. The benefit to the Department would be the reduction of resistance to change, avoiding duplication of systems, optimum use of expensive equipment and training. If the model proves effective, it will be used before major technological changes are introduced into an area. The assessment criteria for the Department will be our ability to successfully use and implement office technology.

IMPLEMENTATION CONSIDERATIONS:

This project is closely related to the review of the secretarial group, the office automation pilot, word processing project and, other MIS/EDP project and training and development.

It involves the experiences and knowledge of other departments such as DOC, TB and PSC. It also includes the experiences of other organizations such as the US State Department. No formal approval is required from other organizations. Consultations will take place with members of the Personnel Branch, MFS, employee groups and other organizations. Information will be required on the present state of technology, and future plans, current state of training, future training plans, availability of different types of training, experiences with technology, and factors contributing to success or failure. This information will be gathered from within and outside the Department. Posts will be involved in two ways. One will be to assess the impact that new technology has at posts. The second will be to see if separate or additional factors must be considered when technology is implemented at posts. The types of changes that may result from this project could be new or different training programs, training for officers as well as support staff, critical assessments and briefings before equipment is introduced to an organization.

There are two large constraints affecting the project. One is that it is a relatively new area and few of the dynamics are well understood. The second is that technology is already being introduced, so that the Department is already in a position of "catching up" as opposed to pro-active planning. The consequences of delay are that we will fall further behind in responding to change and we will suffer greater negative impact when we do introduce it.

MAJOR STEPS:

This is a one year project involving many different people.

- Step 1: Meet with MFS and ADT to establish current levels of technology and training patterns. Feb/84
- Step 2: Identify future trends for introduction of technology. March/84
- Step 3: Discuss experiences of introduction of technology with DOC, TB, PSC, State Department, Departmental headquarters, employees, unions and posts. July/84
- Step 4: Identify critical factors affecting success or failure. Sept/84
- Step 5: Recommend model for introducing change that optimizes chances of success. Oct/84
Dec/84
- Step 6: Test model at posts and headquarters.
- Step 7: Results of test communicated and final recommendations made. Jan/85

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.3	15.0	2.2	105.0					2.5	120.0		
New	-	-	-	-								
Total Direct Costs	.3	15.0	2.2	105.0					2.5	120.0		
Indirect Costs	-	-	1.0	40.0					1.0	40.0		

BENEFITS:

If change and high technology are effectively introduced maximum benefit will be derived from the office of the future. The Department will be able to optimize efficiency and effectiveness of offices for both officers and support staff. Managing change effectively will minimize costly negative impacts such as overlapping systems, underutilized hardware, low morale employees and maintenance of manual "backups" systems.

M. L. James
Project Officer

Dec 21/83
Date

A. G. S. [Signature]
Project Manager

Dec 21/83
Date

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EAMIP PROJECT NO. AC11

TITLE: Foreign Service Career Models by Stream

RESPONSIBILITY: Project Manager: A. Morgan, Director, ADA
Project Officer: K. Carter, ADA

PRESENT SITUATION:

There is a perceived need within this Department for a more explicit and structured career planning process. Much discussion has taken place concerning the development of career models for the four streams that would strengthen the capacity of both individuals and the stream management units to plan careers by selecting training programs and work assignments to meet the general requirements of the Department and the individual employees concerned. These requirements would be expressed in broad terms via a career model or identified career path. Little has been done in this direction to date. It now appears to be time to develop such models on a long-term basis as an aid to general career planning and personnel resource management.

OBJECTIVES:

The development of career models will serve to place career planning on a more formal footing thereby permitting greater consistency and transparency in the making of career decision by employees and management, and as a result, increasing confidence in the assignment process and improving morale in the Foreign Service.

GOAL:

The preparation of career models for each stream that can be used in human resource management. Ideally, this process should be completed in early 1985 when the results of the stream review will indicate whether four career models or one general model are required.

DESCRIPTION:

All sectors, programs, and functions of DEA are affected by this project either directly or indirectly. The main impact will inevitably fall upon the stream management units charged with the responsibility of implementing the spirit, if not the precise letter, of the career models, and on individual employees whose careers will be heavily influenced by such models. The first step will involve the identification of the appropriate level in the FS structure to which all staff development, such as education leave, formal training or the experience requirements to be identified in the career models must be directed. Once this target level is identified, a general set of ideal skills and knowledge will be isolated that can serve as a basis for the determination of the type of experience required to reach the target level. Finally, the career models will be developed. A preliminary paper will be prepared as the basis for the consultation within DEA that will be necessary in order to reach a consensus as to what ideal the Department should be aiming for in the recruitment, training and development of its FS officers. This will be followed by discussions with various interested groups, particularly those in the Personnel Branch, with a view to identifying the nature and benefits of the many assignment possibilities, i.e., postings in stream, cross-stream

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transfers, secondments. Once these facets are explored in detail, working models will be developed for study by all interested parties.

It is envisaged that the chief participants in the development of career models will be from the Personnel Branch. However, at various stages input may be requested from the central agencies, the staff association (PAFSO) and other DEA sectors.

Consistent, structured career planning by both management and individual employees will be aided by the results of this project. There should also be an improvement in morale among FS officers, but support groups may seek comparable treatment.

The stream management units and Foreign Service officers will be the chief users of the career models and the ultimate success of the project should be reflected in a decline in the complaints about a lack of career planning in DEA and a corresponding increase in officer morale.

IMPLEMENTATION CONSIDERATIONS:

This project is highly dependent upon the results of the 1984 review of the stream concept. In addition, such activities as the projects on training and development, an enlarged secondment program, the management of non-rotational staff, aid stream consolidation, the rotational AS program, Phase II of EX conversion, and the corporate human resource management system will have a considerable effect upon the career model project.

- Other departments, such as CIDA, CEIC and DRIE may seek to have input, and may be consulted in the later stages along with the central agencies.
- Decisions concerning the nature of the ideal or goal of our various staff development programs will have to be made at a senior level, possibly including Executive Committee.
- The chief emphasis in the consultative process will inevitably fall upon the Personnel Branch, but the views of the staff association and Executive Committee will also be sought.
- The stream management units will be requested to provide information about the nature and benefits of all general assignment possibilities, i.e., postings, cross-stream assignments, and secondments. The views of senior management of DEA concerning the skills and knowledge of the ideal employee at the target level would be most helpful.
- It is not anticipated that posts will be actively involved in this project.
- Project results could be announced in a circular document outlining the general career models by stream with the caution that such models are ideal and are general guidelines around which meaningful dialogue between management and employees can be built.
- Completion of the project will be heavily dependent upon the results of the 1984 stream concept review. The maintenance, modification or termination of streams will dictate the nature of the career models.
- A delay in this project would mean a continuation of the complaints that no rational career planning is being done.

MAJOR STEPS AND TIMING:

Exploratory steps may be taken at an early stage during mid-1984, but the main effort of career model development must take place after the completion of the stream concept review in December, 1984.

Among the explanatory steps will be found:

1. an analysis of past practices, rate of promotion in the past, age profile of FS group.
2. an assessment of future promotion and age profiles
3. an effort to obtain from senior management a view of the ideal skills, training, and experience desired of FS officers in general, and by individual stream.

The preliminary work will be done by December, 1984, so that it can then be used to produce final career models based on the results of the 1984 stream concept review.

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing			.25	22.0					.25	22.0		
New												
Total Direct Costs			.25	22.0					.25	22.0		
Indirect Costs												

BENEFITS:

- The development of viable career models will fill a long-identified need in DEA and will make a significant contribution to officer morale.
- Overall efficiency in DEA should improve considerably as human resource planning and development is placed on a more logical and organized footing.



 Project Officer

Dec 21, 1983

 Date

A.D. Boyer

 Project Manager

Dec 21, 1983

 Date

EAMIP PROJECT NO. AC12

TITLE: Human Resource Plan for Responding to Financial Management Needs

RESPONSIBILITY: Project Manager: MCB
Project Officer: ADA

PRESENT SITUATION:

This project is a proposal which is intended to consolidate several current EAMIP projects including; the Financial Management Training and Development project (ADM-MCB project officer - MFD Bresnahan) and the Branch contribution to Improved Financial Management at Headquarters and abroad (ADM - ACB).

This proposal has been drafted because there was significant degree of overlap between the two projects. There is also a need to clarify the systems and authorities supporting financial management before it is possible for Personnel to respond effectively to the training and organizational concerns.

The project is therefore amended to be the development of a Human Resource Plan that will respond in a comprehensive way to the priority needs of the parties involved.

OBJECTIVE:

To achieve a strengthened level of financial management performance both at Headquarters and at Posts.

GOAL:

To develop a Human Resource plan which effectively responds to the classification, organizational, training and development and such other personnel needs as may be identified.

DESCRIPTION:

This project affects all parts of the Department's Financial Services with overall responsibility for financial management, including Posts abroad.

The approach will consist of a review of previous findings, and will depend on the prior implementation or confirmation of appropriate financial systems. It will focus on organization analysis, training needs identification and succession planning. Personnel and Finance will work together to produce a Human Resource Plan that will cover the personnel aspects of managing an effective financial system. The plan will be used as a basis for subsequent training and development programs for a wide variety of employees including LES, CR, AS, FI, FS and EX.

The project will be successful if it provides an effective basis for systematically addressing issues raised in various audit reports and reviews.

IMPLEMENTATION CONSIDERATIONS:

It is impossible to identify training and development and organization concerns until the issues of financial systems and authorities have been settled.

The authority for establishing systems and subsequently developing a Human Resource plan resides within the Department.

Senior management approval may be required if the systems or responsibilities worked out as a result of this review are significantly different from current practices, e.g., increased

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delegation to Heads of Post or if a radically different organization structure or high training costs are identified as desirable.

As this is to be a team project, consultation will take place between Personnel and Finance, and between Headquarters and Posts. This means Posts will be involved in providing information contributing towards preparation of the plan and in implementing its recommendations. The changes that will result from the project may take the form of training, manuals, circulars, or reorganization of staff.

There are a number of constraints that may affect this project and its subsequent implementation including agreement on delegation of authority, agreement on appropriate systems, availability of funds for training, and availability of PYs for training.

Delaying the project will put the Department in the position of failing to respond positively to audit reports. It may also result in a failure to provide needed assistance to employees so that they may fulfill their financial management responsibilities in an effective manner.

MAJOR STEPS AND TIMING:

1. Development of a management action plan by Finance which clearly sets out which major recommendations and findings will be implemented. (Finance should set the time and resource requirements.)
 - Review of previous findings
 - Decision on which findings to accept and which to reject
 - Confirmation of financial systems
 - Confirmation of financial authority
 - Defining the role of Finance in influencing Personnel actions.
2. Organizational review: Representatives of Finance, Classification and Human Resource Planning would carry out a review of the existing organization to see whether it supports good financial management.
3. Training Needs Identification: A system for identification of training needs at Headquarters would be constructed.
4. Succession Plan: A plan would be made to review the financial group to identify any potential turnover problems and also to identify trends for future development.
5. Training Needs at Posts: A plan for identifying training needs for posts would be developed that would cover everyone from LES to HOPS.
6. Recommendations: The plan would be finalized including alternatives, options, and final recommendations.

It should be noted that the plan is the first step. The payoff to the Department is in its implementation.

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing			2.0	80.0					2.0	80.0		
New												
Total Direct Costs			2.0	80.0					2.0	80.0		
Indirect Costs												

BENEFITS:

The benefits would be an and orderly thorough approach on the part of Finance and Personnel to respond to the need for improved financial management.

M. Newman

Project Officer

Dec 21/83

Date

A. J. Payne

Project Manager

Dec 21, 1983

Date

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EAMIP PROJECT NO. AC14

TITLE: Delegation of Authority for Personnel Management

RESPONSIBILITY: Project Manager: ADA, A. Morgan
Project Officer: ADA, M. Duncan

PRESENT SITUATION:

There is a need for both the Personnel Branch and Line Management to have a clear understanding of their respective delegated authority and responsibilities for personnel management. What is needed as a first step is to produce a clear and comprehensive statement of delegation of authority for personnel management. There is also a need to delegate formally from the Deputy Head (Under-Secretary) to legalize current practices. To date, some legal requirements for delegating certain authority from the Under-Secretary to lower levels of management have not been met. The recent reorganization of the Department and the creation of Geographic Branches increases the requirement for clarification of delegation with respect to personnel management.

OBJECTIVE:

To delegate authority for personnel management in an effective manner that will clarify the respective authority and responsibilities of both the Personnel Branch and Line Managers.

GOAL:

To produce a revised instrument of delegation of authority for Personnel Management, by August 1984.

DESCRIPTION:

Delegation of Personnel authority affects the Personnel Branch and all managers in the Department. To produce an instrument of delegation, a brief general framework statement will be developed within which functional experts in the Personnel Branch will draft specific statements of delegated authority for their areas of specialty which meet the Departmental needs, Central Agency standards, and legal requirements. ADA will co-ordinate the insertion of these various statements covering the functional areas, e.g. discipline and grievances, classification, staffing etc. into a coherent delegation of authority document.

The product will form the legal framework for delegating authority for personnel management and subsequently establishing accountability for personnel matters by both Line and Personnel Branch managers.

It will be used to meet the Department's legal requirements under assorted Acts and will be used in ongoing consultation with senior management in defining roles, responsibilities, and accountability for personnel management of both rotational and non rotational staff.

The act of formally delegating authority constitutes the end of this project. Laying a solid foundation for managerial responsibility and accountability in personnel management is the key to the effective completion of this important effort.

IMPLEMENTATION, CONSIDERATIONS:

Drafting an instrument of delegation relates to the larger on-going task of improving management skills, and is directly linked to the Branch and Post Management Project. It requires the approval and support of senior management in that it establishes more clearly and enlarges for managers their formal responsibility and accountability for personnel management practices. The final product is a number of instruments of delegation which define the functional responsibilities of the Personnel Branch and the line managers. In many instances, these instruments will simply be a confirmation of current practices. In others, it will mark a philosophical change by placing more responsibility with managers. The information required to draft the document is largely within the Personnel Branch and will be drafted by its officers, but will be reviewed for legal form by Domestic Legal Services. Creation of the document will place no additional burden on posts or headquarters. It should be strongly noted that delegating authority for personnel management is a first step in this continuum. Receipt of that delegation, the second step, has a substantial impact on managers as they become directly responsible and accountable for their personnel management actions. An example of this impact would be a manager's role in disciplinary actions or release for incompetence. This project is technically concerned with the drafting of the document, but its impact and cost are in step with managerial accountability and increased managerial costs for training. There is little constraint on the project other than senior management approval. To delay the project would be to leave the legality of certain personnel actions in question and to continue the present blurred relationship between line managers & the Personnel Branch.

MAJOR STEPS:

- | | |
|--|--------|
| 1) The general framework for the instrument of delegation will be drafted and approved by senior management. | Jan/84 |
| 2) Individual statements on delegation will be completed. | Apr/84 |
| 3) Circulation of draft document for comment and suggestions for improvement. | Jun/84 |
| 4) The instrument of delegation will be forwarded for senior review and approval. | Jul/84 |
| 5) Promulgation of the Statement of Delegated Authority for Personnel Management. | Aug/84 |

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RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing			1.0	40.0					1.0	40.0		
New												
Total Direct Costs			1.0	40.0					1.0	40.0		
Indirect Costs												

BENEFITS:

Provides the first step in clarifying managerial responsibilities for Personnel Management. Meets legal responsibilities of the Department with regard to delegation. Sets the framework for needed development of managers to fulfill their responsibilities for personnel management and clarifies the role of the Personnel Branch.

M. Duncan
Project Officer

Dec 21/83
Date

A.D. Pong
Project Manager

Dec 21, 1983
Date

OUTLINE OF EAMIP PROJECT PLAN

Titre: Consolidation de la filière Projet #AC15
de l'aide au développement

Envergure:

Le Service extérieur est constitué de quatre (4) filières, dont la plus récente est celle de l'aide au développement. Sa création fut retardée par la nécessité de tenir un concours de recrutement dont les résultats ne furent disponibles qu'en avril 1983. Un premier groupe d'agents de l'aide au développement s'est alors joint au Service extérieur mais la consolidation de cette filière requiert un complément d'interventions qui doivent être effectuées conjointement avec l'Agence canadienne de développement international (ACDI). La consolidation de cette filière se doit d'être complétée avant que ne puisse être effectuée une révision de la présente politique de gestion par filières des agents du Service extérieur.

Responsabilité: ACB est responsable de cette consolidation.
W.J. van Staalduinen, directeur de APA, doit mener à terme les différentes actions requises à cet effet.

Situation:

La taille et l'envergure (nombre de positions et leurs niveaux respectifs) n'ont pas encore été établies, compte tenu de l'impact qu'a eu la récente réorganisation du Ministère sur l'exercice de conversion FS-3/EX. En effet, le nombre de positions de niveau supérieur dont sera éventuellement dotée la filière demeure incertain, ainsi que celui des niveaux FS-2 et FS-1 qui en découlent.

En l'absence de données définitives quant à la taille et à la configuration de la filière, il n'est pas possible d'élaborer et de négocier avec l'ACDI une entente relative aux modalités opérationnelles (responsabilités respectives des organismes quant au recrutement, à la formation, aux affectations à l'étranger ou à la réinsertion à l'ACDI, nombre de positions réservées à l'ACDI pour ces agents etc.). La gestion de la filière présente donc une grande complexité.

Objectif:

Capacité de contribuer efficacement aux programmes d'aide à l'étranger et au Canada.

But:

Filière de l'aide au développement opérationnelle en décembre 1984.

Description:

APA, en étroite consultation avec APD et ACB, devra, dans un premier temps, négocier avec l'ACDI le complément de positions de niveau supérieur qui seront disponibles à l'ACDI pour les agents de la filière. Cette négociation ne pourra toutefois intervenir avant que ne

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soient connus les résultats de la consultation AE/Conseil du trésor en ce qui a trait à l'exercice de conversion FS-3/EX.

Une fois établi le nombre total de positions de niveau supérieur pour la filière, le ratio de positions FS-2 et FS-1 sera fixé, permettant ainsi la détermination de la taille et de la configuration de la filière.

La dotation des positions de niveau supérieur devra par la suite être effectuée ainsi qu'éventuellement un complément de positions aux niveaux FS-1 et FS-2.

Une entente entre l'ACDI et AE, précisant les divers paramètres opérationnels régissant la gestion du personnel de la filière (nombre de positions à l'ACDI réservées pour la réinsertion des agents, responsabilités respectives en ce qui a trait à la formation, le recrutement, les affectations, etc.) devra être négociée.

Les effectifs de la filière de l'aide au développement seront finalement complétés par l'intégration de 12 positions à l'étranger de la filière politique-économique ainsi que le transfert inter-filières de 24 agents de cette filière.

Mise en oeuvre:

De nombreuses consultations impliquant le Président de l'ACDI, le Sous-secrétaire d'état et le Sous-ministre adjoint du personnel des AE devront être tenues, notamment pour ce qui est d'établir la taille et la configuration de la filière.

Les opérations relatives à la dotation seront gérées par APA, bien qu'il soit prévu d'y associer, à différentes étapes du processus, les autorités compétentes de l'ACDI.

Les paramètres opérationnels de l'entente à conclure avec l'ACDI seront négociés par APA, en consultation avec APD et ACB, il est probable que l'entente soit signée par le Sous-secrétaire.

Les modalités relatives à l'intégration des positions de la filière politique-économique ainsi qu'au transfert inter-filières des agents seront établies conjointement par APA et APG, en consultation avec ADA et, lorsque requis, avec le CFP.

Étapes et Échéancier:

- (a) Décision à intervenir, en consultation avec le Conseil du Trésor et l'ACDI quant au nombre de positions de niveau supérieur, ce tant à l'étranger qu'à l'ACDI - mars 1984;

- (b) Négociation avec l'ACDI du ratio entre les niveaux, permettant ainsi l'établissement de la taille et de la configuration de la filière - mai 1984;
- (c) Dotation des postes supérieurs, par voie de transfert latéral d'actuels employés de niveau EX de l'ACDI ou par le biais d'un nouveau concours FS-3, si requis - juin - décembre 1984;
- (d) Détermination de la nécessité de nouveaux concours aux niveaux FS-1 et FS-2, compte tenu des effectifs requis et, si nécessaire, compte tenu de ces concours - juin 1984;
- (e) Négociation des divers paramètres opérationnels devant être inclus dans l'entente ACDI/MAE - juin 1984;
- (f) Translation des positions de la filière politique-économique qui doivent être intégrées à la filière de l'aide au développement et transfert inter-filières de 24 agents de cette filière politique-économique - juillet 1984.

Ressources: (\$000)

Aucune personne-année supplémentaire n'est requise.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.1	6.2	.4	96.5					.5	102.7		
New												
Total Direct Costs	.1	6.2	.4	96.5					.5	102.7		
Indirect Costs		3.0		11.0						14.0		

Bénéfices:

La consolidation de la filière de l'aide au développement, telle que décrite ci-haut, s'avère essentielle pour mener à terme sa création et assurer ainsi aux agents qui en font déjà partie, des perspectives adéquates de carrière. Cette étape de consolidation doit de plus être complétée avant que puisse se réaliser une évaluation globale de la politique de gestion par filières et des modifications devant y être apportées.


Project Officer

21/12/83
Date


Project Manager

21 Dec 1983
Date

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EAMIP PROJECT NO. AC16

TITLE: Rotational AS/AT Program Implementation

RESPONSIBILITY: Project Manager: Director of APA
Project Officer: Deputy Director (APAA)

PRESENT SITUATION:

The Department's decision in 1979 to reintroduce the AS officers in its rotational service received considerable support from posts abroad and Headquarters alike. Since then some 55 Rotational AS positions have been created: 44 abroad in 42 posts and 11 in Ottawa. with the bulk of these positions classified at the AS-3 and 4 levels only. A concerted effort must be made to expand the Rotational AS group to all levels of the Department's administrative and managerial apparatus on both a short and long term basis.

OBJECTIVE:

Once brought to its logical conclusion, the day-to-day managerial and administrative capability and quality of the Department at Headquarters and abroad should improve significantly.

GOAL:

To achieve the above objective an undetermined number of positions, both at Headquarters and abroad, must be identified and converted to the AS group in the short term (i.e., 1987). An additional number of non-rotational positions must also be identified for conversion to the rotational service to meet long term requirements.

DESCRIPTION:

In the first instance, APAA will determine the short and long term requirements and the structure the Rotational AS group will take, by 1) identifying Post Administrative Officer (PAO) positions abroad and officer level positions in the personnel, financial, property and materiel operations at Headquarters, and 2) preparing a rationale for converting each identified position.

The project will then examine the resource requirements to meet the short and long term demands and examine the staffing methods to be used to balance off the demands vs resources availability.

Finally, the project will consult with Headquarter units and posts concerned to determine suitable timing for each conversion and prepare a report, for Senior Management approval, outlining both strength and staffing requirements for the implementation of the project, including a promotional system for career advancement within the AS group.

The assessment of this project can only be judged in terms of time, since the anticipated overall improvements to the Department's personnel, property, materiel, and financial management operations will not be reflected overnight but at some point down the road once the project has been implemented.

IMPLEMENTATION CONSIDERATIONS:

Close consultations can be expected with all posts/divisions whose positions have been tentatively identified for conversion, as well as with personnel stream division, particularly APG and APS where the bulk

of the identified positions will come from. Senior Management will, of course, be asked to play an active role in solving the most controversial conversion decisions.

In formulating its recommendations, particular attention will be given to the outcome of the EX conversion exercise, currently underway and will also take into account the utilization of an important number of capable FS officers, whose background and abilities lie mainly in the administrative areas, for the more demanding positions identified for conversion.

Given the current constraints placed on the Department's human resources, specific proposals on how to achieve our short and long term staffing objectives without exceeding PY limitations will be presented as additional input, in time, for Management's review of the FS stream concept scheduled for 1984.

Ever since 1979, more and more posts abroad have been requesting AS Officers. Up to now, the results have been largely positive. However, to delay or even limit the development of the Rotational AS group now, will not only erode whatever core of relatively young, and for the most part, seasoned PAOs that the Department now possess but will also adversely affect the Department's ability to project itself as a credible, responsible and well managed central agency thus inviting further criticism from the T.B. and the Auditor General, not to mention Parliament, the press and the public in general.

Even with a solid base of PAOs, continued support for the group will be needed, with emphasis being placed on better training of both recruits and incumbents and greater resources devoted to carry out this task.

MAJOR STEPS AND TIMING:

- | | |
|--|-------------------|
| 1. Prepare a manpower planning study to determine requirements and a preliminary structure for the Rotational AS group | Early November 83 |
| 2. Identify positions for conversion to fit preliminary structure | Late November 83 |
| 3. Consult with HQ units to determine short and long term requirements for group | Early December 83 |
| 4. Adjust structure to meet requirements, following consultations | Early December 83 |
| 5. Document rationale for each position to be converted | December 83 |
| 6. Prepare a staffing study to identify resources to meet the group's requirements | December 83 |
| 7. Consult with HQ units and posts to determine timing of conversion | Mid-December 83 |
| 8. Prepare a draft of a proposed promotional system for the group | Mid-December 83 |
| 9. Prepare a report, for SM approval, including an implementation schedule | End-December 83 |
| 10. Begin implementation by converting identified positions in time for the 1984 posting season | January 84 |
| 11. Continue conversion process for 1985-87 period with periodical evaluation of project. | ongoing to 1987 |

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RESOURCE SUMMARY:

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	0.2	12.2	0.1	6.0					0.3	18.2		
New	-	-	-	-			-	-	-	-		
Total Direct Costs	0.2	12.2	0.1	6.0					0.3	18.2		
Indirect Costs	Nil		Nil						Nil			

Notes: Costs includes salary of a PE-4 and an AS-4 for 0.2 PY in 83/84 and 0.1 PY in 84/85 and costs associated with stenographic services and stationery calculated at 10% of projects in total

BENEFITS:

With the increased accountability of the Heads of Post for the management of all post programs, a well structured group of Rotational and professional PAOs would:

1. Strengthen the Department's overall administrative and managerial capability;
2. provide quality and much needed continuity to the Administration & Support Services Program at posts abroad and;
3. provide advancement opportunities to the rotational support personnel.



Project Officer

21 Dec 1983.

Date



Project Manager

21 Dec 1983

Date

EAMIP PROJECT NO. AC17

TITLE: Improvement of Foreign Language Training Program

RESPONSIBILITY: Project Manager: R.W. Burchill, Director General
Personnel Planning and Development
Bureau, ADD
Project Officer: Loréta Giannetti, ADIB

PRESENT SITUATION:

McDougall Report identified the need for employees and dependents to undertake foreign language training in preparation to a posting. The Department in response to the McDougall Report reviewed it's foreign language policy and identified foreign language training as a high departmental priority and encouraged enlargement and improvement of the program.

A departmental submission to the Treasury Board was presented to seek additional person-years and budget to enhance the foreign language training program.

The Treasury Board authorized 10 person-years in 1983/84 - 9 person-years to be used as a pool to enable employees to undertake foreign language training and 1 person-year to be used for the administration of the program. For 1984/85 and 1985/86, the Department should be seeking through the MYOP review, additional person-years to be used as a pool. Starting in 1983/84, the Posting Briefing Centre mandate was to make all the necessary modifications to the existing foreign language training program (taking into consideration the new priority given to it) so that the new program would fulfill the needs of the organization, the employees and their dependants.

OBJECTIVE:

Assist employee to adapt to the new foreign environment and therefore reduce the number of days where the employee is not fully operational because of the lack of foreign language knowledge.
Assist the family in adjusting more readily to the conditions of a post where languages other than Canada's two official languages are spoken.
Facilitate the implementation of various programs abroad and improve the departmental relationship at various levels with the host country.
Reduce the tensions with some countries who are particularly sensitive to foreign domination by dealing and conducting foreign operations using the countries national language.

GOAL:

Over a period of 3 years - 1983/84, 1984/85, 1985/86 to design and implement various project related activities which will contribute to establish an effective and efficient foreign language program, focusing on specific communicative skills required in the various fields of foreign operations (i.e., Trade, policy, aid, immigration, etc.).

DESCRIPTION:

Impact mostly on the Post operations but Headquarters divisions and their organizational capacity to provide employees, who are posted, with the necessary time off to undertake language training, will greatly impact on the success of the project.

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The major activities are related to a cycle:

- fall/winter - design stage
- spring/summer - implementation stage
- fall/winter - evaluation stage

The participants are departmental employees and their dependants - as well as all employees on secondment from other departments (over 150 employees per year) and their dependants.

The major constraint to full implementation is whether or not employees are released from their job several weeks before departure to a post, in order for them to undertake appropriate foreign language training.

The assessment process is done at two levels:

- 1) Posting Briefing Centre will be evaluating the effectiveness and achievements obtained by the various foreign language programs.
- 2) An independent and external overall program evaluation will be undertaken by the Evaluation Division at the end of the 3 year program implementation.

Consequences of delaying the project:

- Frustration of employees not being able to be operational
- Frustration of the entire family and creation of "morale" problems
- Loss, for the post organization, of productive person-days if employees lack foreign language skills.

IMPLEMENTATION CONSIDERATIONS:

See above.

MAJOR STEPS AND TIMING:

	<u>1983/84</u>
- Publication of the foreign language training policy and a guide for employees which explains the foreign language training administration	Summer
- Organize foreign language courses to meet immediate posting needs	Spring/summer
- Research on communicative skills required by the trade officers in order to introduce, in any language, program - situation and vocabulary pertaining to the job requirements of a trade officer. This research materiel will be the basis on which the teacher will build a curriculum for the intermediate and advanced levels, beginning in the 1984/85 posting season.	Fall/winter
- Review alternatives to the 2 year Mandarin Hong Kong program	Fall
- Design of "survival courses" in 4 difficult languages: Arabic, Russian, Japanese, Mandarin These courses will be provided in 1984/85 posting season	Fall/winter
- Provide part-time foreign language program related to a future posting	Fall/winter
- Draft necessary amendments to the departmental policy and publish revised policy.	Winter

Because one third of the total participants as well as one third of the foreign language budget is related to the Spanish and Portuguese language programs, special attention and emphasis has to be devoted to foreign language training in those two languages.

Spanish/Portuguese Programs

- | | <u>1983/84</u> |
|--|----------------|
| - Design and development of Spanish laboratory exercises which will be used as self-instruction material in addition and in conjunction with classroom material | Fall |
| - Design of country related audio-visual material to be used in support of both Spanish and Portuguese language material | Winter |
| - Compilation by subject of articles from Spanish and Portuguese newspaper from each Latin American country — to be used as additional classroom material | Winter |
| - Evaluation of Spanish program in two ways — to improve the 1984/85 Spanish program | Winter |
| i) identify the level of fluency the employees and spouses achieved before arriving at post (test results — teacher's comments, etc.) | |
| ii) evaluate to what extent the learning which occurred, assisted employees and dependents to adapt more quickly and more easily to the foreign environment (based on interview of employees and spouses who received foreign language training and those who did not) | |
| - Establish closer relationship with Spanish schools to improve immersion training before arrival at the post | Winter |
| | <u>1984/85</u> |
| - Organize appropriate foreign language courses to meet immediate posting needs | Spring/summer |
| - Provide specific training for trade officers — based on previous years research | Spring/summer |
| - Research on communicative skills required by the political officers — this material will be introduced during the 1985/86 posting season | Fall/winter |
| - Review alternatives to intensive 12 month Arabic program in Cairo | Fall/winter |
| - Revision of the Russian curriculum which is provided during 10 months, intensive study in External (Posting Briefing Centre) | Spring/summer |
| - Evaluation of other major foreign language programs such as: Russian, German, Japanese (these languages constitute 1/3 of total participation and budget | Fall/winter |
| - Provide part-time language programs to meet future posting requirements | Fall/winter |
| - Identify and establish contacts with foreign language schools in Europe and Middle East. | Winter |
| | <u>1985/86</u> |
| - Organize appropriate foreign language courses to meet immediate posting needs | Spring/summer |
| - Provide specific training for the political officers based on previous years research | Spring/summer |
| - Research on communicative skills required by the Social Affairs and Aid officers — this material will be introduced during the 1986/87 posting season | Fall/winter |

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- Evaluation of other major foreign language program (Italian, Hungarian, Malaysian, etc.) Fall/winter
- Provide part-time foreign language programs to meet future posting requirements Fall/winter
- Identify and establish contacts with foreign language schools in Asia. Winter

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	6	192.0(1)	6	192.0	8	256.0(4)			20	640.0	will be determined by overall eval in 85/86.	
New			2	640.0					2	64.0		
Total Direct Costs	6	192.0	8	256.0	8	256.0			22	704.0		
Indirect Costs*		1000(2)		1500(3)		2000.0				4500		

* This figure includes salary of employee on language training.

NOTES:

- (1) Treasury Board approved on May 4, 1983 (minutes no. 787633) additional operating funds and one additional PY for program administration.
- (2) This cost includes \$281,000 (i.e. 9 person-years) approved by the Treasury Board. The difference is salary of employees on foreign language training absorbed by the Department.
- (3) Salary of employees on language training totally absorbed by the Department - doesn't include any funds approved by the Board because the Department missed the MYOP Review of summer of 83. The Department will be asking for an additional 25 person-years to cover employees on language training for 85/86.
- (4) 1985/86 is the last incremental. Budget will be stabilized by 1985/86 in terms of operating funds and person-year requirements.
- (5) A program evaluation will be undertaken by the Evaluation Division in 1985/86 using Departmental resources. A copy of the report will be forwarded to Treasury Board.

BENEFIT:

- More effective promotion of Canadian commercial and economic interests abroad.
- More effective job in the development assistance program — the officers being in close proximity with levels of society which never have access to French or English.
- Facilitate aspect of consular work especially when the officials must deal with police, doctors, prison officials in the host country language.
- The ability to communicate in the host country language increases credibility of our officials, increases opportunities, and reduces significantly the drain on the resources of the Post.
- The inability to communicate in the foreign language, increases the sense of frustrations and isolation at the Post.
- The inability to communicate in the foreign language limits exchange of ideas and information with local contacts.

Donna L. ...
Project Officer

21 dec. 83
Date

Project Manager

Date

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EAMIP PROJECT NO. AC18

TITLE: Improvements of Support Services Programs to employees and families

RESPONSIBILITY: Project Manager: R.W. Burchill, Director General
Personnel Planning and Development
ADD
Project Officer: L. Giannetti, Project Coordinator
ADTB

PRESENT SITUATION:

The McDougall Report identified several deficiencies in the dissemination of information for the employees and their family. Briefings provided to people being posted were not always adequate and too few were provided. Information on education for children and work opportunities for spouses was lacking. The lack of information existed at the different stages of the posting cycle: prior to being posted; at the post; on return to Ottawa.

A departmental submission to Treasury Board sought to improve the quality of briefings, to provide more up-to-date information of particular concern to the family and to establish closer communications with spouses. Treasury Board authorized an additional 5 person-years to implement the Community Liaison Services to employees and families. In 1983/84, the Posting Briefing Centre was given the mandate to implement community liaison services in Ottawa and abroad. During the same time, a pilot experience at Paris, of the Community Liaison Services was successfully undertaken.

The Posting Briefing Centre must improve the quality of its briefings and information on posts to employees and their family. It must also implement the concept of the Community Liaison Services in identified posts. Finally, the Posting Briefing Centre should have closer communications with the entire foreign service family.

OBJECTIVE:

Better preparation and knowledge of the post situation will facilitate adaptation, reduce tensions at a post, and improve the foreign service community "morale". Important aspects of this objective include:

- Reduction of number of "early returns" because of family difficulties in adapting to the post environment.
- Respond to deficiencies identified by the McDougall Commission
- Develop a family approach where not only the employee is provided with the required support systems but all members of their family.

GOAL:

By the end of 1985-86, to implement an effective and well integrated Support Services Programs which will respond to needs of the employees and their family as well as the organizational needs, throughout the posting cycle. More specifically, appropriate support services activities will be undertaken prior to being posted, during the posting and on return from posting.

The emphasis will be put on briefings and training sessions prior to the posting on "community liaison services" at the post, and on de-briefing activities upon return to Ottawa.

DESCRIPTION:

In order to improve the information provided during the preparation to a posting, the following projects must be undertaken:

- review post reports in order to reduce their length and improve the quality of the information provided.
- production of audio-visual material to supplement information contained on the post reports
- provide adequate briefings on topics which will facilitate and assist employees and families in adapting to a new posting
- provide counselling services on education facilities and spouse employment opportunities abroad.

During the posting:

- establish at selected post the concept of community support services
- establish relationships between the Posting Briefing Centre and the oversea community liaison services.

Return from the posting:

- provide re-entry support services to the foreign service employee and family
- provide information on education and spouse employment in Ottawa-Hull
- prepare de-briefing sessions to capture employees and family suggestions and comments for program improvements.

An evaluation approach is built in each project to identify program changes, effectiveness and efficiency of the services.

IMPLEMENTATION CONSIDERATIONS:

- Consequences of delaying the project:
 - . departmental commitment to improve information dissemination, especially since Treasury Board authorized additional 5 person-years to improve the quality of briefings, and information on education and spouse employment.
 - . continued dissatisfaction of employees and family towards lack of information
 - . increasing demands of families on post administration, already overloaded.
 - . Treasury Board authorization of 5 additional person-years was conditional on substantive improvement of support services to the foreign service community.

MAJOR STEPS AND TIMING:

1983/84

A) Briefings/Training/Research

- | | |
|--|-----------------------|
| - provide briefings and training sessions related to employees and families needs prior to posting | Apr/May/June/83 |
| - evaluate effectiveness and efficiency of briefings and recommend changes | Oct/83 |
| - organize weekly information session on particular countries | Dec/Jan/Feb/Mar/83/84 |
| - conduct training sessions for spouses | 2 sessions per month |

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- undertake a preliminary study on effects of school discontinuity on the children of the Foreign Service Community

March/84

B) Documentation

- produce 3 audio-visual video to be used as support material on briefings
- produce 15 slide/audio programs on different posts
- produce 30 slide collections on post conditions
- produce 15 interviews of employees and spouses on their return from a post
- review the post reports and make recommendations for format and content changes
- improve information dissemination to employees and their family during the administrative arrangements prior to posting
- establish a computerized information data basis on education facilities abroad and prospective job opportunities for spouses and dependants
- establish direct communication with spouses and forward information related to family concerns
- implement an information newsletter for family concerns
- provides Canadian educational "content" packages for children at posts

by March/84

by March/84

by March/84

by Dec/83

March/84

by Feb/84

March/84

March/84

C) Community liaison services abroad

- review the pilot Paris "community liaison service" and recommend action for further implementation
- implement the concept in selected posts

Jan/84

Feb/84

1984/85

A) Briefings/Training/Research

- provide briefings and training sessions as required and based on employees and family needs
- design career development programs for spouses
- organize weekly information sessions on countries
- undertake a feasibility study on the establishment of a day care centre in the department
- publish newsletter for family concerns

Apr/May/June/84

Oct/84

on going

Sept/84

every 2 months

B) Documentation/information

- review 60 post reports and implement the new format
- produce 30 slide collections on post conditions

by Dec/84

by March/85

- produce 20 slide/audio programs on posts by March/85
- produce 15 interviews of employees and spouses on return from a post by Dec/84
- produce 10 interviews with spouses on post job opportunities by Dec/84
- prepare employment reports on 60 posts by Mar/85
- review and update educational facilities in Ottawa/Hull by Mar/85
- provide to posts, Canadian educational "content" packages for children March/85
- D) Community liaison services abroad
- implement the concept in several other selected posts Jan/85
- Evaluate experience in previous year post implementation Sept/84

1985/86

- A) Briefings/Training/Research
- provide briefings and training sessions as required by employees and family Apr/May/June/85
- organize weekly information sessions on countries on going
- review the computerized information on education and employment for programming changes June/85
- B) Documentation/Information
- review the balance of post reports (60) and implement new format Dec/85
- produce slide collections and slide/audio programs on post conditions March/86
- produce interviews of employees and families returning from post Dec/85
- prepare employment reports on the other 60 posts March/86
- publish newsletter on family concerns every 2 months
- C) Community liaison services abroad
- review and evaluate the previous year implementation Sept/85
- implement the concept in all other posts as required Jan/86

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RESOURCE SUMMARY: (\$000)
Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing (1)	8	541.0	8	541.0	8	541.0			24	1623.0		
New					1	32.0			1	32.0		
Total Direct Costs	8	541.0	8	541.0	9	573.0			25	1655.0		
Indirect Costs (2)		100.0		200.0		200.0				500.0		

Notes

1. In May/83, Treasury Board (minutes no 787633) approved an additional \$395.0 and 5PYs to implement an improved Community Liaison Service.
2. Indirect costs includes salary of employees on training. This cost is absorbed by the Department.
3. The cost to complete this program will depend on cost aspect of implementing at every post, the concept of community liaison services.

BENEFITS:

- Recognition by the Department of the "family" unit as having a vital role in the rotational career service.
- Respond to concerns identified by the McDougall Commission and related to education, health, job possibilities for spouses.
- Improve "morale" of employees and spouses and therefore increase effectiveness of our foreign operations.


Project Officer

21 Decembre 83
Date

Project Manager

Date

PROJECT PLAN AC19

TITLE: Retirement Programme

RESPONSIBILITY: Project Manager: J.T. Boehm, Director, ABS
Project Officer: J. Filion

PRESENT SITUATION:

The Department needs to provide a more comprehensive and rational programme of service to all employees concerning retirement. To date, such service as exists, tends to be ad hoc in nature and consists almost exclusively of voluntary retirement seminars addressed to the full range of employees without regard to either their status, i.e., rotational or non-rotational, or their income levels. In most cases, those who attend are near mandatory retirement age and have already made the decision to retire.

What is needed is a more coherent and structured programme to sensitize all employees to the consequences and benefits of planning for retirement at an early point in their careers, and to provide appropriate counselling throughout the period leading to actual retirement. In some cases, particularly with respect to more senior levels, retirement should be made a more attractive prospect and a more humane process.

OBJECTIVE:

To provide better retirement-related advice and services to all employees and to improve employee understanding of and attitudes toward retirement. In doing so, we might expect an increase in the rate and perhaps predictability of retirement. That would, in turn, assist personnel managers to better assess overall departmental human resource requirements and improve their decision-making capacity in specific areas such as recruitment, assignment, career planning and development including promotions. More generally, the programme should make a positive contribution to employee morale.

GOAL:

To design a comprehensive, well-structured retirement programme for departmental employees in Headquarters and Canada-based employees abroad by November 1, 1984.

DESCRIPTION:

While such a programme would have an obvious impact on the Department as a whole, Personnel Branch would be most affected as it would have responsibility for sizing, designing and implementing the programme. Specific programmes most affected would be superannuation, recruitment, assignment and career planning and development.

The project will require considerable research and analysis.

Anticipated activities include:

- a) the identification of current departmental resources devoted to retirement;
- b) a demographic analysis of the Department to establish target populations;
- c) assembling and analysing retirement programmes in other federal and provincial government departments and agencies, the private sector and possibly foreign departments such as the United States State Department and the British FOO;
- d) assembling and analysing relevant provincial and federal legislation and directives, etc.;

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- e) preparation of a detailed assessment of the nature and extent of the problem based to some extent on a survey of current and retired employees;
- f) on the basis of the foregoing, preparation of a comprehensive series of programme proposals and options with resource implications for senior management consideration and approval.

While responsibility for the design and implementation of the project rests with ABS and specifically the Personnel Services Unit, there will be an obvious requirement for input from personnel stream managers, ADA as well as a more general but limited call on employee/retirees time in connection with any surveys undertaken.

An improved retirement programme providing accurate and relevant counselling and advice to all employees could affect savings to the Department in terms of pay and benefits but it would be extremely difficult to quantify. In terms of management improvement, an increase in the number and rate of retirements could substantially enhance Personnel Branch's capacity to manage the Department's human resources. There could be indirect effects on overall departmental managerial capacity and efficiency.

The programme will not readily lend itself to early assessment of success. It may take some time before certain indicators such as employee interest or participation in counselling, the number of retirees, departmental morale, feedback, etc., suggest success or failure of the programme. The design of a valid system of monitoring the programme would be a part of the project. Beyond that, whether the success of the programme is quantifiable or not, it is an essential service to employees which has not been treated with appropriate consideration in the past.

IMPLEMENTATION CONSIDERATIONS:

A retirement programme is clearly related to current efforts on retirement counselling undertaken by stream managers and the superannuation section of the Personnel Administration Bureau. What it would do, however, is attempt to place such ad hoc and uneven efforts within a more systematic framework. The programme would have an active mode rather than the current reactive one and attempt, resources permitting, to provide guidance of a more personalized nature to employees.

Clearly other departments and agencies will be involved in providing information and guidance in the establishment of the programme. These would include Treasury Board, Health and Welfare, Supply and Services and the Public Service Commission. The implementation of the programme, however, would rest solely within the Department. The proposed programme will be presented to the Senior Executive Committee for approval.

As mentioned earlier, information will be collected from a variety of sources both in and out of the federal government. Such information will include legislative requirements, central agency policies, material on similar programmes elsewhere, demographic statistics, and attitudes, concerns and experiences of current and former employees. By and large, posts will not be involved except insofar as a selected number may be asked to obtain specific information of a relevant nature from their host countries.

Once approved, we would anticipate distributing a circular letter to all employees and spouses outlining the intent of the programme and the parameters involved. At the same time, we would develop a more

intensive briefing programme which may require some training of briefers and the provision of outside expertise (e.g., financial) where warranted. Consideration will be given to the establishment of a full-time retirement advisor who would report to ABD through ABC and be responsible for delivery, maintenance, monitoring and improving the programme.

MAJOR STEPS AND TIMING:

- A. Research and Analysis Jan. 2 - May 31/84
 - 1. Identification of current resources
 - 2. Demographic analysis
 - 3. Analysis of other public, private and foreign programmes
 - 4. Legislative analysis.
 - B. Consultation with Employees/Retirees Mar. 1 - June 30/84
 - 1. Design and distribution of survey
 - 2. Sample interviews
 - 3. Consultations with staff associations.
 - C. Development of Draft Retirement Programme July 1 - Sept. 30/84
 - D. Discussion and Review by Human Resources Planning Committee and ADM Personnel Oct. 1 - Oct. 15/84
 - E. Preparation of Final Form of Programme Oct. 15 - Oct. 31/84
 - F. Circulate to Senior Executive Committee by ACB Nov. 1/84
- for subsequent discussion and approval.

RESOURCE SUMMARY: (\$000s)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.25	11.0	.75	27.5					1.0	38.5		
New		10.0		2.0						12.0		
Total Direct Costs	.25	21.0	.75	29.5					1.0	50.5		
Indirect Costs	.10	7.0	.20	14.0					.30	24.0		

BENEFITS:

The project will produce a comprehensive programme to deliver sound advice and counsel on retirement on a more systematic and coherent basis to departmental employees. Such a programme would result in a more knowledgeable employee, a more positive attitude towards retirement and improved departmental morale. It could also result in an increased rate or level of retirement of a more predictable nature. If so, there would be positive benefits to departmental management of its human resources in a number of specific areas.

[Signature]
Project Officer

Dec 21/1983
Date

[Signature]
Project Manager

Dec 21/1983
Date

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EAMIP PROJECT NO. AC20

TITLE: Improved Capacity to Deliver Secretarial Services

RESPONSIBILITY: Project Manager: Bryan Hutton (ADL)
Project Officer: Ms. M. Landeryou

PRESENT SITUATION:

The outline of this project was approved for development by the ADM's of Policy Coordination, Personnel and Administration Branches at a meeting January 6, 1984. Also in attendance were the Directors General of Corporate Management and Management Review and Audit Bureaux. It was agreed that the project plan would be implemented under the authority of Mr. Harris, ADM, Personnel. At a time of generally increasing workload and resource limitations, it is imperative that the department's secretarial system be as productive as possible. Interviews with a sample of seventy-five staff at various levels and from different parts of headquarters, showed that the current secretarial system is posing delays, wasted time, backlogs, and frustrations in getting routine work done.

Analysis of secretarial workflow problems showed reasons to include workforce shortages, lack of workload organization, inadequate equipment and procedures, unconstructive inter-staff relations, and an absence of control of the system in organization units. In the face of such a multi-faceted problem, and remembering disappointments with other studies, many staff are resigned to the current situation and, unfortunately, thereby contributing to the overall problem.

Improvement in the productivity of the secretarial system is possible if steps are taken in each, not one, of the areas of efficiency, effectiveness and resources. Steps must be tasks or events which can be achieved within a relatively short time by an individual or group so assigned. Senior management must support the project over a long enough period for the necessary skills to be acquired, specific results to be accomplished, and some momentum to develop.

OBJECTIVE:

To improve secretarial systems at headquarters.

GOAL:Efficiency

1. To eliminate time wasting and irritating procedural problems by:
 - a) teaching the skills and establishing a process for the identification, analysis and resolution of problems in selected bureaux (a pilot); and
 - b) arranging communication between secretaries and central services on administrative problems.
2. To improve the productivity of returning rotational secretaries by developing and implementing a re-entry program.
3. To improve bureau administrative management by teaching selected staff work-organization and communications skills.
4. To optimize the performance and use of non-rotational secretaries.

Effectiveness

5. To provide for the planning, organizing, directing and control of the bureau secretarial system by defining and assigning such responsibility to the Director General's secretary (DGS).

Resources

6. To provide for secretarial positions matched with person-years adequate to support the bureau workload.

DESCRIPTION:

This project comprises six work packages, the details of which are attached. Generally, the first phase of the project involves immediate efficiency measures, and testing of new duties in selected bureaux; developing of training material; and rationalizing the 1984/85 establishment. This phase lasts from February to April.

The second phase involves the application of efficiency measures and duties in different bureaux, the testing of training materials and the appointment of new secretaries to complete the secretarial establishment. This phase lasts from April to June.

The third phase involves implementation of the re-entry program, replication of the bureau efficiency measures and implementation of the special duties of the Director General's secretary (DGS) in other bureaux. This phase will conclude in September with an assessment of the project and recommendations for the final phase.

The fourth phase of the project will involve further implementation of problem solving methodology and training in different bureaux and monitoring of the planning for secretarial resources for 1985/86. This phase will end with an evaluation of each work package, by objective and goal, as well as of overall secretarial services. The proposed method of evaluation is to interview a random selection of staff regarding subjective measures of efficiency and effectiveness.

IMPLEMENTATION CONSIDERATIONS:

The role of the project staff officer is to coordinate the work of other staff on different work packages and to undertake specific tasks as required. Ms. Landeryou has been assigned to this job for the period February to September, 1984. Before that period lapses, arrangements must be made by the Project Manager for someone to assume her responsibilities, expected to require part-time attention on the last two phases lasting from October to March, 1985.

For two of the work packages (02 and 04) it is proposed that a specific task be contracted to a retired foreign service secretary and officer. This is an important provision because it taps and builds on existing useful experience and, therefore, helps ensure that the effort to improve is well based.

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In as much as this project is about secretarial work, provisions have been made for a voluntary ad hoc group of secretaries to be kept informed on progress to plan, to assist in monitoring performance (acceptance), and to help make adjustments to plan, as required. Although the time this group will invest amounts to several work-days over the life of the project, the value of their input and support will surely mean the time is well spent.

Three of the work packages (numbers 03, 05 and 06) are related to the External Affairs Management Improvement Project (projects CC02, CC03, GB01, AC08, AC21, MF01). It is intended that the comparatively modest effort to improve secretarial services will complement these projects.

MAJOR STEPS AND TIMING:

Specific schedules are detailed in sub-projects for each of the six work packages.

	1984
1. Bureau Management Skills	Apr. 30.
2. Non-rotational Secretaries	Jun. 30.
3. Bureau Secretarial Efficiency	Aug. 31.
4. Bureau Secretarial Management Function	Oct. 15.
5. Re-entry Program	Oct. 31.
6. HQ Secretarial Establishment	Dec. 31.
- Assessment and Evaluation -	1985

RESOURCE SUMMARY (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.3	14.0*	1.1	50.0*					1.4	64.0		
New			**17.0							17.0		
Total Direct Costs	.3	14.0*	1.1**	67.0					1.4	81.0		
Indirect Costs			.6**						.6**			

* In 1983/84 costs include 2 months full time work by the Project Officer and \$6,000 of a contract to research and draft a reference manual. In 1984/85 costs include seven months work by the Project Officer and 30 person-weeks of secretary time during re-entry. Thirty person-weeks to allow for personal time to establish oneself in Ottawa upon re-entry are shown as indirect costs.

** Included is \$7,000 for contracts to finish the reference manual and conduct the re-entry program, and \$10,000 for materials for the re-entry program (to be detailed by March 30, 1984 by the Director of Training).

EAMIP PROJECT NO. AC23

TITLE: Assignment Policy for Employee Couples

RESPONSIBILITY: Project Manager: ADA A. Morgan
Project Officer: ADA E. Whitcomb

PRESENT SITUATION:

The number of rotational employee couples in External Affairs has grown to over 100, in excess of 7 percent of the total rotational population, some of which have advanced into managerial positions.

There is at present no formalized assignment policy statement for employee couples with the result that there has been uncertainty of approach.

OBJECTIVE:

To create an effective, well understood approach to managing employee couples within the assignment process.

GOAL:

To develop a coherent assignment policy for employee couples, by April of 1984, which will serve;

1. to provide clear guidance to assignment officers and employee couples on the detailed policy parameters and procedures;
2. to explain to the employee couples the particulars of any limitations which may be placed on their assignments by the fact of their relationship;
3. to provide a code of conduct for the employee couples; and
4. to provide single employees with a fuller understanding of the employee couple policy.

DESCRIPTION:

Completion of this project will result in the preparation of a Circular Document which will be issued to all rotational employees by the Personnel Operations Bureau.

The Assignment Policy will state, in general terms;

1. that employee couples on assignment cannot work in a direct line of authority to one another.
2. that there may be some limitation on the flexibility to underfill or overfill jobs;
3. that the career of one member will not be prejudiced by the recall of the other;
4. that employee couples will serve in their fair share of hardship posts; and
5. that on occasion one member of the couple might have to take LWOP.

The Assignment Policy will outline posting procedures and the various responsibilities of employee couples.

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MAJOR STEPS AND TIMING:

- 1. Scoping of project. Spring of 1983
- 2. Conduct of the review
 - completion of interviews with employee couples and personnel officers
 - review of available files and background materials
 - obtain information on prevailing practices by the U.S., U.K., Australia and Sweden. September, 1983
- 3. Prepare a draft version of the policy statement and circulate to the Assignment Division for comment. November, 1983
- 4. Prepare finalized Assignment Policy statement for approval. February, 1984
- 5. Translation and publication of Assignment Policy for Employee Couples. April, 1984

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.05	3.0	.05	3.0					.1	6.0		
New												
Total Direct Costs	.05	3.0	.05	3.0					.1	6.0		
Indirect Costs	.03	1.5	.03	1.5					.06	1.5		

BENEFITS:

Creation of a more formalized basis for managing the assignment process for employee couples.

Ed Whitcomb
Project Officer

21 Dec 83
Date

A.J. Ryan
Project Manager

Dec 21 1983
Date

EAMIP PROJECT NO AC24

TITLE: Review of Diplomatic Designations

RESPONSIBILITY: Project Manager: Assistant Deputy Minister
Personnel
Project Officer: Executive Pool Secondments
Coordination Division

PRESENT SITUATION:

The diplomatic titles of Counsellor, and of First, Second and Third Secretary are determined by fixed provisions outlined in the Manual of Post Administration. Attaché status is given in particular instances in accordance with established practice. The senior titles of Minister and Minister-Counsellor are not granted on the basis of established criteria but on the basis of managerial discretion exercised through decision of the Designations Panel.

OBJECTIVE:

To develop criteria that will establish the diplomatic rank of senior officers of the Department assigned to non Head of Post positions on the basis of the programme requirements of the positions.

GOAL:

To consider approaches to designations that will reduce the number of ad hoc decisions by the Designations Panel and counter the present tendency toward inflation in title and to examine the question of the extent to which senior designations should be used to give personal rank to individuals that would serve as recognition for achievement.

DESCRIPTION:

In recent months it has become apparent that our system of diplomatic designations is not functioning as it should. The current guidelines (contained in the Manual of Post Administration) are outdated and, particularly do not reflect either existing international practice or the situation of the Department following the consolidation of the foreign service, the reorganization of January 1982 and subsequent adjustments, and the establishment of the aid stream this year. The Designations Panel, which is supposed to deal with truly exceptional designations questions which cannot be handled according to existing criteria, has received an inordinate number of requests for exemptions. In considering those requests, the Panel has come to the view that designations in the Canadian diplomatic list may have become inflated relative to our major allies. As a result, the Panel decided at its September 1983 meeting to undertake a thorough review of the designations system.

One of the principal sources of difficulty has been the number of requests for augmented senior-level designations, principally at the Minister and Minister-Counsellor levels. For the ranks of Attaché to Counsellor, the guidelines are fixed and are found in a table in the Manual. There are, however, no fixed criteria for appointments to the

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Minister and Minister-Counsellor levels. These appointments are determined by the Designations Panel in light of the views of senior management and the recommendations of the Head of Post. Among relevant considerations are: host government practice, general political considerations, the importance of the program in the post country plans and objectives, the individual's job package, the need for access and the individual's qualifications and standing. In essence, the current practice of appointing Ministers and Minister-Counsellors is usually on an incumbent-only basis and pertains specifically to the individual. The arguments presented to the Designations Panel both by headquarters and the posts (and often by the individuals concerned) for these two types of designation are generally exhaustive. Over time there has been considerable multiplication of senior designations with the result that the credibility of senior level personnel abroad may have been diminished.

The Review will be considered by Executive Committee before the posting season begins so that the conclusions could be taken into account in the posting program.

IMPLEMENTATION CONSIDERATIONS:

The review of diplomatic designations will require consultations with the Assistant Deputy Ministers, responsible for management of posts to obtain their opinions on senior designations as they relate to their areas. Specifically the views of geographic, and as appropriate functional, Assistant Deputy ministers are being sought on the existing profile of the posts in their region, and on the requirements, as they see them, to have post programmes headed by Ministers, Minister-Counsellors or (in areas where posts tend to be smaller) Counsellors. (There are now 14 Ministers and 23 Minister-Counsellors in various posts). The Assistant Deputy Ministers have been asked to consider an approach whereby the senior level designations at a post are more closely keyed to the post's programmes (taking into account what other like-minded countries are doing) and their relative importance both within the mission and in comparison with other Canadian missions. The question of "accountability", as defined in the Management Classification Plan and used in the EX conversion exercise could also be relevant factor.

In addition, as part of the review, posts in Washington, London, Paris, Bonn, Tokyo, and Canberra have been asked for information on their host governments' policies on senior designations and the criteria they use to determine them. The same posts and several others have also been asked to supply data on the number of senior persons accredited to the host government by the U.S. Embassy, the British Mission and other like minded and comparable missions.

MAJOR STEPS AND TIMING:

- Establishment of Terms of Reference Oct./1983
- Consultations with Geographic ADM's on post profiles and programme requirements Oct./Nov./1983
- Information from posts on host country practices Oct.15/Dec.01/1983
- Drafting of Discussion Paper Dec.01/Jan.15/1984
- Further Consultations with ADM's on Discussion Paper Jan.15/Feb.14/1984
- Submission of Discussion Paper to Executive Committee Feb.29/1984

RESOURCE SUMMARY: (\$000)
Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.3	8.0							.3	8.0	.3	8.0
New												
Total Direct Costs	.3	8.0							.3	8.0	.3	8.0
Indirect Costs												

BENEFITS:
By developing fixed criteria for the granting of Minister and Minister-Counsellor titles, the review will reduce the necessity to refer designations questions to the Panel.

R. C. Cider
Project Officer

December 21, 1983
Date

[Signature]
Project Manager

Dec. 22, 1983
Date

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MANAGEMENT INFORMATION SYSTEMS
AND
ELECTRONIC DATA PROCESSING

- A. New Initiatives or Major Improvements
- B. Operational Improvements

The Management Information Systems (MIS)/Electronic Data Processing (EDP) section of the External Affairs Management Improvement Program covers projects in several branches of the Department.

The main reason for displaying all the projects in one section is to highlight to senior management the scope of this activity in the Department, the resources that will have to be committed to implement the projects and also the interrelationships among these projects.

There are several projects that are of a planning nature, for the delivery of effective systems for the Department in the long term, while others focus on the short term and in particular on EDP. It must be borne in mind that not all systems identified in the projects may be automated. However all projects do deal with information for management or operational purposes. For convenience and ease of understanding the projects have been divided into two categories; those that are new initiatives or major improvements or extensions to existing systems, and those that are operational improvements to existing systems.

A. NEW INITIATIVES OR MAJOR IMPROVEMENTS

PROJECT NUMBER MF08.1

TITLE: Finance and Management Systems Enhancements
- Financial Information Needs Definition

RESPONSIBILITY: Project Manager: D.W. Gordon

PRESENT SITUATION:

The financial information presently produced in the department is mainly limited to that available in the standard responsibility and reporting object structure. As these reports are generally of a cost nature, other information needs such as project control, commitment control, accruals, etc. are not being met.

GOAL:

The purpose of this project is to determine the information required by all levels of management to control departmental operations. This includes the definition of what information should be reported, to whom and in what format.

OBJECTIVE:

Define the financial information need of responsibility centre managers and other users of financial reports and enhance systems to meet these needs in order to provide information to managers that would be useful in both managing their operations and assessing them to take corrective action when necessary.

DESCRIPTION:

The general framework for this project will be based on the Treasury Board Guide on Financial Administration interpreted for the Department's environment.

IMPLEMENTATION CONSIDERATIONS:

This project is sequentially and concurrently linked to projects CC14 and CC15.

MAJOR STEPS AND TIMING

Phase I:	Develop review plan based on work in projects CC14 and CC15	Jan.-April/84
	Obtain Approvals	May/84
Phase II:	Implement review plan	May/84-Oct/84
Phase III:	Develop system requirements descriptions for further assessment and development	Nov/84-Mar/85

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RESOURCE SUMMARY: (\$000s)
Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		FUTURE	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing		20.0	1	100.0		-		-	1	120.0		
New												
Total Direct Costs		20.0	1	100.0					1	120.0		
Indirect Costs	.1	5.0	.1	5.0		-		-	.2	10.0		

BENEFITS
Improved comprehensive financial information requirements established for improved financial systems planning and development.

Project Officer



Project Manager

Date

Dec. 16/83

Date

PROJECT NUMBER MF08.2

TITLE: Financial Planning Enhancements

RESPONSIBILITY: Project Manager: D. Gordon (MFR)
Project Officer: H. Burrill (MFRE)

PRESENT SITUATION:

The present departmental financial planning system is more than ten years old and in no way represents the new reorganized department. It is only vaguely linked to departmental objectives and is not used for planning, analysis or control. The AG has observed the need for this work as did the IMPAC Survey.

OBJECTIVE:

The outcome of this project should be improved accountability and visibility, lower risks in decision-making and improved management practices and control. It should assist management in justification of proposed levels of financial and person-year resources required to deliver approved policies and programs.

GOAL:

To improve internal and external accountability of managers and related decision-making through the provision of timely, complete, reliable financial and integrated management information and to balance financial administrative service and control responsibilities.

DESCRIPTION:

Development and implementation of an automated financial planning system module which resource linkages to an approved operational plan framework (OPF) reflecting the activities and planning elements of the MYOP, Spring and Fall MYOP updates, Main and Supplementary Estimates including Part III of the Main Estimates,

- determination of the data base requirements;
- computerization and management of systems to meet Central Agency (e.g. PEMS) needs and executive management requirements

IMPLEMENTATION CONSIDERATIONS:

Directly dependent on the results of the OPF structure and the determination of overall Executive management information needs. Equipment requirement to process data in-house or use of DSS facilities will have to be determined. The Operational Plan Framework and its related planning elements and program activities must be approved by the Executive Committee and the TBS and OCG. There will be interfaces with FMIS and what might be required from managers (including posts) where budgeting by activity/subactivity is required.

6

- Phase I Review/Clarify Issues April 1984
- Phase II System Design & Module
Priority Scheduling
Management Approval &
Development November 1984
- Phase III Implementation (begins
following MYOP approval
for 1986/87 in 1985) April 1986
- Phase IV Evaluation and
Maintenance October 1987

RESOURCE SUMMARY:

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		FUTURE	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.5	25.0	2.0	100.0	1.0	50.0			3.5	175.0		
New			.5	50.0	.5	50.0			1.0	100.0		
Total Direct Costs	.5	25.0	2.5	150.0	1.5	100.0	-	-	4.5	275.0		
Indirect Costs	.1	5.0	.4	20.0	-	-	-	-	.5	25.0		

BENEFITS:

Required by PEMS/OPF/MYOP


Project Officer

16/12/83
Date


Project Manager

16/12/83
Date

PROJECT PLAN AC02

TITLE: PMIS Workload Priorities

RESPONSIBILITY: Manager: A.D. Morgan
Project Officer: A. Schwartz

PRESENT SITUATION:

The PMIS is currently being utilized to about 40% of its designed capacity and capability. The reasons for this are both historic and perceived. A continuous understaffing and underfunding problem has not enabled the section to load data elements of records beyond those considered as basic to the operation of the system, i.e., the position record and the employee record; further, staff has been hard pressed to maintain the operational aspects of the system and have had little time to follow-up on inaccuracies of data elements although this has been done whenever possible. Because of this, management and staff have come to regard the system as less valuable than its potential in fact allows. They continue to maintain hard-copy files of information which is either duplicated in PMIS or can be entered into the system. Senior management is still required to make decisions based on manual calculation, e.g. person-year utilization when, given the appropriate resources, such a decision support system, already designed into the PMIS, could quickly and easily satisfy managers with their needs. A further consequence is that some managers, not satisfied with the contents of PMIS on what it can presently provide, are calling for the setting up of separate application systems to serve their particular needs. This will lead, inevitably, to the duplication of information, incompatibility between systems, high costs for maintenance for many single-application systems, increased paper-flow, bottlenecks in the information flow, and disputes between branches as to who has the right to access the data and how this data is to be made accessible to other managers in External Affairs. Under such conditions, information will become a negotiating asset rather than a resource available to management to be used in running the department more efficiently and effectively.

To overcome the deficiencies of the PMIS, the division has in the past nine months hired a data administrator, (whose responsibility it has become to identify the areas of weaknesses in the system, improve efficiency and effectiveness by making the most appropriate use of existing staff and other resources, meeting with the users, explaining the capacity and capability of the system to management, auditing the information currently in the PMIS and planning for the improvement of PMIS from the expressed needs and desires of the system's users) and is in the process of staffing a CR-3 position (which will permit the correction of mistakes in the current system, to help audit the present system and to help with the increasing number of searches that have been coming to the section).

A PMIS Workload Priority List has been prepared and awaits approval from the senior management of the branch.

OBJECTIVE:

- A) To develop the PMIS to its full capacity as a Decision Support System for use by the Senior and Middle managers of this Department.
- B) To make effective use of Data Resource Management by improving the use of the Data Base by all managers.

GOALS:

- A) To develop and implement by December 1984 a quality standards program which will ensure a 98% level of accuracy and an input turn-around time of 24 hours maximum.
- B) To develop and implement by June of 1984 a Person-Year Utilization Reporting System to meet Personnel and Corporate Management requirements.
- C) To inaugurate the use of the Posting Preference Record and to provide Assignment Officers with Posting Preference Lists by December, 1983.
- D) To develop and implement by June of 1985 a Work Assignments/Work History Field which will satisfy the requirements of all the streams and to input by December 1985 all of the work history of the Foreign Service Officers of this Department.
- E) To start by December 1983, a pilot project on the feasibility of a distributed PMIS network and to evaluate, by April 1984, the possibility of continuing and/or extending this in-house network.
- F) To develop a record on PMIS by December 1984, for Locally Engaged Staff, to input data by June 1985 on locally Engaged Staff, and then to maintain such records on an ongoing basis.
- G) See attached for additional goals.

DESCRIPTION:

This project will improve the efficiency and effectiveness of the PMIS, will create administrative mechanisms which will ensure that PMIS is an up-to-date and reliable source of information for the entire department, and will be responsive to the current and future information needs of senior and middle managers within the department. The success of this program will be felt not only throughout the Personnel Branch but in the Corporate Planning and Security Branches as well. The major activities include the loading of data from historical

files and currently used forms; the development of new records and programs for PMIS; and, contact and input from user groups. Participants will include ADA, APA, APG, APN, APS, APT, APZ, APD, ABC, CMA, CML, MFS and ZSS. Other branches or divisions may be included later on as required. The product of this exercise will be a more complete, accurate and responsive Personnel Management Information System. The success of the project will be measured by the increased demand upon the system (both by increased requests for information coming directly to ADAP by monitoring the use made of distributed terminals), by the increased use of special reports for special purposes, (e.g. the use of Posting Preference Lists for the Posting Exercise, or the Person-Year Utilization Reports), and by the increased input workload within ADAP (which will indicate the acceptance of the system by the users and the willingness on their part to provide it with accurate and timely information).

MAJOR STEPS AND TIMING:

Steps to initiate this project are already underway in ADA. Parts of the Project will be completed this fiscal year, 1983/84 and others in the next fiscal year 1984/85.

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.5	9.5	.5	9.5	1.5	27.5			2.5	46.5		
New			1	41.5		9.5			1	51.0		
Total Direct Costs	.5	9.5	1.5	51.0	1.5	37.0			3.5	97.5		
Indirect Costs												

BENEFITS:

The internal, as measured by number of requests for information processed, use of PMIS will increase by 20 to 25 percent. There will be more data available to all users. Data will be more timely and as accurate as possible. Person-Year Utilization and establishment

reports will be available to be used in the promotion and recruitment exercises, for input to MYOP, for historical purposes, for Human Resource Planning, for the posting exercise, for LES Resource Planning, etc. External Affairs will be at the forefront in the use of Data Resource Management which will help eliminate the duplication of stored information or the creation of separate, single-problem solving applications. The use of highly expensive computer equipment will be made more effective and efficient through the use of a combined, central user's service and distributed network.

A. Schwartz

Project Officer

Dec 21, 1983

Date

A.J. Pongun

Project Manager

Dec 21, 1983

Date

PMIS WORKLOAD PRIORITY LIST

253.

Item Number		Source of Request	Estimated Time	Priority Rating
12	Work assignments/history Project (2)	ADAP	12mo	
13	Verification of: 1) Posting restrictions	ADAP	3mo	
	2) Employee citizenship/nationality/place of birth	ADA		
	3) Spouse/dependent-citizenship/nationality/place of birth	APT	3mo	
		ADAP	3mo	
14	Stream hierarchy in RC listings	ADA		
15	Creation of a recruitment and promotion responsibility	ADA	6mo	
16	Decentralize terminals	ABD/ APP	?	
17	Expiry Date of term appointments	ADA	1mo	
18	Current term appointments			
	<u>Priority C</u> - To institute major enhancements or to develop new applications for PMIS			
19	Assignment simulation/optimization model	APT	?	
20	Appraisal completion and follow-up	ADA	?	
21	Appraisal standards monitor	ADA	?	
22	Demographic projections (model)	ADA	?	
23	Promotion simulations (model)	ADA	?	
24	Complete replacement of personnel data cards	ADA	?	
25	Security clearance codes - i) individuals	ZSS		
	ii) positions	ZSS	6mo	
26	Create job titles	ADAP	6mo	
27	Load position profile classification totals	ADAP	9mo	
28	Renumbering of all positions	CMA	?	
	<u>Requests Incorporated Into Other Priorities</u>			
29	Total authorized positions	CCBR	4	
30	Total filled positions	CCBR	4	
31	Total vacant positions	CCBR	4	
	<u>Upcoming Projects</u> - Identified as being on the horizon but awaiting further developments			
32	Conversion of FS 3 to EX positions			
	DATE: 1983-10-31 AS			

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(2) will require an FS 1D for 3 months

PMIS WORKLOAD PRIORITY LIST

257

Item Number		Source of Request	Estimated Time	Priority Rating
	<p>All of the priorities listed below, except for the first, are dependent upon the verification of the Headquarters Establishment exercise which is currently being undertaken by CMA and the entry into PMIS of the resulting data. Although some aspects of the work below can be begun, this amount is minimal and relatively minor until such time as we receive approved organization charts and manning levels.</p> <p><u>Priority A</u> - To improve management practices and control and to meet stated needs.</p>			
1	Transfer of information from APT	ADAP	12 wks	1
2	Develop quality standards program	ADAP	6mo	2
3	Meet quality standards	ADAP	12mo	3
4	Person-year utilization report:	CCB/ ADAP	6mo	4
	<p>Rationalizing special RCs eg.</p> <p>i) EX margin</p> <p>ii) Foreign language training list</p> <p>iii) Special assignments list</p> <p>iv) Travel and leave</p> <p>v) Etc.</p>			
5	Posting Preferences	APP	3mo	6
6	Changes in strength report	ADA	2mo	7
7	Passport Office position Code	ADA	1mo	5.1
8	Clean up stream codes on positions (1)	ADA	1mo	5.2
9	Add stream code "P" for political stream	ADAP	1mo	5.3
10	Pay Allowances Project	MFS	8mo	8
11	Further bilingualization of PMIS	ADAP	6mo	9
	<p><u>Priority B</u> - To improve planning, service or visibility of PMIS. (Because of the number of items listed as Priority A, and because of the human resources required to achieve them, items identified as Priority B and C will not be ranked until such time as resources permit or unless senior management changes them to Priority A Status.)</p>			

(1) substantive level

EAMIP PROJECT NO. MR13

TITLE: Property Management Information System Enhancement

RESPONSIBILITY: Manager: Doug Hill
Project Manager: MRCS, Lise Trepanier

PRESENT SITUATION:

The implementation of the current BMIS in 1982 has provided MRD with an inventory of property and therefore a base for decision support. On the other hand, there is a confirmed need to improve the quality of the BMIS information, to extend the flexibility of the present system, and to provide automated interfacing with FMS.

Although the system provides the Bureau with automated capability to process and report property information, it does not serve as a central source of information. Both the completeness and the accuracy of the information are unsatisfactory.

Other manual property information "systems" (Property Records still exist in MRMI, Registry File and other working files used by officers) hold much of the same information as in BMIS. This situation leads to data duplication and difficulties in controlling the information flow. Consequently, there is no single source of information fully credible to the users.

Issues to be dealt with by this project include:

1. Reliability of the BMIS information
2. Flexibility of the system.
3. PMIS and FMS interface.
4. Branch Manual information system interface.

OBJECTIVE:

The establishment of an operating property management information system which serves its clientele according to an appropriate optimal set of criteria.

GOAL:

To design, develop and implement an automated property management information system which is flexible in its response, rationalizes data capture, reduces data duplication, and provides a comprehensive information base for users and serves as the authoritative source and base for information on the department's properties.

DESCRIPTION:

The project encompasses the redefinition of management information requirements and revision of the BMIS to meet the agreed needs of both management and operational users, involved in property management (including Posts). All aspects of the current BMIS will be reviewed in terms of users' requirements, data collection, processes, and reports. The system will be designed and implemented following TB Administrative Policy guidelines (Chapter 440, Appendix B).

Methodology:

1. Data Gathering: This activity will be accomplished by carrying out "top down" interviews with the BMIS users and staff of other information systems, FMS, PMIS. Each client will be interviewed individually. Post Administrators from pre-selected posts will be visited and interviewed at the next phase of the system development. This activity will be coordinated with the MIS project which will also examine the needs of Posts.

- 2. Data Analysis: The data analysis will be accomplished using structured analysis technique:
 Logical Data Flow Diagram (what is the business)
 Entity Model (what type of "things" the organization needs in order to operate).
- 3. Walkthroughs: Revision of the DFD and entity model with the user community through individual interviews and/or Users Advisory Committee meetings.

Participants will include Administration Branch, Physical Resources Bureau, Area Management Advisors and Users in the Physical Resources Bureau. In the post-installation phase, the project will be evaluated.

IMPLEMENTATION CONSIDERATIONS:

There are linkages as follows:

- i) MIS Project on General Purpose computer. The new computer should be compatible with the existing installation in order to allow existing systems to be transferred without rewriting and to provide backup capability. Since this will limit competition in the procurement, Treasury Board approval will be required, and this could lengthen the timing (above).
- ii) Identification and acaporation of the space requires DPW action and could impact on the Accommodation Project.

Any changes resulting from the project will be put in place mainly through users training plan and users guide manual. The absence of input from Posts and lack of resources would affect the successful completion of the project.

MAJOR STEPS AND TIMING:

A definition of the information needs will be in place by the end of March 1984. A schedule for the design will be developed after the information needs have been identified. It is expected that all enhancements will be implemented by 1986.

Phase I steps are as follows:

- 1. Creation of the Users Advisory Committee: This committee will be composed of operational users to resolve issues, concerns or conflicts, and to recommend to BMC the approval of the project deliverables.
 Also the committee will include members (N. Subramani, W. Plyler) who can provide advice on technical aspects.
- 2. Data Gathering: This activity is to further clarify problems, requirements and opportunities, and to identify business process. Jan. 13/84
- 3. Data Analysis: Organization, evaluation and representation of data which has been gathered. Feb. 13/84
- 4. Walkthroughs: Iteration of activities 2 and 3. Feb. 13/84

5. Development of Alternative Solutions: Each solution being described in terms of the functions it addresses, interface with other systems, information flows, processes, hardware, software, and database. Feb. 24/84
6. Evaluation: Each solution being evaluated considering the project objective, potential benefits and constraints.
7. Conceptual Design of the Proposed System March 9/84
8. Preliminary Project Plan.
9. General Design Plan
10. Report on the Information Requirements Definition March 23/84
11. Approval End March/84
12. General Design of System) Dates will be notified
13. Detailed Design) to EAMIP when
14. Programming and Testing) project is approved
15. Installation) and funds have
16. Post Installation Evaluation) been released

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RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.8	30.0	2	140.0	1.1	39.0	-	-	3.9	209.0	.5	15.0
New	-	-	-	120.0	-	50.0	-	-	-	170.0	-	5.0
Total Direct Costs	.8	30.0	2	260.0	1.1	89.0	-	-	3.9	379.0	.5	20.0
Indirect Costs												

BENEFITS:

1. Reduction of Data Transcription
2. Reduction of Data Duplication
3. Reduction of Time spent in Locating Information
4. Accurate and Current Information
5. Post Support Provision
6. Decision-making and Program Planning Improvement

Rise Tapanui

Project Officer

Paul M. M. C.

Project Manager

16 Dec 1983

Date

16 Dec 1983

Date

EAMIP PROJECT NO. CC12

TITLE: Inventory of Existing Systems

PRESENT SITUATION:

This project is complete. Therefore it was felt that introducing a detailed project outline, in the format adopted for other projects, would serve no useful purpose. A short report outlining the major findings of this project follows.

The project has identified 21 systems of which 7 may be considered major. These systems relate to Finance, Personnel, Physical Resources (Property Management), Passports, Import Permit Issue, Library Services and the Program for Export Market Development. The other systems are all relatively inexpensive (around expenditure under \$100,000).

Interviews have been completed for all but two of the systems and a profile has been drawn up which includes the following elements: Title, Purpose, Description, Scope, Key Users affected, who the system is operated by, Frequency of updates, Key Inputs, Key Outputs, and relationship to other systems.

The main findings of this project have been that the identified annual expenditure on those systems is between 4 million to 5 million dollars; MIS/EDP costing is not consistent from system to system e.g. some of the systems are costed out fully while some identify only out of pocket costs like Service Bureau Expenditures; the administrative systems should be made more useful to managers outside the Bureaux responsible for the systems, mainly Finance, Personnel and Physical Resources; and the department spends more than 2 million dollars at service bureaux.

The project will be implemented in early January 1984 and the inventory will be printed and available in February 1984.

6

EAMIP PROJECT COMPLETION REPORT

TITLE:

Inventory of Existing Systems CC12

OBJECTIVE:

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

GOAL:

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

PLANNED DATE OF COMPLETION:

End February 1984.

ACTUAL DATE OF COMPLETION:

End February 1984.

PLANNED COSTS:

\$ 1,000

PY 0.1

ACTUAL COSTS:

Less than \$1,000

PY 0.1

DESCRIPTION OF THE WORK:

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

PRODUCT RESULT(S) OF THE PROJECT:

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

WHERE AVAILAHE:

MFSA

ASSESSMENT OF SUCCESS:

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

RECOMMENDATIONS/FOLLOW UP:

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

M. Subramaniam
Project Manager

6 Mar. '84
Date

COMMENTS OF REVIEWING AUTHORITY:

(when applicable)

EAMIP PROJECT NUMBER GB04

TITLE: Pilot Project on Substantive Information Management
(Canada-U.S. Relations Branch)

RESPONSIBILITY: Project Manager: M. Von Nostitz - URR
Project Officers: N. Subramani - CCBI
H. Korn - CML

PRESENT SITUATION:

Existing information systems in the Department serve operational purposes rather than the information needs of Senior Management. This project will identify the information needs of Senior Management by introducing technology in one Branch. It is hoped that, with use and familiarity with the limitations of technology, the information needs can be determined and systems designed to satisfy these needs.

OBJECTIVE:

The objective of this project is to determine the information needs of Senior Management to permit design of systems to satisfy these information needs.

GOAL:

This pilot project will be located in the Canada-U.S. Branch. Specifically, this project will identify what systems, presently available either in the Department or in the private sector, are useful to Senior Management; and also the manner in which information must be presented to them. If the results of this project are encouraging similar systems will be introduced in other Branches.

DESCRIPTION:

This project is initially limited to the Canada-U.S. Branch. Although this project could cover all programs of the Department it will be useful to select an approach that will yield results in the short term. Therefore, to start with, the project will concentrate on the items that are most important to the user and those in which the results can be achieved with either available software or available data bases. The major activity will centre around the assessment of the information available in public data bases and to establish how these may be usefully presented. Other information that may be useful is that derived from existing operational systems related to Aid, Trade, Tourism, Immigration, etc. In these cases it will be essential to package the information so that it is useful to managers. Another major activity will be to identify the key issues between Canada and other countries and devise means to keep Senior Management informed instantly of the latest developments in these areas. Other activities will relate to identifying financial and organizational information. A list of criteria will be drawn up, in consultation with the Program Evaluation Branch, to assess the success of this project.

IMPLEMENTATION CONSIDERATIONS

This project will be closely linked to the projects on the information needs of the department and on Office Automation in DEA. The latter project will identify the medium that may be most suitable for presenting information to Senior Management.

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Since equipment procurement is needed, possibly a micro computer, the approval of the MIS/EDP Committee will be needed. Posts will not be involved in this project in the initial stages but in the second stage of the project communication with the posts will be attempted where applicable.

The main consequence of delaying this project will be a growing intolerance of MIS/EDP among Senior Management in DEA who have not been given much that is useful to them.

MAJOR STEPS AND TIMING:

- | | |
|---|-----------------------------|
| 1. Establish Information needs | Mar.1984 |
| 2. Assessment of what data bases are available in the private sector | Feb. 1984 |
| 3. Assessment of what modifications will be needed to Departmental Systems | Feb. 1984 |
| 4. Determining requirement for new systems | April 1984 |
| 5. Seek approval of MIS/EDP Committee | April 1984 |
| 6. Procurement and installation of hardware | May 1984 |
| 7. Evaluation | 6 months after installation |
| 8. Determine recommendations for how this will be extended in the Department, including posts | Sept. 1984 |
| 9. Seek EDP/MIS Committee approval | Oct. 1984 |
| 10. Structure second phase of the project | Oct. 1984 |

RESOURCE SUMMARY: (\$000s)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$ K	PY	\$ K	PY	\$ K	PY	\$ K	PY	\$ K	PY	\$ K
Existing	.1	4.0	.3	15.0					.4	19.0		
New *		5.0		100.0		50.0				155.0		
Total Direct Costs	.1	9.0	.3	115.0					.4	174.0		
Indirect Costs		1.0		10.0								

* Estimate only.

BENEFITS:

This project addresses the serious shortage indicated in the information needs of Senior Management. It provides an opportunity to determine what existing information can be accessed to respond to the requirements.

A. Sahagian
Project Officer

Dec 16/83
Date

B. N. [Signature]
Project Manager

Dec 20/83
Date

EAMIP PROJECT NO. CC14

TITLE: Information Needs of Headquarters Management

RESPONSIBILITY: Project Manager: CCBI

PRESENT SITUATION:

The Comptroller General's IMPAC survey of 1979 and the Auditor General's Comprehensive Audit of Foreign Operations indicated that the Department should develop comprehensive information systems to serve the Department.

The lack of resources devoted to MIS/EDP in the Department has resulted in a lack of planning related to the development of information systems. There has been no comprehensive identification of information needs in the Department — a necessary first step to the development of an integrated Management Information System for the Department.

OBJECTIVE:

To develop an integrated Management Information System that will take into account the specific information needs of Senior Management and the overall information needs of the Department. The first phase of this project will identify the information needs.

GOAL:

The products of this phase will include:

- An inventory of overall information needs of management;
- Identification of the immediate information needs of senior management and an identification of the systems that will yield that information;
- An inventory of existing systems;
- An estimate of the resource and organizational requirements to develop an integrated MIS for the Department.

The priorities of the Department will be applied to this list to determine the order of development of systems.

DESCRIPTION

The scope of the project is to examine the overall need for information in the Department. As a first priority, the needs of senior management in the Department will be addressed and systems identified to satisfy the needs.

Management will be interviewed and the resulting discussions will yield the need for information in such areas as communication with posts, financial information, operational information in the areas of trade, immigration, aid and tourism, information on visiting dignitaries, country profiles, etc.

A plan for the implementation of identified systems will be the product of this project together with a clear indication of the resources needed to develop the systems.

Since the final product of the project is a plan there is no provision for assessment of success. However the identified steps for the development of each system will include post implementation evaluation.

IMPLEMENTATION CONSIDERATIONS

The work is not dependent on other projects in the sense that things have to happen before this project can start. However, should there be any areas in which information needs have been already identified or is in the process of being identified and established this will be included in the plan produced by this project.

Posts will not be involved directly in this project as there is a separate project to address that issue.

Since management is involved in the project, care will have to be taken to ensure that the demand on their time is minimal and that maximum information will be obtained from interviews. This will be made possible by drawing the attention of interviewees to models specific to their needs to produce sharply focussed discussions.

The main constraint on the successful completion of this project is the need for resources and for understanding of the role of CCBI with respect to the establishment of information needs for the Department.

MAJOR STEPS AND TIMING

- | | |
|---|---------------|
| 1. Approval of project by Executive Committee. | Nov. 83 |
| 2. Resourcing project team. | Jan. 84 |
| 3. Interviews with management. | Jan.-April 84 |
| 4. Synthesize information and produce plan and resource requirements. | May 84 |
| 5. Obtain approval for implementation from Executive Committee. | July 84 |
- * Some parts of the plan will be implemented before the final approval as there will be urgent needs of management.

RESOURCE SUMMARY (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	0.3	15.0	0.3	15.0					0.6	30.0		
New		25.0		35.0						60.0		
Total Direct Costs	0.3	40.0	0.3	50.0					0.6	90.0		
Indirect Costs		3.0		3.0						6.0		

BENEFITS

The successful completion of this project will result in an identified and established inventory of information needs which will ensure coordinated development of this activity within the Department.

Project Officer

Date

M. Subramaniam

Project Manager

Dec 16 / 83

Date

EAMIP PROJECT NO. CC15

TITLE: Information Needs of Posts
RESPONSIBILITY: Project Manager: N. Subramani
Project officer:

PRESENT SITUATION:
In response to the telegram to posts announcing the EAMIP, a number of replies have been received stating that they welcome the EAMIP initiative and are anxious to get some MIS/EDP support at Posts. Major Posts i.e. London, Paris, and Washington have some EDP support; either owned hardware and/or Service Bureau Support. However, with the exception of the largest posts, smaller posts have had little attention with regard to local MIS/EDP support. They are aware of the decreasing cost of EDP hardware and are anxious to get support in this area.

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OBJECTIVE
To introduce MIS/EDP at Posts in a manner that will ensure that the same productivity tools available to Headquarters is available to posts and that communication between posts and Headquarters is improved.

GOAL
At the completion of this project there will be an identification of the common information needs of Posts and the systems that need to be designed and installed to satisfy the information needs.

DESCRIPTION
The ultimate objective of this project is to provide as much MIS/EDP support to Posts as they can handle. However, since rotational staffing is a feature of DEA every precaution must be taken to ensure that systems at Posts are as similar as possible so that when new staff moves in, the time to get familiar with the new system is as short as possible.
The approach to this project will therefore be focused more sharply on identifying those systems which are common from post to post at least in concept if not in detail. Other factors that have to be considered are local currency, which varies from country to country; the availability of equipment maintenance expertise; the abilities of the LES, and training opportunities.
The geographic branches (through the area management advisers) and people who have returned from specific posts recently, will be interviewed to establish post needs.
The introduction of MIS/EDP to posts could provide job enrichment and new opportunities for many who are now at the top end of their salary scale.

IMPLEMENTATION CONSIDERATIONS:
This project complements the project which will establish the needs of headquarters management. Since our posts deliver programs of other departments, some consultation with those departments is inevitable e.g. CIDA, CEIC, to name two.
In implementing MIS/EDP in Posts local conditions e.g. availability of technical expertise, assured electricity supply, capacity of local staff to work with modern methods etc. are factors to be taken into account. In addition training may be a big factor.

The consequences of delaying the project are that, having raised the hope of posts, to delay the project would have a dampening effect on their enthusiasm and support. Delaying the project also delay provision of better information management for posts.

STEPS AND TIMING:

The steps will be similar to that of the project to determine the needs of Headquarters. However some visits to posts will be necessary at some stage.

- | | |
|--|---------------|
| 1. Approval of project by EDP Policy Committee | February '84 |
| 2. Resource project team | March '84 |
| 3. Research available material | April '84 |
| 4. Set up interviews with key people | May '84 |
| 5. Visit certain posts as necessary | * |
| 6. Synthesize information | June/July '84 |
| 7. Identify common and unique systems | June/July '84 |
| 8. Submit for approval a plan identifying the systems to be developed, the resources that will be needed and the time span during which development will take place. | August '84 |

NOTE: Each system will have a step to assess its performance compared to its objectives.

* Timing to be discussed and negotiated with geographic branches.

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.1	5.0	.2	10.0					.3	15.0		
New		15.0		60.0						75.0		
Total Direct Costs	.1	20.0	.2	70.0					.3	90.0		
Indirect Costs												

BENEFITS

This project will give posts some badly needed attention in terms of administrative support. It will also enable Canada based staff to enjoy the same productivity improvement tool at posts that they are used to in Canada.

This project will improve communications between Posts and Headquarters. In the longer term after implementation of local systems there could be a savings in terms of PYs both Canada-based and LES.

M. Subramani
Project Officer

M. Subramani
Project Manager

Dec 12 / 1983
Date

Dec 16 / 1983
Date

EAMIP PROJECT NO. MF10

TITLE: General Purpose Computer for Headquarters

RESPONSIBILITY: Project Manager: MFSC; J. Rogers
Project Officer: MFSC; J. Rodgers

PRESENT SITUATION:

The Financial Management System, Personnel System, Physical Resources Database, and a number of smaller applications are currently "run" on the Department's DEC-20 computer in Communications and General Services Branch, a machine which was acquired specially for the Information Storage and Retrieval System (IS&R). These circumstances create a number of problems.

- i) The "intermix" of administrative programs with the potentially sensitive data of the IS&R is considered by the RCMP Security Evaluation and Inspection Team (SEIT) to be unacceptable.
- ii) Although the load imposed by the additional systems is still moderate, further growth or the implementation of additional systems for Management Information, will degrade the response of the primary system. A separate general purpose computer is needed to host the present administrative systems and others to be developed and to provide backup to the IS&R system.
- iii) Security considerations, and the limited expansion capacity of the Dec. 20, inhibit extensive deployment of terminals to end-users.

OBJECTIVE:

The acquisition and installation of a general purpose computer facility to support EDP applications at Headquarters.

GOAL:

To acquire, install and operate a general purpose computer to serve Headquarters data processing requirements.

DESCRIPTION:

Standard EDP equipment acquisition methodology will be followed. Responsibilities and approvals are extensive - MFSC, MFS, MFD, MCB, EDP, and Executive Committees, and TB.

IMPLEMENTATION CONSIDERATIONS:

This project is related to a pilot Office Automation system for Headquarters, scheduled to begin in the first quarter of calendar 84. A significant constraint will be the requirement for a new computer room, another is the need for reasonable compatibility with the DEC-20 to minimize the conversion effort for the administrative systems and to permit the new computer, if practical, to serve as a backup for the DEC. These considerations conflict with that of obtaining a state-of-the-art computer facility compatible with those at posts (see MF11) for system development, and a trade-off between these requirements will be needed.

MAJOR STEPS AND TIMING:

T.B. approval in principle
 Preparation of tender specifications
 Award Contract
 Delivery of Equipment
 Conversion of existing systems

by April/84
 June/84
 Aug/84
 Dec/84
 Jan-Mar/85

RESOURCE SUMMARY:

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing			1.5	57.0	.5	21.0			2	78.0		
New				350.0		50.0				400.0		
Total Direct Costs			1.5	407.0	.5	71.0			2	478.0		
Indirect Costs												

BENEFITS:

An additional benefit would also be as an on-site backup to the DEC-20 and the IS&R system.
 An EDP facility to support EDP Headquarters application and develop and test general purpose post applications.

J. Rodger
AS Munsell

Dec. 16/83
 Date

Dec. 16/83.
 Date

EAMIP PROJECT NO. SF04

TITLE: Computer-Assisted Immigration Processing System (CAIPS)

RESPONSIBILITY: Project Manager: SIM
Project officer: A.J. Humphries

PRESENT SITUATION:

Management requires a system which will assure the efficient delivery of the Immigration Program abroad and provide information needed to manage it. Procedures presently used to process visa applications and to collect data are manual and often highly labour intensive. The slow pace of manual data collection means that information available to management is seriously out of date and inexact. Management recognizes that excessive dependence upon inflexible personnel resources is a major source of difficulty in meeting the changing demands of the Immigration Program and that computerization can offer important labour savings in information-intensive activities which characterize this work. For this reason a formal feasibility study of potential computer applications to immigration processing operations abroad was recently completed and a report submitted to senior management for approval of full systems development and pilot testing. The study team recommended that Hong Kong be selected as the test site and that the pilot project be implemented there during fiscal 1984/85 for evaluation purposes.

OBJECTIVES:

The objectives of the system are to provide efficient and effective processing tools which will reduce the disproportionate level of personnel resources required, provide accurate and timely information needed by management, and contribute to general post efficiency by making available powerful computing and office automation facilities to other post programs economically.

GOAL:

The immediate goal is to implement the proposed pilot project by early 1985 so as to enable early evaluation of benefits and to gain operational experience. This will provide an improved planning perspective for global implementation of the system.

DESCRIPTION:

A project team consisting of one program specialist (SIME), a computer analyst from MFSC, and possibly, one outside consultant has been identified. The team will develop and implement the project according to TB guidelines for EDP projects. This will include the general and detailed design of the system, development of performance goals, preparation of all manuals, training materials and procedures, liaison with the CEIC and posts, tendering for equipment, site preparations, installation, and training of personnel. In general the proposed system would provide a minicomputer at immigration posts with terminals

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and printers distributed to various processing and decision-making personnel. Data from applications would be captured, decisions recorded and processing documents including visas would be prepared automatically from stored information. Most of the physical work associated with the present paper-based system would be eliminated because an electronic file would become the working document and the paper file would become a "back-up" and repository for legally-required documents. Transmission of data to CEIC and DEA HQ would ultimately be accomplished electronically via telex lines when the NOCAMS II switch becomes available in 1987/88. This could eliminate the physical transmission of hundreds of thousands of data transaction records. The pilot project would be run for a period of at least six months of normal operations at which time a post-installation audit would be carried out to determine and confirm the benefits obtained from the system, its impact upon operations and personnel, needed changes or enhancements, the degree of achievement of system objectives. The audit team's report to management would include recommendations concerning the desirability and pace of further implementations of the system at other posts.

IMPLEMENTATION CONSIDERATIONS:

The work required for the proposed pilot project can be accomplished, within present resources and tasking, by both MFSC and SIME the major participants. The CEIC, and possibly HWC and the RCMP, will be consulted. In the case of the CEIC these consultations may be extensive and may include coordination with a parallel project in the early planning stages there. This will not involve delays in the present project however. One post, Hong Kong, will be actively involved in the pilot project. Thereafter, in order of priority, all other immigration posts will be provided with the system, probably within 5 to 7 years of confirmation of its benefits and effectiveness. Because such benefits are expected to be large any delay in project implementation would result in continued inefficiencies and higher than necessary expenditures for the program.

MAJOR STEPS AND TIMING

- | | |
|--|---------|
| 1. Approval of pilot project by Senior Ex. Cttee. | Dec. 83 |
| 2. TB EDP Approval-in-Principle | Feb. 84 |
| 3. Final Systems Design Approvals
(SID,SIM,SIME,MFS,POST) | Sept.84 |
| - Award of equipment tender (MFS,DSS) | |
| - \$44,000 from existing resources. | |
| 4. Installation of equipment at post (MFS, POST) | Feb.85 |
| 5. Completion of training and initiation of pilot
project operation. (MFS,SIME) | Mar.85 |
| \$185,000 | |

Ex
Ne
To
In

- 6. Post-Installation Audit of Pilot Proj.(SID,SIM,MFS) Nov. 85
\$15,000
- 7. Long range EDP Plan (MFS,SIM,SENIOR MGMT) Mar. 86
- 8. Global Implementation Completed (MFS, SIM) 1991
Total Cost of Project: \$7.8 million

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

The summary below refers to capital and one-time implementation expenditures.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		(1) Annual Oper. Maint. Costs	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	1.1	63.0	1.4	262.0	1.0	62.0			3.5	387.0	34	1920.0
New (1)				(2)								5520.0
Total Direct Costs	1.1	63.0	1.4	262.0	1.0	62.0			3.5	387.0	34	7440.0
Indirect Costs												

- 1. These costs are recoverable from resource savings
- 2. Sufficient funds exist in the approved MYOP

BENEFITS:

The feasibility study for this project indicated large potential efficiency gains which should more than offset its costs. An annual net savings of \$1.1 million is anticipated once the proposed system becomes fully operational. These estimates are considered to be conservative since long term historical trends in (decreasing) costs of computer equipment, and (increasing) costs of personnel are favourable.

Once forecast benefits are confirmed through the pilot project further implementation will be targeted at high volume posts where the greatest resource savings are anticipated. The Hong Kong project for example is expected to reduce program requirements by 2 FS and 5 LES person years for a net annual saving of \$293,000. Similar cost decrements are expected for many other posts so that, if a satisfactory rate of implementation is achieved annual savings could approach \$1 million by as early as fiscal 1989/90.

The proposed project would replace present labour-intensive processing procedures with a more effective and efficient system which would require substantially lower personnel levels to operate. The Immigration Program is characterized by shifting and changing desired levels and targets and is further complicated by the pronounced seasonality of its work load. By reducing the work force required to accommodate these factors DEA will increase its ability to respond to such changes since management will be

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less constrained by the inherent inflexibility of personnel resourcing and will experience lower expenditures for the deployment and redeployment of personnel, temporary duty, and related staffing costs.

[Signature]
Project Officer

[Signature]
Project Manager

14 Dec 83
Date

14 December 83
Date

EAMIP PROJECT NO. MF09

TITLE: Office Automation in External Affairs

RESPONSIBILITY: Project Manager: MFS; P.S. Dunseath
Project Officer: MFSX; M.E. Duncan

PRESENT SITUATION:

Over the past several years, DEA has installed various automation tools to enhance the efficiency and effectiveness of its various functions. The majority of these automated tools have been added to the administrative functions. Recent technological developments have reduced the cost and risk in expanding automated tools to the larger officer group. Many of these tools can be integrated with existing or planned facilities. As well, demand for these tools is being made by the officer group particularly in posts. A pilot project at the New York Consulate-General is about to begin, using a KONTAC MITEL system based on a telephonic system.

OBJECTIVE:

To improve the productivity of officers in the Department of External Affairs through the provision of an appropriate level and type of automated office systems.

GOAL

This project is intended to assess the degree to which it is possible and appropriate to provide advanced technological support to this group and, when that determination has been made, to implement a long-term plan for the Department as a whole.

DESCRIPTION:

This is essentially a research and development project by MFS carried out under its current mandate to coordinate EDP design and development, Office Automation development and Word Processing at posts. A limited implementation of the tools, in the form of a pilot or prototype system (KONTACT-MITEL) is a low risk to determine how officers adapt themselves or the tools to their needs. The first step will include limited pilots in a post and in headquarters to study the effects of office automation tools - the gains in productivity, the problems encountered in its introduction, and its acceptability to the officers of the Department. The result of this study, along with the complementary study being conducted by CCBI, will be used as input to the "requirements definition" stage. The next stage, which is beyond the period covered by this EAMIP project, will be detailed requirement analysis, in which the information obtained in the requirements definition phase is melded with that gained from the Immigration EDP pilot project in Hong Kong and experience with the London and Paris computer systems, to produce the Detailed System Design for an integrated global approach to automation in the Department (see, in this regard, the closely-related EAMIP project of EDP Support at Posts [MFII]). At this stage, Office Automation (including Word Processing) becomes one of several applications on the computer facility, at HQ or at posts, and ceases to exist as a "stand-alone" function. The later stages comprise the classic steps of Implementation and System Maintenance.

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Scope:

The locations selected for the pilot are the New York Consulate General and sections of CCB (CMD, CMA and CML), MCB (MFD, MFR, MFS, MGD, MGL), and ACB (ADA and ADD).

Major Activities related to the Pilot:

1. Commission an evaluation study in both New York and Headquarters to establish and implement the observation framework for the pilot. The study will address the questions of training requirements, user acceptance, applications, both those introduced to the user and those generated by the user, observed and perceived changes in the communication structure and tasking models used at the pilot sites and productivity changes (effectiveness and efficiency).
2. Implementation of the office systems in the locations chosen. This phase involves working closely with the pilot sites in scheduling the actual equipment installation as well as training and support functions during the first months of operation.
3. Assessment of feasibility of incorporating into the pilots features supporting requirements defined in the studies by CCBI and UGB.
4. Final evaluation of the course of the project, with publication of results, including recommendations aimed at the "requirements definition" stage.

IMPLEMENTATION CONSIDERATIONS:

The pilot studies will complement the investigations undertaken by CCBI into the information requirements of the Department. The pilot project team will maintain close contact with this and other projects for this purpose.

Until integrated office systems are available which address the full range of functions performed by the knowledge workers, there will continue to be a requirement for stand-alone and cluster system word processors. It will obviously be essential, however, that acquisitions of this equipment for both posts and headquarters are coordinated and consistent with the other related initiatives. To ensure that this is the case, Management Services Division will continue to exercise an approval and monitoring role on Word Processor and Microcomputer acquisitions, and will bring before the Department's EDP Policy Committee a statement of policy on the approval process, standardization, security implications and Canadian content in procurement.

The EDP Policy Committee, on behalf of the Executive Committee, will act as the Steering Committee for the pilots. At present, there is a heavy but suppressed demand for equipment, both abroad and in Headquarters; spurring this demand are the vendors of a large variety of microcomputers and related products which, to the non-specialist, can readily be represented as the answer to all of their problems. Without a planned approach to Office Automation, the Department runs a very real risk of haphazard acquisition of equipment which is incompatible, structures data differently (and therefore makes it impossible to compare or integrate information from various sources accurately), and which is not cost-effective.

MAJOR STEPS AND TIMING:

- | | |
|---|-----------------|
| 1. Pilot project, and assessment | Feb./84-Mar./85 |
| 2. Consolidate pilots results with other studies, overall Statement of System Requirements for Office Automation. | Dec./84-Apr./85 |
| 3. Integrate with on-going automation of financial, immigration and other program areas. | Mar./85-Apr./85 |

RESOURCE SUMMARY: (\$000s)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.4	81.0	2.75	95.0	2.75	95.0			5.9	271.0		
New			1.0	371.0	1.0	326.0			2.0	697.0		
Total Direct Costs	0.4	81.0	3.75	466.0	3.75	421.0			7.9	968.0		
Indirect Costs			0.5	20.0	0.5	20.0			1.0	40.0		

BENEFITS:

Approved set of criteria on which the Department can assess what automated tools will be provided to the officer group.

ME [Signature]
Project Officer

83 12.16
Date

[Signature]
Project Manager

16 Dec 83
Date

EAMIP PROJECT NO. EF06

TITLE: STRB Pilot Project for Ad Hoc Reports

RESPONSIBILITY: Project Manager: G. Simard
Project Officer:

PRESENT SITUATION:

The Import Permit processing system was designed primarily to issue permits; the production of Ad Hoc Reports for management is cumbersome and time consuming.

OBJECTIVE:

The objective is to provide management with the information necessary to carry its responsibility for the Bureau.

GOAL:

This is a pilot project to provide management reports as required. This project will most probably be superceded by the redesign of the import permits Process of systems. There is a current need to provide these reports and this service must be maintained until a redesigned system is implemented.

DESCRIPTION:

The system consists of one (1) IBM-PC and off the shelf software "answer". The hardware and software must be debugged to make them useful tools in the context of this system. The pilot project will be evaluated following full implementation in Jan. 84. There are two aspects to this Pilot:

- a) For a limited set of countries (17) and restricted to the textile and clothing industry, a menu will be developed to enable the production of Ad Hoc Reports on an IBM-PC.
- b) To use and evaluate the ANSWER software package to extract data for countries and commodities not covered in (a) on a more general scale.

IMPLEMENTATION CONSIDERATIONS:

Project is more than halfway completed and no purpose will be served by delaying the project at this stage.

MAJOR STEPS AND TIMING:

- 1) Implementation of design Jan. - Mar. 84
- 2) Evaluation of results June 84

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	1	100.0							1	100.0		
New				197.0						197.0		
Total Direct Costs	1	100.0		197.0					1	297.0		
Indirect Costs												

6

BENEFITS:

Main benefit is that this project will enable the production of special reports to aid in the negotiations of import levels for certain commodities, which had been impossible in the past.

Leah R. Smith
Project Officer

83/12/15
Date

M. M. ...
Project Manager

Dec 15, 83
Date

EAMIP PROJECT NO. EF07

TITLE: Redesign of the Import Permits Processing System

RESPONSIBILITY: Project Manager: ESC; Mr. G. Simard
Project Officer: MFS; J. Rogers

PRESENT SITUATION:

The present Import Permits Processing System, the life of which is now limited by the numerous changes needs to be redesigned to effectively accommodate the increasing demands placed upon it. This system was originally designed to issue import permits and to control imports. Now the system is used as an import information system and to extract ad hoc reports, functions that were not included in the original design.

A feasibility study is scheduled to start early January 1984 to confirm the users requirements and to examine the current system to determine what should be done to effectively meet the users requirements. The study will also examine the possible integration of the export information retrieval system.

OBJECTIVE:

To have the most effective and efficient computerized system to support the activities of STRB.

GOALS:

The feasibility study will examine the current system and establish future requirements.

IMPLEMENTATION CONSIDERATIONS:

It is an independent feasibility study and the existing operations will not be affected by the study. No other departments are expected to be involved at this stage.

Once the feasibility study is completed its recommendations will be submitted to the new EDP policy committee for recommending to Executive Committee release of resources to implement recommendations.

The present method of delivery calls for the use of a service bureau (IST) on a facilities management basis. This contract will terminate on July 1985. The consequences of delaying the feasibility study would mean less time available to obtain all the necessary approvals (departmental and central agencies) should the recommendations indicate a different method of operation. (e.g., In-house equipment.)

MAJOR STEPS AND TIMING:

Scope of the feasibility study will be restricted to the activities or responsibilities of STRB and the impact should result in the amelioration of the import and export controls. Outside consultants will be used to conduct feasibility study under the direction of MFS. It is hoped that the feasibility study will identify a solution to resolve existing problems with present operations.

- | | |
|--------------------------------|----------------|
| 1. Award contract | Jan/84 |
| 2. Layout Workplan | Jan/84 |
| 3. Conduct Feasibility Study | Jan. - Mar./84 |
| 4. Report Recommendations | April/84 |
| 5. Approval of Recommendations | May/84 |

- 6. Prepare if necessary TB Submission;
RFP if necessary; Contract with Supplier;
installation and testing of equipment if
necessary etc.
- 7. Implementation
- 8. Assessment

May/84-June 85
July/85
Sept./85

RESOURCE SUMMARY: (\$000s)
Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing		40.0								40.0		
New												
Total Direct Costs		40.0								40.0		
Indirect Costs												

BENEFITS:
The redesigned system will satisfy all the requirements of STRB some of which are not presently being serviced. In addition, it is hoped that a change in the method of operation may yield considerable dollar savings in the region of a 1/4 million plus dollars annually.

J. Rodgers
Project Officer

Dec 15/83
Date

[Signature]
Project Manager

Dec 15, 83
Date

EAMIP PROJECT NO. TF04

TITLE: Defence Imports Contract System

RESPONSIBILITY: Project Manager: TDD, Tom Chell
Project Officer: TDR, Pat Fera

PRESENT SITUATION:

The present system was developed some 7-10 years ago and as such the programming, logic, computer language specifications and layout reflect the user requirements of a similar vintage. The system is inefficient as it provides information that is no longer required and the system's data is derived from questionable logic. The present system is no longer compatible with our present defence export contract system nor with other government systems. Further, documentation for this system is non-existent thereby making maintenance of the program very arduous and costly. For example, correcting a program malfunction last year required the efforts of consultants from DRIE, DSS and the private sector at a cost of \$4,000. It also resulted in the loss of the system for approximately six months. Therefore, the need for the design, development, programming and installation of a new system is self-evident and is a high priority. Due to staff shortages the project has yet to be initiated; however, work should begin the 4th quarter FY 83/84 and carry on into FY 84/85.

OBJECTIVE:

The data and ancillary information obtained from this system and the Defence Export Contract System are used by management in its negotiations with foreign governments during bilateral trade meetings. These meetings and the resulting decisions directly affect the Canadian high technology industry. As such the system is essential to provide the required data and in the case of the Canada/U.S. Defence Development/Defence Production Sharing Arrangements, our maintenance of the data is obligatory under the terms of the Arrangements. The data are also used to brief Ministers and officials in this and other Departments in the formulation of defence and commercial trade policy.

GOAL:

The requirement is for the redesign, development, programming and installation of an upgraded computerized defence import system.

DESCRIPTION:

This is a standard EDP Design and Development Project. The remaining phases will be done according to the phases specified in the Administrative Policy Manual, Chapter 440.

IMPLEMENTATION CONSIDERATIONS:

This is an approved project and therefore no further approvals are needed. Resources have been allocated to this project.

The organizational units involved in this project are

- (1) Defence Programs Bureau - TDD DEA
- (2) Computer Systems Division - MFSC/DEA
- (3) Contract Information Management Division - DSS
- potentially
- (4) EDP analysts/consultants
- (5) External service bureau or other Departments' facilities for hardware and processing.

MAJOR STEPS AND TIMING:

- 1. Project Initiation
- 2. Feasibility Study
- 3. General Design
- 4. Detailed Design
- 5. Programming and Testing
- 6. Implementation
- 7. Post Implementation Evaluation

The timing for these steps will be negotiated with the consultants who will carry out the work. EAMIP will be notified when negotiation is complete.

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing		55.0		20.0						75.0		
New		-		-								
Total Direct Costs		55.0		20.0						75.0		
Indirect Costs												

BENEFITS:

The redesigned system will resolve all the problems encountered with the present system and will reflect the needs of the users today. It will avoid the costly aspects of the present system, therefore savings should be demonstrable.

Pat. Lee
Project Officer

12/12/83
Date

Jos. P. Montgomery
Project Manager

12/12/83
Date

EAMIP PROJECT NO. SF06

TITLE: Consular Operations Management Information Systems (COMIS)

RESPONSIBILITY: Project Manager: L. de Salaberry, Director (SIC)
Project Officer: B.J. Davies, Deputy Director (SIC)

PRESENT SITUATION:

The management need is to find a more accurate way of determining how consular programme resources are being used, to estimate future resource needs, to aid the allocation of resources abroad, and to contribute to better monitoring and evaluation of programme effectiveness.

As a first phase, the new statistical reporting system was introduced at six selected posts for a six month trial period ending December 1, 1983.

The results from the six post pilot project will be massaged by EDP systems and analyzed to determine the feasibility and utility of COMIS. If satisfactory, work will begin in early 1984 to develop the mechanisms for introducing it on a global basis.

OBJECTIVE:

To develop a statistical reporting system for the consular programme that will serve as the basis for workload projections, resource determination and deployment, the identification of policy and programme problems and to assist in the evaluation of programme effectiveness.

GOAL:

To devise a monthly reporting format for consular statistics, broken down into detailed activities, to feed that input into EDP systems and then, using a variety of correlations, to provide useful workload data for headquarters management and posts abroad.

DESCRIPTION:

The current operational reporting system is proving inadequate to meet the consular programme management needs. It is too inaccurate to serve as the basis for management planning, workload projections, resource allocations, and identification of policy and programme problems. In consultation with the Management Services Division, a new system is being developed and is currently being tested at six posts with a view to determining: how easily it can be implemented abroad; its accuracy; its adaptability to EDP massaging; its utility in satisfying management information needs.

IMPLEMENTATION CONSIDERATIONS:

Development of a better management information system, making full use of the Department's data processing capacities, is in line with the general thrust within the Department to improve the quality of management information. COMIS is also intended to improve management's capacity to monitor and evaluate programme effectiveness, a capacity, which the Auditor-General indicated was in need of improvement. COMIS was developed jointly by the Consular Policy Division and the Management Services Division. Other divisions within the Department have been consulted and informed but the system is essentially being

controlled and managed by the Consular Policy Division. The information produced by COMIS will be distributed regularly to posts and geographic divisions. Senior management and other divisions and departments will be informed as required.

The success of COMIS will depend ultimately on the efforts and commitment of posts to provide reliable, timely input. To this end, it will be introduced globally in mid-to late 1984 by means of a circular letter to heads of post. It will also be buttressed by the consular training programme, pre-assignment briefings to consular programme managers abroad, and review of its implementation abroad by the Management Review Division's inspection teams. The consequences of delaying the project would be a continued inability to determine adequately how consular resources are being used abroad and how those resources can be distributed most effectively to achieve programme objectives. Clearly this information is necessary not only in terms of good management but also to take account of resource restraints and close scrutiny by agencies such as the Treasury Board and the Auditor-General's office.

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MAJOR STEPS AND TIMING:

- Step 1 Testing new data gathering system at six posts Dec. 83
- Step 2 Study results of tests and integrate into a suitable data processing format Feb. 84
- Step 3 Introduce reporting system on a global basis July 84
- Step 4 Employing statistical techniques to provide useful management information and assessment of COMIS. Dec. 84

RESOURCE SUMMARY: (\$000)


Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.2	4.5	.5	11.0					.7	15.5		
New (1)	-		-						-			
Total Direct Costs	.2	4.5	.5	11.0					.7	15.5		
Indirect Costs	-		-						-			

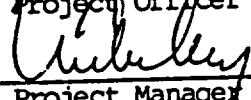
BENEFITS:

The reporting system will enable determination of:

- a) how consular programmes are being used
- b) the extent of future resource needs
- c) allocation of resources abroad and
- d) the evaluation of programme effectiveness.



 Project Officer



 Project Manager

Dec. 14, 1983

 Date

Dec 14, 1983

 Date

EAMIP PROJECT NO. CC19

TITLE: MIS/EDP Training in DEA

RESPONSIBILITY: Project Manager CCBI

DESCRIPTION:

Although courses in MIS/EDP are available within the department and in the public sector, there is a pressing need to train all officers in MIS/EDP in a focused manner so that they may take advantage of technological opportunities as they become available. We therefore need to start formulating, in conjunction with ADD, a more structured approach to planning and managing a relevant and effective set of Training and Development activities within DEA. The approach will consist of developing a basic course in the concepts of MIS/EDP which will address the needs of most officers. Special courses will be offered to Senior Management. For leading edge subjects the public sector offerings will be considered.

TIMING:

- a) A course for Senior Executives was held on February 9, 1984.
- b) Other courses will be offered in March and April for Directors General.

RESOURCES:

To be determined.

B. OPERATIONAL IMPROVEMENTS

EAMIP PROJECT NO. TF02

TITLE: Program for Export Market Development (PEMD)
System Improvements

RESPONSIBILITY: Project Manager (TED)
Project Officer: Nick Della Valle (TEP)

PRESENT SITUATION:
PEMD is managed by DEA but delivered by both ITC/REE and DEA. Financial and other program delivery data required by management are thus generated and used by both departments. At present, management reports prepared using these data contain errors and generally are not timely. The PEMD computer system and data base are resident on the IST (a service bureau) computer facility in Montreal. A strong linkage is required between the PEMD system and the financial systems of ITC/REE also resident on the IST facility. The present linkage has been, and continues to be, a source of difficulty. The PEMD management have produced a report on the financial data validation requirements and are currently assessing various recommendations for solving the linkage problem. Feasibility studies and implementation plans are yet to be done

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OBJECTIVE:
This project will result in the specification of a means whereby consistent, timely data will flow from a linkage of the DEA and ITC/REE systems in order that management decisions can be rendered with the most complete information available.

GOAL:
To implement the system improvements by April 1, 1984.

- DESCRIPTION:
The project consists of the following elements:
- (a) the preparation of a report on the current financial data validation process for PEMD so that the linkage problem will be more fully understood. The report will explore the problem thoroughly and will contain recommendations for solving all the user requirements;
 - (b) an outline of the financial data required by PEMD management and DEA and ITC/REE financial services;
 - (c) preparation of feasibility studies of alternatives solutions carried out in accordance with the systems' life cycle methodology adopted by DEA management; and,
 - (d) implementation of acceptable solutions.

IMPLEMENTATION CONSIDERATIONS:
The project involves close cooperation with systems design personnel of ITC/REE. Personnel of DEA computer services are aware of the project and will assist in ensuring that the final product is consistent with DEA policy and operations. The posts abroad are not involved.

Domestic delivery units will be surveyed in order to obtain their data requirements. The constraints involved in completing this project involve a lack of system analytical person years. Since delay will mean untimely data and will hamper management decision making, we intend to hire systems analytical consultants to complete the task.

MAJOR STEPS AND TIMING:

- | | |
|---|-------------------|
| 1. Familiarization with the system: | November 15, 1983 |
| 2. Report on financial data evaluation and specification of needs | December 15, 1983 |
| 3. Feasibility Studies of different options | March 15, 1984 |
| 4. Implementation of recommended options | April 1, 1984 |
| 5. Post Implementation Evaluation | June 1984 |

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.5	24.0					.5	24.0				
New		73.0						73.0				
Total Direct Costs	.5	97.0					.5	97.0				
Indirect Costs	.5	24.0					.5	24.0				

BENEFITS:

The benefits to DEA are derived from improved management information systems which in turn allow for more flexibility and informed management response than is presently available. PEMD is a major portion of DEA's trade promotional activity and any increased ability of management to respond to questions concerning the operation will be favourably received by DEA's senior management, by other governmental agencies and by the business community.



 Project Officer



 Project Manager



 Date



 Date

EAMIP PROJECT NO. MF12

TITLE: Systems Support for Headquarters

RESPONSIBILITY: Project Manager: P.S. Dunseath, MFS

PRESENT SITUATION:

The Bureau has itself identified over 20 essential projects which have arisen in the recent past but is either unable to undertake or complete them in the time frame required and has been forced into a reactive mode. The resource implications of undertaking these projects and identifying new ones in an orderly, planned manner must be determined.

Both departmental and governmental systems are dynamic and require frequent enhancements and changes to meet new requirements, including those of central agencies. Within External Affairs, systems support to meet these requirements has been provided by the Management Consulting Section of MFS (authorized strength 5, actual 4 including one Admin. Trainee, i.e. approximately one O&M officer per 2000 employees, whereas conventional wisdom holds that a ratio of one per 500 is appropriate); and the Computer Systems Design section, also of MFS (authorized strength 12, actual 9 including one term employee, which is approximately one third the strength calculated on a conservative per capita basis government-wide).

Cost benefit analysis performed for a number of years consistently demonstrate that the Management Consulting section achieves dollar and PY savings which significantly exceed the cost of its operation, but its meagre level of staffing means that only the most urgent projects can be addressed. On the EDP side, good progress has been made in the past on computer systems for Personnel, Physical Resources and Finance, but a large latent requirement still exists in Personnel, and this and other systems must also be transferred in the near future to a second HQ computer (see also project MF10).

Although the EDP section has grown in real terms by only two persons since consolidation, the workload associated with Immigration and Trade represents a quantum increase over the previous base. Inadequate resourcing has made it impossible for the section to provide the same level of service to the Trade systems as is required (or as the Trade systems received in IT&C), and there is real danger of disaster overtaking such major programs as PEMD. In addition, necessary upgrading and consolidation of Trade systems cannot be undertaken with existing resources, and the Department is very vulnerable to excess costs and waste in its systems operating on private-sector facilities.

OBJECTIVE:

To provide on an ongoing basis, the appropriate level of design and support services for management and operational systems (both manual and automated) throughout the Department.

GOAL:

To assess current capabilities and evaluate known and expected needs for design and system support and develop a plan that will ensure timely and effective provision of design and support services for management and operational systems.

DESCRIPTION:

Currently MFS has enumerated the following requirements for design and support services for management and operational systems.

- i) EDP for Trade Support Systems including:
 - the rationalization of existing EDP trade support systems; and
 - the redevelopment of systems to meet currently identified and new requirements.
 The expected results are improved management practices and controls.
- ii) EDP Security, including administration of access controls, passwords, liaison with RCMP and reaction to SEIT findings.
- iii) General EDP support to Headquarters including:
 - generalized MIS requirements in the orderly development of systems following approval of an overall departmental MIS strategy;
 - financial systems;
 - library systems;
 - allowance, leave and overtime systems;
 - removals;
 - education and F.S.D. benefits;
 - cultural data;
 - computerization of public accounts, travel advances, etc.;
 - computerized security system (L.B. Pearson Bldg.), specific project design development and implementation;
 - physical resources system;
 - the Information Storage and Retrieval System;
 - microcomputer applications.
- iv) Organization and Methods studies across the Department, additional to or in concert with EDP development.

The first task will be to determine likely resource requirements of this inventory of demand as well as developing an inventory of additional needs derived from the MIS work and assessing its resourcing implications. These resource needs will then be compared with existing resource availability. Organizational and personnel skills requirements will then be considered in concert with MF01. This will be followed by the development of a plan to meet design and support services requirements. If the plan is approved, the next phase will be to implement the plan.

IMPLEMENTATION CONSIDERATIONS:

Work in this area impacts on virtually every part of the Department, with particular emphasis on MFR, MFF, MGL, MRD, MGI, SID, TDD, TED, TEM, TEP and involves CEIC and ITC/DRIE, as well as consultants from the private sector and suppliers of data processing services. While much of the work can be authorized and approved at the Divisional or Branch level, major initiatives require the approval of the Administrative Committee, EDP Users' Committee, EDP Policy Committee, and/or the Executive Committee. Successful completion of the work associated with this project requires that PY resources, adequate in numbers and seniority, be made available.

MAJOR STEPS AND TIMING:

- | | |
|---|---------|
| 1. Assessment of current capabilities | Jan./84 |
| 2. Evaluation of known and expected needs | Mar./84 |
| 3. Organizational and personnel skills considered | Apr./84 |
| 4. Plan development | May/84 |
| 5. Recommendations and approval | June/84 |

Phase II
Plan implementations TBD

RESOURCE SUMMARY: (\$000s)
Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO *COMPLETE		TOTAL *PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	1	260.0	10	715.0	10	750.0			21	1725.0	10	770.0
New			10	685.0	10	555.0			20	1240.0	10	685.0
Total Direct Costs	1	260.0	20	1400.0	20	1305.0			41	2965.0	20	1455.0
Indirect Costs												

* Ongoing

BENEFITS:

Improved support for management practice and controls as well as more efficient and effective operational systems.
Adequate resourcing for systems support will achieve dollar and PY savings throughout the Department and ensure that high-cost and highly visible systems are managed and operated in a cost effective manner.

Project Officer

AS Anurath

Project Manager

Date

19 December 83

Date

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APPENDIX

MF12

PROJECT COST WORKSHEET (\$000s)

DIRECT COSTS	83/84	84/85	85/86	TO COMPLETE	TOTAL PROJECT	FUTURE
<u>Existing</u>						
PY	1	10	10	-		
Salary	60	420	440	-		
Consulting		255	300	-		
Other Operating	-			-		
Capital		30	30			
Sub-Total Existing	60	715	780			
<u>New</u>						
PY		10	10			
Salary		460	460			
Consulting		200	200			
Other Operating						
Capital		15	15			
Sub-Total New		685	685			
Total Direct	60	1400	1455			
Indirect Costs						

EAMIP PROJECT NO. MF11

TITLE: EDP Support at Posts

RESPONSIBILITY: Project Manager: MFS - Paul S. Dunseath
Project Officer: MFSC- Jim Rodgers

PRESENT SITUATION:

Prior to consolidation with Immigration and Trade, little of the work of the Department abroad (except for the financial function) lent itself to automation, while the cost of EDP equipment at that time made it difficult to justify at any but the largest posts. The Immigration program, delivery of which is now the responsibility of External Affairs, is highly labour-intensive with considerable clerical involvement, and in principle is an ideal candidate for automation. At the same time, the continuing decline in the real price of computers has brought powerful "super minis" into reach. Study has shown a positive benefit/cost ratio as to justify a global implementation. A pilot project is scheduled for 1984/85 in Hong Kong, inter alia to verify the projected resource saving.

OBJECTIVE:

To apply state-of-the-art Electronic Data Processing support to the Finance, Immigration, Trade, Consular, Administration and other programs at posts in order to improve productivity and achieve new resource savings.

GOAL:

During the next two years (84/85 and 85/86), to install computers in Paris (now underway), Hong Kong, Brussels, and two other posts to be confirmed (Washington and New Delhi are the most probable).

DESCRIPTION:

The purpose of this project is to design and implement appropriate automated systems for support of posts, e.g., EDP support for Finance and Immigration activities abroad, for consular operations abroad, and for posts' decision support systems. The project will respond to currently identified requests and anticipated requests. The long term results of the project should be improved management practices that are also more cost effective in posts. Standard systems development methodology will be used. Responsibilities and approvals will include involvement of users, MFS, the EDP, Administrative and Executive Committee.

IMPLEMENTATION CONSIDERATIONS:

This project will follow on from the MIS project once priorities are established and information needs confirmed, and is closely related to the Office Automation project in this plan and to the Informatic needs of posts. This project is closely related to the Office Automation project (MF09), which is intended to establish global user requirements for Office Automation (including decision support systems, internal electronic mail, work processing, calendaring, personal computing, etc.). These requirements, once established will be input to the system design of the computers to be installed in the post-EAMIP period, and retrofitted to the systems to be installed up to 1986. Due to the inter-departmental nature of the Immigration program, CEIC will also be consulted regularly, and system design will take into account the requirements of the Commission for data from posts. Internal consultation, on an ongoing basis, will also occur with Finance, Personnel, Immigration and Consular bureaux, and with the posts.

Approval of the plan in general will be by the EDP Policy Committee, with funding and scheduling also subject to Executive Committee approval.

Prior to and during installation, the Administration Section of each post will be heavily involved in site preparations, negotiations with local contractors and suppliers, acceptance inspections and verifications. At the time of system start-up there will also be a workload of 1-2 PYs per post in file establishment and conversion to the automated system. Following cutover, 1 PY per post on an on-going basis will be needed for system operation. Off-setting these resource costs are estimated savings at the six posts listed above of 6 officer PYs and 22 LES PYs (these figures subject to confirmation by the Hong Kong pilot). Delaying the projects would, of course, defer these savings.

MAJOR STEPS AND TIMING:

	Hong Kong	Brussels	Washington	New Delhi
<u>Equipment</u>				
EDP Policy Committee Approval	Jan/84	Jan/84	Jan/84	Jan/84
TB Approval in principle	Mar/84	Mar/84	Mar/85	Mar/85
Completion of requirements analysis	Jun/84	Jul/84	Dec/84	Dec/84
Tender Specifications	Aug/84	Aug/84	Apr/85	Apr/85
Award of contracts	Oct/84	Oct/84	Jun/85	Jun/85
Delivery & installation of equipment	Jan/85	Jan/85	Dec/85	Dec/85
<u>Systems</u>				
System development will parallel the equipment acquisition process				
Implemented	Apr/85		Apr/86	Apr/86

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	1	210.0	2.25	95.0	2.25	99.0			5.5	404.0		
New			3	515.0	2	484.0			5	999.0	4	100.0
Total Direct Costs	1	210.0	5.25	610.0	4.25	583.0			10.5	1403.0	4	100.0
Indirect Costs		20.0		120.0		120.0				260.0		

BENEFITS:

Improved administration at the posts.

Note - each post facility has been separately cost/benefit analyzed or will be.

J. Rodgers
Project Officer

16 Dec 83
Date

P. Amundson
Project Manager

16 Dec 83
Date

EAMIP PROJECT NO. MG01

TITLE: Word Processing Review

RESPONSIBILITY: Project Manager: A. D. Small (MGD)
Project Officer: B. Macvicar (MGDW)

PRESENT SITUATION:

There is some confusion over the roles of various parts of the Department concerning word processing since several competing interests exist in MGDW, MGT and MFS as well as the geographic and functional branches. These competing interests have contributed to the Department now being equipped with a variety of incompatible word processors which has resulted in limited back-up and technical support because staff are experiencing difficulty in maintaining skills at a high level to respond to pressure situations. It is also very time consuming and costly to transfer information from one medium to another because of the technical limitations of the equipment. This factor is compounded when poorly recorded work for transmission is received from the decentralized areas.

Requests for equipment exceed resources, yet there is no monitoring of the decentralized equipment. Therefore, no one really knows if word processing machines are being used effectively or efficiently. There is no co-ordination of previously recorded information in the decentralized areas which could be used as a common data base (personnel letters to Heads of Posts, for example).

Action to date has been the identification of some of the difficulties, the writing of a project summary and the drafting of a work plan. The next step is to hold discussions with MFSX and MGT to obtain agreement on how best to proceed to resolve the difficulties. The management requirement, at all levels, is the judicious utilization of scarce PY and financial resources for the benefit of the Department without creating undue stress for staff.

OBJECTIVE:

The result of this review should be the establishment of working relationships among a wide variety of users and disparate equipment to increase the overall operating efficiency and effectiveness of word processing technology and techniques in the Department.

GOAL:

The strategy and guidelines for the cohesive development, management and utilization of departmental word processing resources should be in place by July 1984. The result would be a smooth functioning, integrated word processing system by December 1985.

DESCRIPTION:

All organizational units with word processors and all programs would be affected by the project. The review or study would include such information gathering techniques as interviews, random samples and work sheets. An analysis should take place of the existing and long-term situations and the review should recommend solutions, alternatives and generally provide direction.

The major activities include focussing on the following topics and issues: user needs identification (wants vs. needs), how much decentralization, role of MGDW in integrating the centralized/decentralized concept, appropriate organization structure, operational improvements, criteria for equipment purchase decisions, survey existing equipment, utilization and locations, secure vs. non-secure equipment, technical support, systems and mechanisms for resource management and delivery of service, training mechanisms (who should be trained?), co-ordinating and integrating information, typesetting requirements. The main participants in the review will be MGDW, MGT, MFSX and consultants.

The product should be a clearly defined and viable network of departmental word processing resources, with decentralized and centralized independence. The product would be used for the timely, accurate production of departmental documents. The success of the project would be determined by at least 80% equipment utilization by decentralized areas and one day document turnaround time by centralized areas for documents not exceeding 20 pages, provided the centres are fully staffed. Monitoring or audit mechanisms will have to be part of this assessment process.

IMPLEMENTATION CONSIDERATIONS:

This project is related to MFSX's office automation strategy. Approval from the Administrative, Executive and EDP committees would be necessary. Consultations will occur among MGD, MGT, MFS, ADT, MFD, MGDW, DRIE and DOC from time to time. DRIE's involvement would be in connection with information exchanges among the trade branches and regional offices. DOC is developing an inter-city communicating word processing network and a text conversion facility. Statistics will be provided by branches and MGDW on word processing operations. Posts could be involved via a geographic representative since headquarters word processing will impact more and more on their operations (interchanging diskettes, communicating network). Any approved changes would be implemented by briefings, training and documentation.

Constraints which could affect successful completion of this project are lack of money, and direction, or jurisdictional disputes. Consequences of delays would be continued confusion, expenditures in all directions, increased equipment incompatibility, poorer service. The answer is not more word processing at this stage, but a co-ordinated, systematic approach using existing resources as the foundation.

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BENEFITS:

1. Capability to exchange information with minimal difficulty.
2. Creation of distributed word processing facilities, capable of expansion.
3. Greater back-up and support for all word processing areas, particularly during periods of crisis.
4. Creation of accessible data bases.
5. Increase in work sharing.
6. Reduction of frustration and stress.
7. Reduction of overtime.

Barbara MacVicar
Project Officer

December 7, 1983
Date

Al Douglas Small
Project Manager

December 12, 1983
Date

APPENDIX
PROJECT COST WORKSHEET

DIRECT COSTS	83/84	84/85	85/86	TO COMPLETE	TOTAL PROJECT	FUTURE
<u>Existing</u>						
PY	.5	1.0	.5			
Salary	\$ 17,000	\$ 34,000	\$ 17,000			
Consulting						
Other Operating						
Capital	\$100,000*	\$136,000	\$150,000	Unknown		Unknown
Sub-Total Existing	\$117,000	\$170,000	\$167,000		\$454,000	
<u>New</u>						
PY		1.0				
Salary		\$ 30,000				
Consulting		\$ 15,000				
Other Operating		\$ 20,000				
Capital		\$300,000	\$200,000	Unknown		Unknown
Sub-Total New		\$365,000	\$200,000		\$565,000	
Total Direct	\$117,000	\$535,00	\$367,000		\$1,019,000	
Indirect Costs						

Notes:

- a) New resources should be sought through a request to Treasury Board.
- b) New costs for 84/85 and 85/86 are based on budget and MYOP submissions from MGDW to resolve some of these difficulties. They have not been approved.
- c) (*) The Executive Committee recently approved the transfer of \$100,000 to MGDW to establish a third secure word processing centre. This will achieve a greater measure of compatibility within MGDW than formerly and provide the foundation for distributed word processing to the rest of the Department.

EAMP PROJECT MG02

TITLE: Library Services

RESPONSIBILITY: Project Manager: Ruth M. Thompson
Project Officer: Eeva Stierwalt

PRESENT SITUATION:

INET. There is a need to provide current news to posts as it is printed and to survey retrospective news speedily.

On-line Catalogue. To provide more effective access to the library catalogue and related bibliographic data, that is, books on order and received, serials ordered and received, etc.

OBJECTIVES:

INET. To commence a pilot project with four posts in January 1984 as soon as the CRIC has signed an agreement with INET, and as soon as MGL is aware that posts are capable of receiving information via INET/ENVOY 100 on Telex Equipment used by the departmental Telecommunications Division. We have sent the attached letter to the Director.

On-line Catalogue. The on-line catalogue along with a file of books on order and books received (including serials and documents) will provide a complete inventory of the library from point of order through receipt, cataloguing and placement on the shelf. Therefore users queries will be answered immediately at the front desk. At the same time on-line catalogue and the order system combined will save precious time which can be turned more fully toward the more complex needs of users.

GOAL:

INET. To cooperate with the four posts in the INET project so that together it may be illustrated to other posts and to the Department that the receipt of current news, or other information electronically is useful and worth the expenditure of the monies involved. MGL hopes to illustrate this in a period of less than one year.

On-line Catalogue. INNOVACQ/UTLAS hopes to be able to complete the test of the on-line catalogue in four months. If the catalogue satisfies the requirements of MGL we will continue to use it since the software license will be given to us plus a copy of our bibliographic data base housed in the UTLAS Shared Cataloguing Database.

DESCRIPTION:

The organizational units impacted upon will be:

INET.

- a) Telecommunications Telex equipment and the operator at post;
- b) Increased workload for on-line searching at MGL;
- c) The Area Management Coordinator who will have to consider funding for the project at posts;
- d) Staff at posts would be expected to provide feedback commentary. The product will be successful if the posts indicate through their comments and an MGL survey that there are considerable benefits.

On-line Catalogue. The units in the library bearing the greatest impact will be the cataloguing unit and the reference/inquiry desks and book ordering staff who must play a role from the beginning. Ultimately all library staff must be involved because all must learn to use the catalogue on-line. Users who wish to use the on-line catalogue will be shown how to use it by library staff.

IMPLEMENTATION CONSIDERATIONS:

INET. The results of the pilot project will be described to Telecommunications; the Area Management Coordinator; Senior Management and the posts taking part in the pilot project.

Training will be done by library staff and will be minimal. Money would prove to be the greatest constraint.

Consequences of delaying the project would be ongoing complaints from posts.

On-line Catalogue. The National Library will wish to have reports on the success of the on-line catalogue and will wish MGL to share results with other federal libraries.

A circular letter will describe the new automated catalogue and, indeed, early in the test a circular letter will describe the ongoing test to the departmental staff.

Delaying the project would mean that the library would have to continue searching in several places every time a book is requested. In addition if MGL turns down the test site offer we will have to pay upwards of \$25,000 for the software in 1985/86 and in the neighbourhood of \$25,000 for the electronic delivery of our catalogue from UTLAS shared bibliographic database. As test site we will have a monetary benefit of some \$50,000 for our role in the test.

MAJOR STEPS AND TIMING

INET

- | | |
|--|---|
| 1. Sign contract with INET | Jan./84 |
| 2. Commence test | Jan./84 |
| 3. Evaluate | Mar./84 |
| 4. Go/No go decision | Mar.31/84 |
| 5. Implementation at Post if Go decision | TBD (subject to availability of funds). |

On-Line Catalogue

- | | |
|---------------------------|--------------|
| 1. Installation of System | Jan./84 |
| 2. Test | Jan/March/84 |
| 3. Evaluation of results | March/84 |
| 4. Go/No Go Decision | March 31/84 |

8. RESOURCE SUMMARY: **

Dollars include salary, operating and capital

	83/84	84/85	85/86	TO COMPLETE	TOTAL PROJECT	Future
	PY \$	PY \$	PY \$	PY \$	PY \$	PY \$
Existing	\$244 MGL 2 months	\$1,220 MGL 10 months	\$1,464 MGL 12 months			
New	\$2,520 4 posts 2 months	\$12,600 4 posts	\$189,000 50 posts 12 months			
Total Direct Costs	\$802 (1 PY hour per day)	\$4,000 (1 PY hour per day)	* 1 person year			
Indirect Costs	Director \$500 (½ week) Systems Librarian (1010 2 weeks)	\$500 (½ week) 1010 (2 weeks)				

* When we bring on 50 posts we will have to have one person year unfrozen. 50 posts will receive current news and searches on demand. This is a considerably greater workload than can be managed with the current person year level of one professional librarian in on-line research. If INET and the state of the art makes it possible to include all posts in 1985-86 the cost for posts will be \$378,000.

** See next page for Resource Summary Update.

Ruth Margaret Thompson
Project Manager

December 16, 1983
Date

Project Officer

Date

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8. RESOURCE SUMMARY: *

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing												
New												
Total Direct Costs												
Indirect Costs												

* Costs supplied in the first pass of this EAMIP project have been overtaken by technical developments. Costing for the new technical alternative is in progress and will be supplied to EAMIP as soon as it becomes available.

EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM
ADMINISTRATIVE SERVICES

The following are the projects from the Administration Branch which form part of EAMIP.

Accommodation Plan

Bureau Organization Review

Regionalization of Financial Services

Review of Financing of Operations Abroad

Departmental Manuals

Financial Management Training and Development

Review of Departmental Financial Authorities

Financial Management Systems Enhancement

- Needs Definition
- Planning Enhancement
- Enhance Financial Management

Development of the Office Automation Strategy

General Purpose Computer for Headquarters

EDP Support for Posts

EDP Support for Headquarters

System Support for Headquarters

Financial Management Manual

Physical Resources Roles and Responsibilities

Facilities Master Planning and Delivery System

Guidelines for the Evaluation of Accommodation

Project Completion Report

LRCP, Treasury Board Requirements

Works of Art Inventory and Management

Materiel Management Procurement and Shipping Control

- Management of the L.B. Pearson Building
- Delegation to HOPs for Vehicles and Supplementary Furnishings
- Property Management Manual
- Administrative Review of Property Management
- Materiel Management System Feasibility Study
- Property Management Information Systems (BMIS) Enhancement
- Word Processing Services
- Library Services
- Departmental Telecommunications Policy
- Improving Radio Communications
- Enhancement of the Communicator's Position
- Records Management Work Plan
- Telephone Services
- Rationalization of Enquiries Service
- Develop Audit Plan and Activities to be Audited
- Management Review Plan

G.R. Harman

G.R. Harman
 Assistant Deputy Minister
 Administration Branch

83-12-23

Date

EAMIP PROJECT NO. MRL4

TITLE: L.B. Pearson Building Accommodation Project

RESPONSIBILITY: Project Manager: T.S. Czarski

PRESENT SITUATION:
Integration of IT&C units into DEA has meant that the Pearson Building office space would have to be redesigned to accommodate new employees. The project has been underway for six months and 5 floors have been completed. The remaining 17 floors are in either design or construction phases. In the meantime, while remaining floors are being constructed, temporary accommodation has been allocated in the Fontaine Building, Hull.

OBJECTIVE & GOAL
Provide adequate working conditions and space accommodation for all employees of DEA. Complete physical integration of the reorganized DEA by August 1984.

DESCRIPTION
The accommodation project involves the entire department. The design phase is contracted out to Forrest/Bodrug (design contractors), the construction phase is the responsibility of DPW who are the owners of the LBP Building. The product will be an efficiently functioning physical infrastructure of DEA.

IMPLEMENTATION CONSIDERATIONS:
The involvement of other departments is only marginal in that DEA occupies temporarily space in C.D. Howe Building (DRIE). No further approvals are required. The constraints affecting successful completion of the project are:
- any further reorganizational changes,
- any further growth in the size of the branches, bureaux and divisions,
- construction delays and in particular telephone installations.

The consequences of delays would be:
- further alienation of units operating outside LBP building.
- additional costs arising out of extending the need for communication and transportation among four buildings in Ottawa and Hull; time delays will also mean loss of effectiveness because of the lack of co-locations of functionally integrated organizational groups.

MAJOR STEPS AND TIMING:
See attached flow chart. Project should be completed by August 1984.

RESOURCE SUMMARY:
Direct costs of the project are in the budget of DPW. Indirect costs incurred by DEA, cannot be ascertained since they are incurred by all members of the department.

BENEFITS:

Co-location of all departmental employees will greatly improve intra-departmental consultation processes; reduce travel time and costs when visiting other buildings; "clients" will be able to meet with all contacts within one building; Branches and bureaux will be able to operate in an integrated fashion.

N/A
Project Officer

Langford
Project Manager

-
Date

12 / 12 / 83
Date

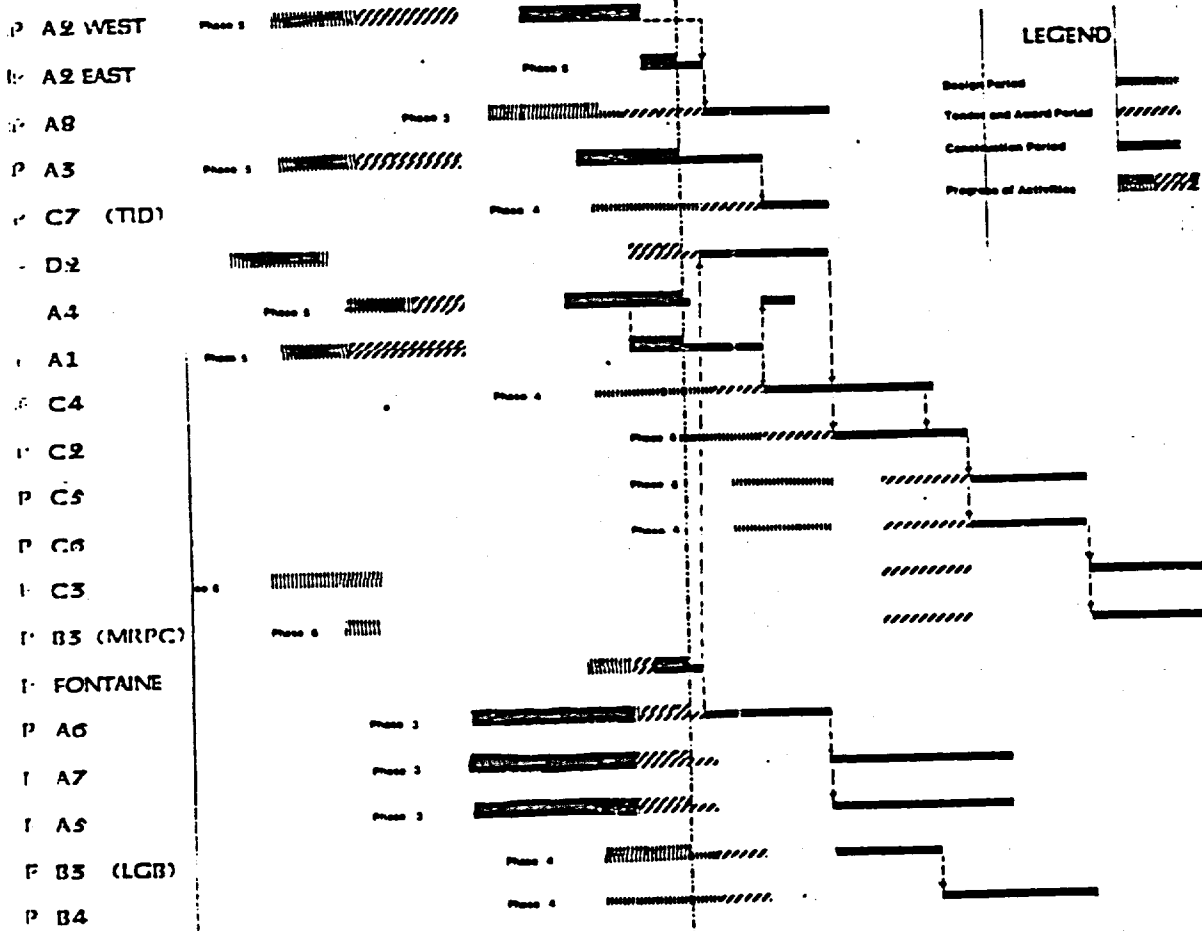
Public Works Canada / Travaux public Canada

EXTERNAL AFFAIRS RE-ORG

PROJECT MANAGER: R.A. SMITH

REVISION 1 1983 03

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EB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN JUL

1983 1984

FINANCE AND MANAGEMENT SERVICES

EAMIP PROJECT NO. MF01

TITLE Bureau organization Review

RESPONSIBILITY Project Director: MFD, D. Bresnahan
Project Manager: MFD, D. Bresnahan

PRESENT SITUATION:

AG observations, OCG IMPAC survey recommendations as well as internal studies have confirmed on numerous occasions the need to raise the profile of financial management within the Department.

OBJECTIVE

To provide for the maintenance of the most appropriate organization for the delivery of the financial administration program including the provision of financial and management support services and systems services.

GOAL

Organization, classification and staffing of the function to meet its mandate with sufficient flexibility to respond to departmental priorities as evidenced by clarification of the role of the Bureau relative to the departmental context as to i) service, ii) financial control, and iii) systems.

DESCRIPTION

The scope of the project will include consideration of the comptroller-ship function in the departmental context including consideration of functional direction at headquarters and at posts.

Phase I

- i) in the light of the reorganization of the department, to clarify and confirm the Bureau's role, mandate responsibilities and authorities;
- ii) to assess current organization in terms of its roles and responsibilities and determine appropriate organization;
- iii) to develop an organization structure and obtain appropriate Central Agency and Departmental approvals;
- iv) to develop an implementation plan and obtain departmental approval.

Phase II - implement the plan

- a) Develop the organization, determine staffing requirements, seek classification levels
- b) Staff to requirements.

Phase III

Assessment and evaluation

IMPLEMENTATION CONSIDERATIONS

Responsibilities/approvals include involvement of MFD, MCB, Executive Committee and USS.

Interfaces and linkages are needed with the training projects and with CCB concerning respective roles and responsibilities with respect to planning.

MAJOR STEPS AND TIMING:

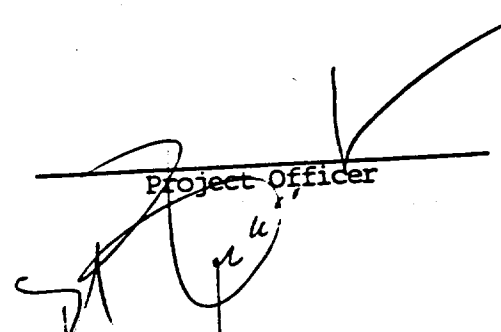
- | | |
|------------------------------------|---------------------|
| Phase I | |
| 1. Mandate | Jan. 84 - Mar. 84 |
| 2. Current organization assessment | Apr. 84 - June 84 |
| 3. Organization design | July 84 - Dec. 84 |
| 4. Approval | Apr. 85 |
| Phase II | |
| 5. Staffing and classification | May 85 - Dec. 85 |
| 6. Staff | Sept. 85 - Mar. 86 |
| Phase III | |
| Assessment and Evaluation | April 85 - April 86 |

RESOURCE SUMMARY: (\$000s)
 Dollars include salary, operating and capital

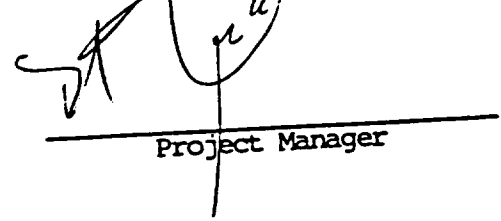
	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future*	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.25	15.0	1	150.0	1	60.0	-	-	2.25	225.0	-	-
New	-	-	-	250.0	-	-	-	-	-	250.0	-	-
Total Direct Costs	.25	15.0	1	400.0	1	60.0	-	-	2.25	475.0	-	-
Indirect Costs	.25	10	.5	20	.5	20.0	-	-	1.25	50.0	-	-

* Ongoing to be determined.

BENEFITS:
 A financial administration function contributing to improved management practices and controls.



 Project Officer



 Project Manager

 Date Dec 15/83

 Date

EAMIP PROJECT NO. MF02

TITLE: Post Accounts Management

RESPONSIBILITY: Project Manager: MFD; D. Bresnahan
Project officer: MFF; H. Mathews

PRESENT SITUATION:

In 1981, concerns about Post Accounts were addressed in an Internal Audit review of Accounting and Financial Services Division. The Internal Auditors identified a number of "problems related to weaknesses in methodology employed in the verification of Post Accounts, and the non-availability of experienced staff to fill vacant positions". About the time the Internal Audit report was available, the Auditor General was reviewing Financial Management Control systems at External Affairs. The Auditor General recommended that "the Department should review the mandate, role and goals of the Post Account Section with a view to reducing its scope of activity". Action on the implementation of these recommendations was deferred while a Task Force on Financial Management completed its study on the most appropriate financial management and control system for the department. This Task Force was established to review inter alia, Financial Management requirements resulting from the transfer of the external trade components of the former Department of Industry, Trade and Commerce to External Affairs. The recommendations contained in the Task Force Report do not appear to adequately address the issues raised regarding the most appropriate organization and methodology for the verification of post financial returns including reporting and follow-up.

OBJECTIVE:

To establish an organization appropriately designed, classified and staffed to meet its objectives, an appropriate methodology for program delivery; and a set of appropriate performance indicators.

GOAL:

The goal is to design, develop and implement an appropriate organization for the management of posts financial returns including processing, verification, reporting, assessment, feedback and follow-up.

DESCRIPTION:

Overall: - The major tasks will be to confirm organizational mission, objectives and goals; to assess alternative delivery mechanisms (including training); and to implement an organization and delivery mechanism.

Phase I (BMC contract): - The approach will be to review the basic concept(s) of accounting and control first rather than organizational and training problems currently faced by the division. Resolution of conceptual issues will provide a firm basis for resolving the organizational and training problems which will be reviewed subsequently.

The broad and complex concept of control inherent in this project includes the delegation of authority in Canada and abroad; accounting document controls (reconciliation, control accounts, etc.); documents required to support a transaction; and, statutory controls, including the issue of their relevance and applicability in a foreign context.

Phase II of the project will involve the implementation of approved recommendations.

IMPLEMENTATION CONSIDERATIONS:

This project is closely related to the Bureau Organization Review (MF01) and will run concurrently. It is also linked to the training project within Finance (MF06), the Financial Management Manual (MF13), and the Financial Management System (FMS) enhancement (to consider use of audit retrieval and selection packages). Responsibilities and approvals involved include MFF, MFD, (MMA - signoff on controls), and MCB.

MAJOR STEPS AND TIMING:

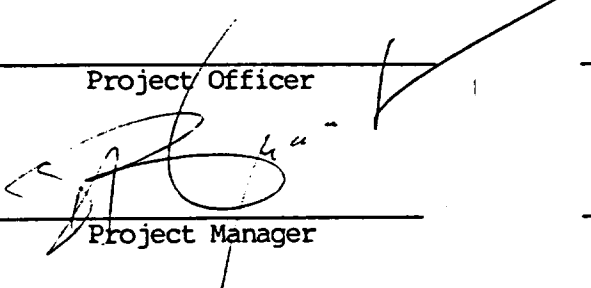
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|---|-----------------|
| Phase I | Nov./83-Jan./84 |
| 1. High-spot review; | Jan. - Feb./84 |
| 2. Analysis; | Feb./84 |
| 3. Determine required controls and internal audit methodologies; | |
| 4. Develop, control framework and general systems flow; | Mar./84 |
| 5. Confirm control framework, systems flow and feasible methodologies with operators and users; | Mar./84 |
| 6. Document assumptions to support control framework, systems flow and methodologies; | Apr./84 |
| 7. Reconfirm and finalize control framework and systems definitions; | May/84 |
| 8. Develop timings and costs for implementation | May/84 |
| 9. Final recommendation | May/84 |
| Phase II | May/84-Oct./84 |
| Implementation of approved recommendations | |

RESOURCE SUMMARY: (\$000s)

Dollars include salary, operations and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.5	30.0	1	35.0	-	-	-	-	1.5	65.0	-	-
New		35.0		55.0	-	-	-	-		90.0	-	-
Total Direct Costs	.5	65.0	1	90.0	-	-	-	-	1.5	155.0		
Indirect Costs	.1	5.0	.1	5.0	-	-	-	-	.2	10.0		

BENEFITS:
Potential for PY redeployment

_____ Project Officer	_____ Date
 _____ Project Manager	_____ 19/12/83 Date

EAMIP PROJECT NO. MF03

TITLE Regionalization of Financial Services

RESPONSIBILITY Project Manager: MFR, Dave Gordon
Project Officer:

PRESENT SITUATION:

Recent experiences in regionalization have demonstrated better delivery of the financial administration program. Continuation of the process appears to offer more effective results than past practices. With the exception of Britain, France and Belgium, most posts presently maintain their own accounting services which includes letter of credit administration and banking services. Accounting services and financial management at posts is generally not well done; as well cash management at individual posts is loosely controlled and expensive.

OBJECTIVE

To improve financial administration in terms of financial control (in accordance with Central Agency directives and sound management practices), financial services (as required by departmental managers in order to achieve a better balance between financial control and services), and the delegation of Receiver General responsibilities for operations abroad.

GOAL

The outcome of the project should be: improved delivery of financial administration; attainment of reasonable performance criteria for program delivery (greater accountability and consequently more effective management); ensuring that systems are in place so effective control takes place well before the fact and ensuring that responsibility is clearly established where it belongs.

Specific benefits anticipated by Regional accounting centres would include: i) reduction of the administrative workload at posts while at the same time enhancing post management responsibilities for budgets, forecasts etc., ii) centralization of letter of credit and banking administration and auditing of accounts and cheque issue, iii) elimination of monthly post financial returns, iv) reduction of costs for letter of credit administration and v) savings on currency purchases.

Over the next five years, the department should have in place the most efficient and effective financial accounting structure possible for operations abroad. This structure must meet not only the management requirements of the department, but also the delegated responsibilities of the Receiver General for Canada. A proper balance between service and control must be established. The result will probably be a combination of:

- a) regional service centre for multi-post countries,
- b) regional service centres for groups of posts, and
- c) individual centres where difficulties arise from currency restrictions and/or data transmission limitations.

DESCRIPTION

Regionalization of financial functions includes reviewing current departmental practices in the U.K. and France; expansion of regionalization to other multi-post countries, e.g. Germany, Australia, Italy and Brazil, as well as extension in the U.S.; assessment of area regionalization (grouping of countries where feasible) and cost/benefit analysis to reflect such things as hardware costs, communication costs, staffing and training.

IMPLEMENTATION CONSIDERATIONS

There will be interface and linkages with Geographic Bureaux, Finance and Management Services, Bureau organization review project (MF01), the training project (MF06), and Post Accounts project. (MF02).

MAJOR STEPS AND TIMING

Phase I

1. Identification of financial administration requirements abroad:
 - i) Receiver General tasks
 - ii) Departmental requirements
 - iii) Local requirements
2. To profile characteristics of successful/not so successful regionalization;
3. To establish other performance and success criteria;
4. Identify locations which meet criteria;
5. Make recommendations and develop implementation plan; Jan.-May/84.

Phase II

Plan Implementation

Part A - Multi-post countries

Part B - Hard-currency countries

Part C - Other Posts

Apr.-Mar./85
Apr./85-Mar./86
part of ongoing operations

RESOURCE SUMMARY (\$000s)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.25	50.0	.75	80.0	.75	80.0	-	-	1.75	210.0		
New (1)		10.0		100.0		100.0				210.0	?	?
Total Direct Costs	.25	60.0	.75	180.0	.75	180.0	-	-	1.75	420.0	-	-
Indirect Costs	.1	5.0	.3	18.0	.3	18.0	-	-	.7	41.0		

BENEFITS

- a) reduction of administration workload at posts with resource redeployment to higher priority activities.
- b) improved financial administration information for control and analysis.
- c) improved cash management and management of currency exchange issues.

Project Officer

Date



Project Manager

Dec. 16/83

Date

EAMIP PROJECT NO. MF04

TITLE: Review of Financing of Operations Abroad

RESPONSIBILITY: Project Manager: MFD - D. Bresnahan
Project Officer: MFF - H. Mathews
MFR - D. Gordon

PRESENT SITUATION:

The Director General (MFD) questioned whether the administration of Letters of Credit for the financing of operations abroad continues to be the most appropriate in light of opportunities for savings to accrue to the Government.

Post Operations are financed primarily through letters of credit which the Posts draw on (usually twice a month) to pay for local operations in local or other foreign currencies.

DEA has received a number of unsolicited proposals from foreign banks proposing variations in the provision of financial and banking services.

OBJECTIVE:

To optimize the treasury functions associated with post financing.

GOAL:

The purpose of this project is to determine whether the current post financing processes are the most appropriate.

DESCRIPTION:

Major Tasks involved in the project include: establishment of criteria for evaluating financing methods; identification of alternative financing processes; assessment of alternatives against criteria; and development of recommendations.

IMPLEMENTATION CONSIDERATIONS:

Criteria determination will probably include an assessment of problems with the current process from all involved parties. This project will be undertaken bearing in mind the project on the regionalization of financial services.

Responsibilities and approvals include Users (Posts), MFF, MFD, and MCB.

There are some important benefits that should be considered in terms of total government involvement in the financing of government operations by the Department of Finance and government cash management administration by the Receiver General.

MAJOR STEPS AND TIMING:

Phase I: Review and Alternative: Assessment	July 1984 to
Recommendations	Oct. 1984
Obtain Approvals	
Phase II: Implement Approved Recommendations	To be determined

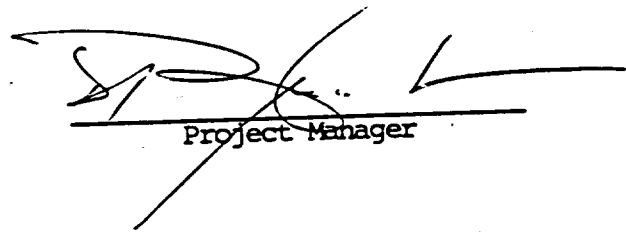
RESOURCE SUMMARY: (\$000s)
Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing			.5	75.0					.5	75.0		
New												
Total Direct Costs			.5	75.0					.5	75.0		
Indirect Costs												

BENEFITS:
- Potential for reduction of financing costs for operations abroad

Project Officer

Date



Project Manager

15/12/83

Date

EAMIP PROJECT NO. MF05

TITLE: Departmental Manuals Development and Publication

RESPONSIBILITY: Project Manager: MFS; P. Dunseath
Project Officer: MFSX;

PRESENT SITUATION:

The current state of departmental manuals is substantially less than satisfactory and no priority has been given by senior management to providing resources to remedy the situation.

AG recommendations:

- 14.133 - Guidelines for evaluating accommodation needs and establishing priorities
- 14.180 - Complete the Financial Manual and ensure it is kept up-to-date
- 14-198 - Document appropriate methodology for verification of post financial returns

At the time the Manuals Project was undertaken in 1979 the following manuals were in existence:

- Consular Instructions; Financial Management; Materiel Management; Post Administration; Property Management; Procedures; Regulations;
- Supplement 3 to the Manual of Regulations (the FSDs);
- Manual of Security Instructions

A number of these were thoroughly obsolete, and Procedures and Regulations manuals had become catch-all receptacles for a variety of information for which no other suitable container existed. In addition, the contents of several parts of the manuals had been superseded by a large number of Circular Documents, "all posts" letters and telegrams, none of which were coherently organized or indexed, and many of which had become lost over the years.

OBJECTIVE:

To review the current plan for the production of departmental manuals, determine changes, additions, deletions, consolidations, set priorities and action the plan.

GOAL:

- i) Publication of a full complement of departmental manuals;
- ii) Improved training of departmental personnel;
- iii) Improved communication;
- iv) Clearer focus on problems and issues for management and operations personnel.

DESCRIPTION:

The existing manuals, along with their aggregation and accretion of Circulars, Letters and Telegrams, have been or will be split apart into a number of "single subject" volumes, within the context of an overall "Departmental Manual" envelope with a Summary volume containing an index and cross-reference to all the manuals. The selected "volumes" are the following:

- | | |
|-------------------------------------|-------------------------------------|
| - Post Administration Diary | - Foreign Services Directive |
| - Consular | - Financial Management |
| - Materiel Management | - Post Openings/Post Closings Guide |
| - Property Management | - Security Instructions |
| - Correspondence and Communications | - Public Affairs |
| - Protocol and Legal Affairs | - Records Classification Guide |
| - Personnel | - Policy |

Of the above, Security Instructions is in good condition; Consular Instructions has just been republished and is in excellent shape; the Post Administration Diary, the only one produced completely by MFS, has now been produced in its third annual issue and has been very well received; Materiel Management has been written (by contract) and translated, but now needs to be converted from Xerox word processing diskettes to Micom for printing; the Post Openings/Post Closings Guide has been produced and translated, but at the direction of the Administrative Committee is now to be rewritten based on the experience gained by the Post Opening Manager for the new posts opened over the last two years; the Foreign Service Directives are in good shape, although not completely in the new Manuals format; Financial Management is badly out of date and should be completely rewritten; a Personnel Manual has been produced, but is not properly formatted and is awkward to use and requires a considerable amount of rework to adjust it to the common format; Correspondence and Communications is partially written only; the others are in various stages ranging from obsolete to non-existent.

IMPLEMENTATION CONSIDERATIONS:

This project will interface with almost every organization in DEA since MFS's responsibility is limited to publishing and distribution of the user/developed - prepared document. There should be coordination with the Training project as well as lines of communication and involvement with Geographic and Functional Bureaux for development, cross-referencing and consistency in message and product. There is a link to the guide expected to result from the Branch and Post Management project.

Resources are not currently available to rewrite the Post Opening/Post Closing guides.

Approval was given by the forerunner to the Administrative Committee (MPSS) in February, 1981, to convert a position in MFS to non-rotational AS to "manage" the manuals, encourage author-divisions to assume responsibility for writing, updating and amending the manuals, identify requirements for amendments, act as a catalyst to divisions and coordinate the process from drafting through editing to translation, printing and distribution. Classification action took a year, and staffing was requested on an indeterminate basis (term employment having failed to find a qualified candidate at the AS-3 level) in early October 1982. At this point a successful candidate has been identified and security cleared, but an offer cannot be made until additional priority referrals are screened. This is pending PSC action.

MAJOR STEPS AND TIMING:

- | | | |
|--------------------|--|-------------------|
| Phase I | - 1. Develop scope | Nov. 83 - Mar. 84 |
| | 2. Establish Priorities | |
| Phase II | - Plan Development | Mar. - April 84 |
| Phase III | - Plan Implementation | May 84 - Mar. 86 |
| | a) Develop & Publish Priority Manuals | |
| Ongoing Operations | | April 86 |
| | a) All other manuals development and publication | |
| | b) Ongoing maintenance | |

RESOURCE SUMMARY: (\$000s)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future*	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.25	7.5	2.25	185.0	2.25	185.0	-	-	4.75	377.5		
New	-	-	-	-	-	-	-	-	-	-	-	-
Total Direct Costs	.25	7.5	2.25	185.0	2.25	185.0	-	-	4.75	377.5		
Indirect Costs	-	-	2	90.0	2	90.0	-	-	4	180.0		

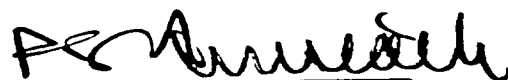
* Ongoing

Note: These positions exist but staffing has not yet been concluded (action has been underway for 14 months in one case, 5 in the other).

BENEFITS:

Besides responding to internal control requirements, a comprehensive set of current departmental manuals will contribute to the general improvement of departmental management practices and controls through their availability as references and utilization in training.

 Project Officer



 Project Manager

 Date



 Date

APPENDIX

MF05

PROJECT COST WORKSHEET (\$000s)

DIRECT COSTS	83/84	84/85	85/86	TO COMPLETE	TOTAL PROJECT	FUTURE
<u>Existing</u>						
PY	.25	2.25	2.0	-	4.75	1.0
Salary	7.5	85.0	85.0	-	177.5	30.0
Consulting	-	-	-	-	-	-
Other Operating	-	100.0	100.0	-	200.0	10.0
Capital	-	-	-	-	-	-
Sub-Total Existing	7.5	185.0	185.0	-	377.5	40.0
<u>New</u>						
PY						
Salary						
Consulting						
Other Operating						
Capital						
Sub-Total New	-	-	-	-	-	-
Total Direct	7.5	185.0	185.0	-	377.5	40
Indirect Costs		90.0	90.0		180	45

Notes:

The 100K for operating is printing and distribution cost, perhaps also translation costs. Assumes 4 volumes at \$25K per print run. This is extremely rough.

Assume maintenance of manual publications at 1 PY and 10K other operating.

EAMIP PROJECT NO. MF06

TITLE: Financial Management Training and Development

RESPONSIBILITY: Project Manager: Dan Bresnahan, MFD
Project Officer: To be determined

PRESENT SITUATION:

External and Internal Audit studies have observed on the training for staff involved in the financial function at posts. Current training for staff with financial management responsibilities is limited with appointees to the position often unskilled in financial management or are not interested in learning financial administration procedures and with financial management being accorded low priority by post management with financial responsibilities delegated to untrained, inexperienced support staff. As well, there is limited involvement by senior financial officers in selecting, appointing, evaluating and promoting financial staff.

OBJECTIVE:

To establish an effective financial administration training program to meet the needs of all levels of management.

GOAL:

The goal of this project is to ensure that appropriate financial management training and development as well as selection, appointment and evaluation of staff (both financial and non-financial) engaged in financial activities is designed, organized and delivered in the most effective manner.

DESCRIPTION:

Major tasks in the project are:

- the development of a formal plan for training and evaluating both financial personnel and, in particular, non-financial personnel with financial responsibilities, as well as locally-engaged personnel abroad;
- ensuring that training and development needs are identified, alternatives assessed and costs identified;
- defining the role of senior financial officers in selecting, appointing, training, evaluating and promoting all staff, both financial and non-financial performing financial responsibilities.

IMPLEMENTATION CONSIDERATIONS:

There are linkages with Personnel, the MFD project on the Bureau Organizational Review (MF01) as well as the Bureau and Post Management projects. Responsibilities and approvals involve MFD, MCB, Administrative and Executive Committees.

MAJOR STEPS AND TIMING:

Phase I - Plan and development of (i) SFO role in staffing/evaluation	Jan. 1 - July 84
Phase II - Development	July 84 - June 85
Phase III - Implementation	July 85 - July 86
Phase IV - Assessment and Evaluation	April 86 - Sept 86

RESOURCE SUMMARY: (\$000s)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.25	10.0	1	70.0	1	70.0	1	70.0	3.25	220.0	-	-
New	-	-	1	150.0	3	400.0	2	150.0	6	700.0	2	170.0
Total Direct Costs	.25	10.0	2	220.0	4	470.0	3	220.0	9.25	920.0	2	170.0
Indirect Costs												

BENEFITS:

This type of training is essential in an organization that has financial functions performed world-wide. The outcome of the project should be improved management practices and controls and improved systems.

Project Officer

Date

[Signature]

Project Manager

15/12/83

Date

EAMIP PROJECT NO. MF07

TITLE: Review of Departmental Financial Authorities

RESPONSIBILITY: Project Manager: Dan Bresnahan, MFD
Project Officers: Harry Mathews, MFF

PRESENT SITUATION:

Reorganization II has clouded the existing departmental authorities and these must be clarified with particular reference to delegation to departmental managers. There is no central repository of TB delegated authorities and it is not clear to all managers exactly what authorities DEA has.

OBJECTIVE:

To ensure that both the Department and its managers have the sufficient and required delegation to appropriately discharge both the Department's and its managers program responsibilities.

GOAL:

The goal of this project is to review existing departmental problems and issues with respect to the sufficiency of delegation, document and obtain approval and implement any changes to bring departmental authorities in line with managerial requirements.

DESCRIPTION:

1. Review current TB delegations
2. Review internal delegations
3. Consolidate problems and issues
4. Determine solutions and assess implications
5. Develop recommendations
6. Obtain approval
7. Develop documentation and submissions required
8. Promulgate

IMPLEMENTATION CONSIDERATIONS:

Responsibilities include involvement of MFD, MCB, Administrative and Executive Committees.
This project links with projects in the following areas: Branch and Post Management, Personnel, Physical Resources, and Trade.

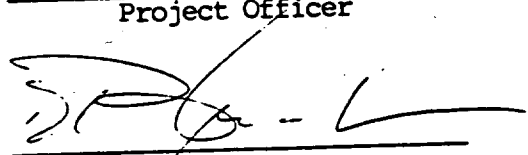
MAJOR STEPS AND TIMING:

Phase I - Review	February 84
Phase II - Document	June 84
Phase III - Approval of Delegations	April 85
Phase IV - Implement	September 85

RESOURCE SUMMARY: (\$000s)
Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.5	20.0	.75	30.0	1	40.0			2.25	90.0		
New		10.0		30.0						40.0		
Total Direct Costs	.5	30.0	.75	60.0	1	40.0			2.25	130.0		
Indirect Costs	.2	10.0	.5	25.0	.2	10.0			.9	45.0		

BENEFITS:
Increased precision and clarity in the delegation of financial and managerial authorities which will contribute to improved management practices and controls in headquarters and posts.

Project Officer


Project Manager

Date
19/12/83

Date

PROJECT NUMBER MF08.1

TITLE: Finance and Management Systems Enhancements
- Financial Information Needs Definition

RESPONSIBILITY: Project Manager: D.W. Gordon

DESCRIPTION: See MIS Section

PROJECT NUMBER MF08.2

TITLE: Financial Planning Enhancements

RESPONSIBILITY: Project Manager: D. Gordon (MFR)
Project Officer: H. Burrill (MFRE)

DESCRIPTION: See MIS Section

EAMIP PROJECT NO. MF08.3

TITLE: Finance and Management System Enhancements
Enhance FMS

RESPONSIBILITY: Project Manager: D. Gordon (MFR)
Project Officer: R. Goneau (MFRS)

PRESENT SITUATION:

The bureau has presently identified over 20 specific operational projects ranging from a minicomputer installation in Paris to a new commitment control system for Headquarters. However, the bureau is unable to undertake additional new projects or complete the present ones within reasonable time frames and has been forced into a reactive rather than a proactive mode.

OBJECTIVE:

To establish a financial policy and systems development capability to meet Statutory and Regulatory requirements of Parliament and Central Agencies while at the same time meeting the essential needs of departmental managers.

GOAL:

To implement various revisions to existing financial and management accounting and reporting systems to reflect central agency and management requirements and to design and implement revisions to other methods and systems to accommodate full operation of the management accountability concept.

DESCRIPTION

The purpose of this project is to build a financial policy capability and to strengthen financial systems development to satisfy parliamentary and managerial requirements for financial usability, accountability and control.

This project is a combination of a number of different financial management issues which must be pursued if we are to improve internal and external accountability of managers and related decision making through the provision of reliable financial and management services and to balance financial administration between service and control.

The work, both short term and medium term, will include such things as time phased budgeting; budgeting by activity/sub-activity; variance analysis and reporting; budgeting in local currency; use of word processing equipment for bookkeeping purposes at posts; changes to the chart of accounts; financial management and control over major capital projects; inventory and asset management control; financial control over grants and contributions (i.e. PEMD); improving control over payroll and pay transactions; accounting services improvements over loans and advances and accounts receivable; financial and systems support to other bureaux; documentation of procedures at both headquarters and abroad; tape to tape transfer of data to and from DSS; effects of foreign inflation and currency fluctuations; project management budgeting and reporting system.

The overall bureau requirement for delivery of financial administration includes:

- classification of accounts: Identifying and designing the chart of accounts used to classify and aggregate financial data.
- budget preparation: Providing data for planning purposes; organizing and co-ordinating financial input to budgetary submissions; and analysing and providing advice on such submissions.
- budgetary control: Preparing budgetary data for input to financial reporting systems; analysing expenditures and commitments and preparing cash forecasts; and analysing variance reports showing differences between planned and actual accomplishment.
- financial reporting systems: Identifying the needs for accounting information; designing and maintaining reporting systems, including the design of reporting formats; preparing and distributing reports; and training recipients in the use of financial reports.
- financial systems and controls: Satisfying the needs for accounting information by designing and maintaining accounting systems, including specifications for computerized systems; disseminating information on systems by means of training courses, manuals and other means of instruction; controlling input of data to accounting records; maintaining accounting records, including all necessary analyses and reconciliations; designing and operating cost accounting systems; billing and accounting for accounts receivable and other revenue transactions; and accounting for inventories and other assets.
- accounting and control: Verifying the accuracy, authority, and completeness of vouchers and other documentation supporting financial transactions; reviewing transactions to ensure approval by persons with delegated financial authority; exercising financial signing authorities; analysing proposals and documentation concerning contracts and grants and contributions, as a basis for decisions on payments; controlling and collecting accounts receivable; and exercising control over inventories and other assets.

IMPLEMENTATION CONSIDERATIONS:

The bureau has no dedicated financial policy staff and from its seven FI analysts, at least five are dedicated to the routine FMS maintenance and operations function. In addition, of the seven CS positions in the bureau, only one is dedicated full-time to financial related systems. The limited capability is therefore used to meet only the very essential requirements of central agencies with very little being done on departmental requirements.

MAJOR STEPS AND TIMING:

- | | |
|--|-----------|
| 1. Develop schedule, timing and priorities. | Jan. 84. |
| Obtain necessary approvals, seek resources and begin staffing. | Jan. - |
| 3. Priority projects. | Apr. 84. |
| | Apr. 84- |
| | Apr. 85. |
| | Sept. 84- |
| 4. Lower priority projects. | Apr. 86. |

RESOURCE SUMMARY: (\$000s)
 Dollars include salary, operating and capital

	83/84		84/85		85/86		TO *COMPLETE		TOTAL * PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.75	30.0	1	40.0	1	40.0			2.75	110.0	1	40.0
New			9	500.0	18	1000.0			27.0	1500.0	18	1000.0
Total Direct Costs	.75	30.0	10	540.0	19	1040.0			29.75	1610.0	19	1040.0
Indirect Costs												

* Ongoing

BENEFITS:

- a) the department will have established an adequate financial policy and systems development capability;
- b) the department will be able to meet essential parliamentary and central agency requirements; and
- c) improved financial administration for service, control and analysis.

 Project Officer

 Date



 Project Manager

Dec. 16/83

 Date

EAMIP PROJECT MF08.3
Sub-projects: Steps and Timing
(\$000)

Sub-project Title	1984/85		1985/86		Future	
	PY	\$	PY	\$	PY	\$
Variance Analysis and Reporting	2	120	2	120	2	120
EDP Expansion & Headquarters & Posts	2	130	2	150	2	150
Ongoing changes to Chart of Accounts	.5	20	.5	20	.5	20
Financial Mgmt. of Major Capital Projects	.5	30	.5	30	.5	30
Evaluate Existing Dept'l. Fin. Policies	.5	25	1	50	1	50
Determine the Fin. Implications of New or Changed Legislation and/or Regulations	1	50	4	200	4	200
Budgeting in Local Currency	1	50				
Review and Implementation of New Accounting System at Posts	1	50				
Time Phased Budgeting	.5	25	1	60		
Budgeting by Activity			2	120	1	60
Financial Control over Grants and Contributions (i.e. PEMD)			1	50	1	50
Effects of Foreign Inflation and Currency Fluctuations			1	50	1	50
Financial Systems Support to Other Bureau			1	50	1	50
Accounting Services Improvements over Loans, Advances, Accounts Receivable			2	100		
Project Management Budgeting and Reporting Systems					1	50
Improvements in Pay and Payroll System					.5	25
Tape to Tape Transfer of Data to & from DSS					1	50
Inventory & Assistant Management Control					.5	25
Documentations of Procedures at Headquarters and Posts					1	70
	<u>9</u>	<u>500</u>	<u>18</u>	<u>1000</u>	<u>18</u>	<u>1000</u>

EAMIP PROJECT NO. MF09

TITLE: Office Automation in External Affairs
RESPONSIBILITY: Project Manager: MFS; P.S. Dunseath
Project Officer: MFSX; M.E. Duncan
DESCRIPTION: See MIS Section

EAMIP PROJECT NO. MF10

TITLE: General Purpose Computer for Headquarters
RESPONSIBILITY: Project Manager: MFSC; J. Rogers
Project Officer: MFSC; J. Rodgers
DESCRIPTION: See MIS Section

EAMIP PROJECT NO. MF11

TITLE: EDP Support at Posts
RESPONSIBILITY: Project Manager: MFS - Paul S. Dunseath
Project Officer: MFSC- Jim Rodgers
DESCRIPTION: See MIS Section

EAMIP PROJECT NO. MF12

TITLE: Systems Support for Headquarters
RESPONSIBILITY: Project Manager: P.S. Dunseath, MFS
DESCRIPTION: See MIS Section

EAMIP PROJECT NO. MF13

TITLE: Financial Management Manual
Development and Publication

RESPONSIBILITY: Project Manager: D. Bresnahan (MFD)
Project Officer: H. Matthews (MEF)
D. Gordon (MFR)

PRESENT SITUATION:

The existing Financial Management Manual is out of date, does not meet the current needs of DEA, is not readily maintained and can not support financial administration training programs. There is a need to review policies, systems and procedures and to develop the manual to complement other management and control practices documents in the Department.

OBJECTIVE:

To publish and maintain an up-to-date Financial Management Manual which appropriately reflects good financial management practices and controls; supports financial and operational management training programs in support of improved financial management and control.

GOALS:

To design, develop, document, issue and provide for the ongoing maintenance of a Financial Management Manual by December 1984.

To improve the communication of financial management and financial administration.

DESCRIPTION:

This project will require the development of an appropriate subject documentation framework following current DEA manual development and publication policy guidance, the identification of author/resource/user/developer contacts, subject matter outline drafting, review and approval, translation, publication and distribution. As well an organization locus needs to be established for ongoing maintenance and revision.

IMPLEMENTATION CONSIDERATIONS:

Current priority demands on available resources preclude their utilization for the management and development work in this project. As a result, external consulting assistance will be acquired to support the demanding task of documentation of subject matter and obtaining approvals. This project links with MF01, MF02, MF03, MF06, MF07, MF08, MF11 and MF12 as well as the Bureau and Post Management Project (GB01).

MAJOR STEPS AND TIMING:

- | | |
|--|---------------|
| 1. Draft RFP for external assistance | February 1984 |
| 2. Consulting contract process | April 1984 |
| 3. Approval of consultant's plan | April 1984 |
| 4. Approval of subject matter framework and chapter development and publication schedule | August 1984 |
| 5. Establish organizational locus for manual maintenance and staff | October 1984 |

RESOURCE SUMMARY: (\$000)

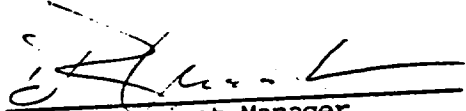
Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing												
New	10.0		.5	120.0	1	40.0			1.5	170.0	1	40.0
Total Direct Costs	10.0		.5	120.0	1	40.0			1.5	170.0	1	40.0
Indirect Costs												

BENEFITS

Improvements in efficiency and effectiveness of communication for financial management and administration throughout DEA.

Project Officer



Project Manager

Date

19/12/83

Date

PHYSICAL RESOURCES

EAMIP PROJECT NO. MR01

TITLE: Physical Resources Roles and Responsibilities

RESPONSIBILITY: Project Manager: MRD, K. Plowman,
Project Officer: MRMS, K. Pearson,

PRESENT SITUATION:

Recent studies, AG observations and internal departmental perceptions indicate a less than consistent understanding of MRD's roles and responsibilities. The recent departmental reorganization increases the need to clarify responsibilities in the light of the existence of the five geographic branches.

This project involves the definition of the role of the Bureau of Physical Resources, the determination of what should be delegated and the communication of those delegations as well as determining ongoing working relationships.

A paper to define and designate accountability and responsibility was prepared and presented to the Administrative Committee (AC) with suggested MRD roles and a request for a mandate to proceed with consultation to establish specific responsibilities. The decision of the AC was that consultations should be undertaken in concert with the Branch and Post Management project.

OBJECTIVE:

To achieve clearcut assignment of responsibility; increased accountability and better overall management of physical resource programs at the headquarters level.

GOAL:

To obtain agreement between functional elements in the headquarters as to who is responsible for each of the various physical resource activities in both an overall sense and for specific sub-activities.

DESCRIPTION:

Consultations will be accomplished through meetings and discussions followed by submissions to the AC to ratify agreements or to rule on areas of disagreements. Ultimately the responsibilities should be described in applicable Departmental Manuals.

In Phase I of the project the initial product will be a document on roles and responsibilities. Potentially the result of decisions on the document could imply the reorganization of MRD and/or a changed deployment of personnel between bureaux depending on the assignment of responsibilities. If so this would become Phase II of the project. Consultation will proceed with the Branch and Post Management Study. The Operational Plan Framework will be used in analyzing accountabilities and results.

Phase I: Participants: MRD, MFD, ZSP, Geographic Branches/AMAs, CCB
Phase II: Participants: Bureaux with assigned responsibilities

The success of the project can be assessed through the demonstration of greater accountability for physical resource activities which should be evidenced by more specific as opposed to general criticisms in Audits.

IMPLEMENTATION CONSIDERATIONS:

This project is tied in with AMA role and any other studies involving the mandate of MRD, MFO, ZSP or CCB. It is closely linked to the Branch and Post Management project.

The AC will have to rule on areas of disagreement.

Departmental manuals should reflect Bureaux responsibilities, indecision on need for clarification will kill the project.

MAJOR STEPS AND TIMING:

- 1. Consultations Jan. - April 1984
- 2. Final statement of Bureau role and outline of responsibilities June 1984
- 3. Delegation of MRD responsibilities to Divisions and Sections. July - Dec. 1984

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.2	10.0	.3	15.0	-	-	-	-	.5	25.0	-	-
New												
Total Direct Costs	.2	10.0	.3	15.0	-	-	-	-	.5	25.0	-	-
Indirect Costs	.2	10.0	.3	15.0	-	-	-	-	.5	25.0	-	-

BENEFITS:

- Clear lines of responsibility and accountability
- Improved facilitation financial planning
- Easier for Posts to deal with Headquarters.

[Signature]
Project Officer

[Signature]
Project Manager

16 Dec 83
Date

Dec 20, 1983
Date

EAMIP PROJECT NO. MR02

TITLE: Master Planning and Delivery System (Project 6.4)

RESPONSIBILITY: Project Manager: MRP/MRPC
Project Officer: (to be assigned when PY available)

PRESENT SITUATION:

The management requirement/need is a system of project planning and delivery for the controlled development of facilities to meet departmental objectives "by reflecting needs and input from all its users — including those from branch, the posts and our clients". To date the basic features of the 6.4 planning and delivery system have been identified, and the terms of reference for the completion of each part of the system have been established and approved in principle by MRD, through MRP.

What now needs to be done is to complete the project in one year so that it will be an effective working instrument, and therefore satisfy the expectations of the Bureau, the A.G. and EAMIP.

OBJECTIVE:

The impact which the outcome of this project will have on the Department is:

- a) to standardize the department's procedures in the creation of Embassy and Post facilities planned and designed to meet user needs;
- b) it will be an acceptable response to related aspects of the A.G.'s report on the Bureau.

GOAL:

What is to be accomplished in one year is:

- a) a work plan substantially completed for the project, based on the one already produced, but streamlined to meet a one year time limit;
- b) set up specific bench marks to facilitate progress reporting.
- c) the completion of all graphic and written material for the 6 stages in the system as well as the 4 levels of detail for each stage, taking into consideration the main means by which facilities can be acquired, vis "buy - build - lease - renovate";
- d) all essential support documents to be completed in one year, such as:
 - a policy manual - space impact,
 - a manual of operational standards,
 - a manual of space standards, and
 - coordination of work on other support documents being done by other people in the bureau to ensure that all such documents are in a format cross-referenced and integrated with the content of the 6.4 system;
- e) a demonstration of the viability of the system by applying it to either an historic project or, if time allows, a new current project;
- f) guidelines and briefing for setting up a permanent 6.4 resource centre.

DESCRIPTION:

The scope of 6.4 is very broad. All units either providing space or working in such space are affected.

The approach and methodology in creating the 6.4 system is simply to link the natural universal logic of facility planning and delivery with the specific logic on which the administrative structure of E.A. in general and MRD in particular, was based.

In particular, the 6.4 documents will match up the jobs which must be done to satisfy the natural logic of facility acquisition, with the people who must do the jobs, or be responsible for the performance of others (consultants) who do the jobs.

The major activities and participants in creating 6.4 are:

- a) to set up a system of stages for the completion of a facility in which all activities are recorded under the appropriate stage, and to link all the activity in a time/sequence/dependency network; and
- b) to explain the 6.4 system in such detail as will make it easily understood by those who simply need to know the system exists and works, such as top management, as well as those who use the system day by day, such as project managers and users.

The product is (a) a generic trace of procedure on how to plan and produce a facility based on policy, and (b) some 25 support documents which essentially state the standards which must be met.

The management impact will be a need to create a resource centre to store all the 6.4 generic documents, to accommodate equipment to reproduce project specific documents and space in which the Manager and at least 2 assistants are able to work. The staff's responsibilities will be to (a) keep the system's documents current by respecting policy changes and experience gained from facility and operations evaluations.

The system can be applied to regulate delivery of new accommodation as well as auditing the ability of existing buildings and operational styles to meet Departmental objectives.

The product will be used primarily by Project Managers, users and auditors.

Stage 6 is facility evaluation, so the success factor will be judged on the systems ability to provide a standard approach to determining if our facilities meet our needs, and if not why not, and by having to control standards, the number of variations in space needs for similar activities carried out in different posts.

IMPLEMENTATION CONSIDERATIONS:

The relationship to other work going on:

- a) the "umbrella" under which many projects, such as site selection criteria, project completion report, professional contracts, etc., will be linked is the Master Planning and Delivery System;
- b) uses project specific documents, e.g., New Washington Embassy, as basis for developing generic model from relevant material produced by Project Managers on current implementation jobs. NOTE - the degree of interdependence is high because the 6.4 system is required to regularize different planning systems now being used on each project.

Other departments affected are those which occupy space in our facilities as tenants (clients) such as D.N.D., D.S.S., N.F.B., etc.

Approvals required are:

- 1st from MRP
- 2nd from MRD

- 3rd Geographic Bureau (users)
- 4th Security
- 5th T.B.
- 6th and sundry others who have a vested interest in the quantity, quality and availability of space in which to carry out the objectives of Canada in other countries.

Consultation is required from:

- a) users
- b) implementers

The information required pertains to policy based planning. That is to say all information which creates or affects any activity which must be carried out to set a fully operational facility in place. This chain of activities starts with a policy and ends with the evaluation of space intended to house the activities which are necessary to achieve the objective of the policy.

The post must be involved in the development of operations analysis and the ensuing space standards. A recommendation has already been made, to achieve this through a user group constituted under the senior Geographic area liaison officer, who represents all posts in the development of space layout and accommodation standards.

Changes will be introduced to the largest degree through the Project Managers' understanding, and using the 6.4 system. However, to a high degree, Heads of Posts must be supportive of a controlled planning system if the changes are to be successful in establishing a common approach to the provisions of Post accommodation. For this reason, the user group under the Geographic Area leadership must be thoroughly briefed on the system, and especially they must understand it as a positive tool for them, by understanding when they must enter the project planning system, and what they must do to ensure that a satisfactory environment will be provided in which they can carry out their duties.

The most serious constraint is human resources.

The consequences of delaying the project are:

- a) The expectations of the A.G. will not be met;
- b) the investment of time to date will be wasted;
- c) hope of a better approach to planning and delivery will be crushed, and esprit de corps in the Design and Construction process will diminish.

MAJOR STEPS AND TIMING:

(to be developed as resources become available including expanding the following overview of activities to more accurately reflect major steps and to include timing)

1. Familiarization
2. Development
 - Set up scope of work
 - Design basic system
 - Approval in principle
 - Research and develop support documents
 - Complete graphic and written material
 - Approval of 6.4
3. Set up Resource Centre
 - Determine location of Resource Centre physical & administrative
 - Design layout
 - Layout approval
 - Create physical space
 - Staff Resource Centre
 - Brief staff
4. Apply and maintain the 6.4 system.

RESOURCE SUMMARY:

Resource Requirements: The assessment of these resource requirements is now underway within the Bureau, and the results will be made available as soon as complete. Initial estimates to complete the project indicated that it would take: (a) 2 persons for 3 years; or (b) 7 persons for one year.

Status of MRD Resources: While we acknowledge the importance of proceeding with this essential task as quickly as possible, the Bureau of Physical Resources is severely undermanned at this time, and there are no PYs available which can be assigned to the work.

In essence we will have to petition the Department for the necessary additional PYs to complete this task. Our preliminary estimate is that a minimum of 2 PYs will be necessary to complete either a full or abridged Master Planning and Delivery System.

RESOURCE SUMMARY: (\$000s)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing												
New	0.6	36.0	2.0	120.0	2.0	120.0	1.4	84.0	6	360.0		
Total Direct Costs	0.6	36.0	2.0	120.0	2.0	120.0	1.4	84.0	6	360.0		
Indirect Costs												

* assuming 2 PY's for 3 years at a combined salary costs of \$60,000 per year

BENEFITS:

The department will be able to manage its acquisition (buy, build, lease or renovate) of facilities using a comprehensive planning and delivery system.

The master planning and delivery system should respond to criticism of the department's facilities acquisition process. (no project officer/PY available)

(to be assigned when PY available)
Project Officer _____ Date _____

R. Gibson
Project Manager

20 Dec '83
Date

EAMIP PROJECT NO. MR03

TITLE: Guidelines for Evaluation of Accommodation and Establishment of Criteria.

RESPONSIBILITY: Manager: W.R. Graham (MRP)
Project Officer: G. Cliffe-Phillips (MRPR)

PRESENT SITUATION:

The Auditor General's 1982 Report observed that "the Department needs to improve its planning for the acquisition and development of property abroad, in particular its approach to identifying accommodation needs, setting priorities and preparing feasibility studies". While the concern was that DEA failed to "consistently" follow central agency rules relating to capital projects, it was felt by this Bureau, at least, that the most serious lack was in clearly defined and "written" systems and procedures, not necessarily de facto breaking of the "rules". A combination of organizational planning and procedural changes are required to rectify the situation. A document entitled Project Development Procedure (PDP) has been prepared and approved within the Bureau of Physical Resources to meet the above requirements.

OBJECTIVE:

The impact of this project on the Department can be measured in terms of rectifying observations made by the Auditor General, meeting Treasury Board policy requirements, and providing an effective "audit trail" for Bureau projects. To the extent that external confidence in the Department's planning systems is enhanced, funding for our capital and other accommodation programs will be more likely to be maintained or extended in future.

GOAL:

The goal is to strengthen the up-front planning of projects through utilization of appropriate professional staff, developing planning procedures compatible with central agency requirements, as expressed in Treasury Board's Administrative Policy Manuals (APM), and updating Departmental standards and guidelines. The document noted above is intended and expected to meet this goal in conjunction with the appropriate staff resources to implement it effectively.

DESCRIPTION:

The PDP will be managed by the Realty Strategy and Planning Section (MRPR) of the Bureau and will primarily affect projects within the Property Acquisition and Development Division (MRP), including both the Long Range Capital and major lease programs.

Methodologies used will include cost benefit and other realty analyses within a planning context generally specified in existing Treasury Board policy manuals (e.g. Chapter 112 on Real Property).

The PDP consists of two distinct stages - Initial Investigation and Feasibility Study. The prime feature of the system is a routine of systematic management approvals at three designated points in the front-end process ending with formal project (implementation) approval. Each approval point will be based on an appropriate report - Feasibility Initiation Report; Project Memo; and finally Project Feasibility Report. It is important to note however, that flexibility exists to reduce ("fast track") or expand (e.g. Design and Construction) the number of these approvals in accordance with the scope and complexity of the project. Approval of the final Feasibility Report represents the watershed after which full financial authority will exist for project implementation, subject only to T.B. approvals. Preparation and approval of these reports will mark the "audit trail" which will enhance the effectiveness and accountability of the system.

IMPLEMENTATION CONSIDERATIONS:

The PDP will form an integral part of both the Bureau's and the Department's accommodation planning activities and, as such, is intended to be integrated with wider policy and resource considerations at the macro-scale as well as implementation procedures at the micro-scale.

The PDP has now been approved within the Bureau and, in fact, has been utilized in a general way by MRPR since early in the year. No changes are required at posts or in other Bureaux to implement the PDP but when fully working it should provide a more structured and logical approach to ensuring accommodation needs abroad are met in the most expeditious and cost effective manner.

The only constraint that applies to the project is one of staff resources. Full implementation of Central Agency requirements for real property acquisition tends to be labour intensive. A small planning staff should also be dedicated to the PDP to ensure that long term plans are prepared for the use of posts and realty analysts at Headquarters. Delay in implementing this project will lead to serious inefficiencies in the provision of accommodation abroad and acute embarrassment to the Department in the light of existing Auditor General comments.

MAJOR STEPS

AND TIMING:

This project is now complete.

RESOURCE

SUMMARY:

No further costs to complete this project. As noted in No. 7 above, however, some continuing P-Y resources are required to fully implement the PDP:

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.25	11.0							.25	11.0	8	330+p.a.
New			2	65.0	4.0	130.0			6.0	195.0	4	160+p.a.
Total Direct Costs	.25	11.0	2	65.0	4.0	130.0			6.25	206.0	12	490+p.a.
Indirect Costs												

NOTE: Cost shown are estimates for salaries only (MRPR Section). 1 PY succeeding years is currently "frozen" (EXT-610).

BENEFITS:

Successful completion of this project should satisfy all legitimate concerns of TB and the AG, in terms of procedures if not implementation. Management in DEA will be assured that capital decisions are taken after considered review and that all alternatives are studied before the most cost beneficial one is selected for implementation. Training of staff, audits and accountability of staff activities should be improved with the approval of a formalized project planning system and production of an "audit trail" through scheduled reporting system.

Geoff Cliffe-Pullin
Project Officer

Dec. 14/83.
Date

WRC
Project Manager

Dec 19/83
Date

EAMIP PROJECT NO. MR04

TITLE: Project Completion Report (PDR)

RESPONSIBILITY: Project Manager: MRP - W. Graham
Project Officer: MRPC - V. Marko

PRESENT SITUATION:

Requirement Need: To have an historical track of a project in order to determine weakness in the development control system or to predict happenings on future project.

Current Action: A draft outline for a project completion report for the Paris, France Chancery addition has been started.

Needs to be done: A sample PCR established; the format to be used for other projects.

OBJECTIVE:

The PCR will provide a logical order of events in which to record the progress of construction projects.

GOAL:

By January 1984, a completed PCR will be available for review by Senior Management. If accepted, all other major works projects will follow the same format.

DESCRIPTION:

- The PCR will immediately affect projects in MRPC and could be adapted for use by other sections under MRP.
- The outline for the PCR has been already established as an outcome of the Project Delivery System (MR02).
- The form of the PCR has been set up for use on all construction projects.
- The format will be preprinted and the Project Managers will be required to "fill-the-blanks" as the project progresses.
- The participants are the Project Managers for each of the projects under the supervision of the Manager of the Section.
- The product will allow Management to map the projects immediately upon substantial completion. Currently project reports have been delayed due to lack of a proper system for reporting.
- The PCR will be set up to record the cost/time and content of each project.

IMPLEMENTATION CONSIDERATIONS:

The relationship of the PCR originating in MRPC can be used by other Sections/Divisions to monitor the positive and negative factors of a newly completed project.

MAJOR STEPS AND TIMING:

Completion expected January 1984.

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.1	4.0							.1	4.0		
New												
Total Direct Costs	.1	4.0							.1	4.0		
Indirect Costs												

BENEFITS:

- PCR provides records of project progress in terms of planned versus actual cost, time and content targets. It also highlights problems and successes which can be overcome or incorporated in future projects.
- Project provides formal structure for assessing performance of all involved on project.
- PCR will be useful tool for project managers as well as for Senior Management.

M. Marko
Project Officer

W. J. Caban
Project Manager

14 December 1983
Date

December 19/83
Date

EAMIP PROJECT NO. MR05

TITLE: Long Range Capital Program (LRCP)
Treasury Board Submission

RESPONSIBILITY: Project Manager: R.K. Plowman (MRD)
Project Officer(s): W.R. Graham (MRP)
G. Cliffe-Phillips (MRPR)

PRESENT SITUATION:

The LRCP was last approved by Treasury Board in 1979 (at \$19m., adjusted annually for inflation) for a 5 year term. The Board has requested the Department to present for approval an update/evaluation of the LRCP and a Capital Plan to allow approval of the program beyond March 31, 1984. This would meet the requirements of the TB Circular (1983-25) on approval of capital projects and capital plans. A draft TB submission, with annexes, was prepared and presented to TB officials this year. In the opinion of these officials a number of issues of particular concern to the Secretariat (e.g., priorities, standards, evaluation of results) are not sufficiently detailed in the first draft.

TBS has proposed that, through the Fall MYOP process, they seek TB Ministers' approval for an extension to the LRCP for one additional year (1984/85) with funding at the 1983/84 reference level (adjusted for inflation). The LRCP submission would then be revised to meet these concerns and resubmitted for consideration by Treasury Board prior to the 1985/86 Spring MYOP required by the end of March, 1984.

OBJECTIVE:

The impact of this project on the Department is immediate and serious. Maintenance of the Capital program at required levels and security of funding over the next several years, will depend directly on the positive reaction of Treasury Board to the LRCP submission.

GOAL:

A Treasury Board submission with supporting annexes is to be prepared and presented no later than March 31, 1984.

DESCRIPTION:

The LRCP submission is primarily a responsibility of the Physical Resource Bureau, which manages this capital program. The impact of the program, however, extends over almost the entire range of posts abroad as well as other headquarters Bureaux.

The document will be in standard TB format with extensive annexes outlining the rationale for the capital program, evaluating the activities of the past 4 years and describing the program for the next 5 years. A recent Treasury Board Circular (1983-25) provides specific guidelines for the approval of Long Term Capital Plans.

The Bureau's existing draft submission reports on the trend of rental payments over the last several years in relation to the impact of the LRCP on increased ownership inventory. estimated rental savings arising from the program are also displayed as well as an estimate of required budgetary levels. Constraints on the program are noted (e.g., central agency policies, security, inflation, special purpose needs, etc.). The submission also addresses the major concern over LRCP goals, i.e., what weight the program should give to high economic return projects (rent reduction) as opposed to those justified on political or other operational grounds.

This project, per se, is not intended to improve management processes, but rather to ensure continuation of existing programs. However, the preparation of statistical data, the review of strategies and standards will add to the effectiveness of the program in future years. The level of funding approved for future years will be one measure of the success of this project.

IMPLEMENTATION CONSIDERATIONS:

While other departments are not directly linked to the LRCP there is a relationship with senior management in this Department outside of the Bureau as well as posts abroad. This is particularly the case with the generation of accommodation standards and the setting of priorities. Approval of the LRCP submission would normally be through the ADM, and eventually the Minister, but with consultation at the Administrative Committee level. Treasury Board, of course, retains ultimate authority and, for specific policy issues, the Cabinet Committee has been approached in the past.

Completion has been delayed by Treasury Board officials who have requested further information on the following issues:

- a) the criteria used by DEA in determining the priorities for acquiring accommodation abroad;
- b) specification of standards for staff quarters and chanceries (and a review of current practice for official residences); and
- c) an analysis of the relative success of the LRCP over the previous 5 years, including rental savings, a review of rent increases, and inventory changes.

The only constraints on completion are other demands on staff time but this is not an insuperable problem. Delay of the project will not come from the DEA side - it is essential to confirm funding for the next planning period.

MAJOR STEPS AND TIMING:

This project must be completed by the Bureau of Physical Resources prior to March 31, 1984. Final drafts for Departmental approval should therefore be ready prior to March 1, 1984.

Major milestones are as follows:

- Draft revisions complete Jan. 15/84
- Review/amendments completed by MRD/MRP Feb. 15/84
- Budget levels available for Departmental MYOP
- Final draft for MCB/USS approval Mar. 1/84
- Final draft completed for signature of Minister Mar. 15/84
- Submission due in TB Mar. 31/84

RESOURCE SUMMARY:

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.3	15.0							.3	15.0		
New									.3	15.0		
Total Direct Costs	.3	15.0							.3	15.0		
Indirect Costs												

BENEFITS:

Approval of the document will provide the longer term certainty of funding by extension of the program. Apart from enhancing the planning process it will allow the continuation of a long term plan to ameliorate living and working conditions abroad while proving economic savings through Crown ownership far into the future. If approved, the submission will provide for a moderate increase in budget levels and an increase in authority levels which will enhance management flexibility and minimize administrative burden in seeking approvals for routine, smaller projects.

G. H. Pullym
Project Officer

Dec. 14/83
Date

W. D. Craven
Project Manager

Dec 14 1983
Date

EAMIP PROJECT NO. MR06TITLE Works of Art Computer InventoryRESPONSIBILITY Manager: MRP, W.R. Graham
Project Officer: MRPF, B.C. MackPRESENT SITUATION:

After a review of existing records for the artworks owned by the Department, it was established that a traditional cross-indexed manual inventory system could not provide proper documentation, management and/or control of the artworks. The records were too disorganized to be correlated into such a system and there was neither secretarial nor registry staff for support.

Various alternatives were reviewed and design and organization of a computer information management system was undertaken in cooperation with the National Museum's Cultural Heritage Information Network (CHIN). A computer data base has been designed and documentation standards have been established. The second phase of inputting the information into the computer system is scheduled to begin January, 1984 pending the contracting of an art researcher and CHIN scheduling. Attempts are being made to hire, on contract, the art researcher required for this one time project. This person would research all available sources of information, input the acquired information into previously designed computer catalogue sheets and to proofread and correct the computer copy. Funding has been requested in the 1984/85 budget to cover operational and capital costs.

OBJECTIVE

The objective of this project is to create an information management computer system for artworks owned by, or loaned or rented to, the Department of External Affairs. This will result in a master inventory which will document a valuable historical, cultural and monetary resource and enable adequate and proper inventory control.

GOAL

The primary goal for the Fine Arts Programme Inventory is to establish a system for the registration and physical handling of artworks owned by or loaned to the Department of External Affairs;

As a consequence the following goals were established:

1. a computer based information - management system;
2. yearly loan agreements with the posts;
3. a slide library;
4. biographic files of artists in the collection;
5. a manual of procedures;
6. secure storage/work space.

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DESCRIPTION

The Fine Arts Collection consists of approximately 3,000 Canadian works of art which are displayed in the public and representational areas of official residences and chanceries at 122 posts abroad and at 7 Rideau Gate and the Lester B. Pearson Building in Ottawa. The Department also borrows or rents artworks, for display in Canada, from the Canada Council Art Bank, the National Gallery and the National Museums. The Department began acquiring art for missions abroad in the late 1930's. These early acquisitions were carried out by a "Fine Arts Committee" and guided and documented by the National Gallery until 1952 when the Supplies and Properties Division of External Affairs became responsible for the administration of the Collection. In 1982 the Physical Resources Bureau and the Fine Arts Committee established the Fine Arts Programme and plans for a museum record and maintenance system were initiated.

Analysis - selection - application - reevaluation are the steps followed to establish a museum standard system. Activities are the responsibility of the curator. Major activities include the following:

- a) analysis of existing records;
- b) selection of a computer system;
- c) design of a data base; research and correlation of information; inputting the acquired information into the computer and proofreading and correcting the data to make the system operational;
- d) evaluation of the system.

The activities will be carried out by MRPF and CHIN. The result will be an information management system which will make possible the manipulation of a large volume of data with maximum flexibility and minimum support staff. This, in turn, will result in a master inventory of the Department's art holdings; the ability to better serve the posts in relation to allocation, maintenance, restoration and conservation of artworks; the establishment of yearly loan agreements to better maintain the safekeeping of the artworks and the ability to produce statistics and research data relating to the collection. The daily user will be MRPF but information will have an effect on, or be disseminated to all posts. The Department will also have the ability to answer inquiries such as those received from the House of Commons, the Treasury Board, Internal Audit and outside galleries and institutions. The project will be considered a success with the production of a master inventory.

IMPLEMENTATION CONSIDERATIONS

The organization of this system will be an MRPF in-house activity. Up-to-date inventories from the posts will be used in the project but are part of MRPF's ongoing function and therefore no change in activity will result. An education/awareness program for ambassadors, administrative trainees and clerical staff makes mention of the proposed computer inventory and posts will be made aware of the system through inventory updates. If the requested funding or contract person are not made available it will be impossible to institute the proposed system. The proposed computer system has already suffered delays due to CHIN's financial reorganization to cost recovery. To delay the system further could have, lasting effects on the very existence of the Fine Arts Programme and the Department's funding for the acquisition of artworks.

MAJOR STEPS AND TIMING

- 1. Analysis of existing records. completed
- 2. Specification of required records & procedures. completed
- 3. Interim organization of files & institution of maintenance standards & procedures. completed
- 4. Selection of computer inventory system. completed
- 5. Creation of data based - selection of fields. completed
- 6. Design of data forms and manual.
- 7. Information Entry on Data Forms. 6 mo. (scheduled from Jan. 84 pending consultant approval)
- 8. Data entry in computer. 2 mo. (date to be determined)*
- 9. Terminal becomes operational. 1 mo. (date to be determined)*
- 10. Printout of inventory. 1 week (date to be determined)*
- 11. Proofreading of inventory (1) sequential (2) by field 6 mo. (date to be determined)*
- 12. Addition and/or correction of information.
- 13. System evaluation and changes. 2 mo. (date to be determined)*
- 14. Depends on date point 7 begins. Dec./84 (depends on point step 7 begins)
- 15. Ongoing system. * Depending on commencement of Steps 7 and 8.

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.2	6.0	.4	12.0					.6	18.0	.4	27.0*
New		5.0		29.0						34.0		
Total Direct Costs	.2	11.0	.4	41.0					.6	52.0	.4	27.0
Indirect Costs												

*(12.0 salary + 15.0 system rental)

BENEFITS

The benefits will be to have an efficient multi-indexed information system for a multi-million dollar collection that is now documented in a random, inaccurate and scanty manner. The system will enable accurate audit of the collection, will assist in budgetary, maintenance and allocation planning and will permit documentation on a consistent level. Economically the system will cost approximately \$27,000 a year in salary and rental costs but there is no other alternative that can effectively be carried out by one qualified staff member and little or no secretarial and registry support.

BC Mack
Project Officer

Dec 14, 1983
Date

WR Cribben
Project Manager

Dec 14/83
Date

EAMP PROJECT NO. MR07

TITLE: Procurement Control Systems and Automation

RESPONSIBILITY: Project Manager: R.K. Plowman, MRD
Project Officer: J.C. Stewart, Management
Consultant, Management
Services Division

PRESENT SITUATION:

With the increased volume of procurement and shipments to posts abroad which have resulted from the consolidation of programs in the Department, MRD is concerned that the existing control systems within the Procurement and Traffic Operations Section are adequate to handle the additional transactions. Management of both MRD and MRM are interested in the potential of office automation equipment to assist the section in increasing its productivity to meet the rising demand for service.

OBJECTIVES:

The study has three objectives:

- a) to evaluate and, if required, to recommend improvements to the control mechanisms regulating the Department's furnishing inventory for posts abroad;
- b) to assess and, if required, to recommend improved commitment procedures for the shipment of goods to posts; and
- c) to evaluate the potential for improvements in productivity through the use of office automation equipment.

GOALS:

This project is sub-divided into three phases (A, B and C) which correspond to the above three objectives. Goals for the phases are as follows:

- Phase A - Review and recommend improvements to the Departmental Furnishings Inventory.
- Phase B - Review and recommend improvements to the material shipping commitment system.
- Phase C - Investigate and make recommendations vis-à-vis the use of automated systems for the functions.

DESCRIPTION:

Since the systems in question are largely confined to the Procurement and Operations Section of MRM, this study will focus on MRMP. As systems rather than organizations are the subject of the study however other organizations may become part of the study where major interfaces are identified.

Phase one of the study seeks to document the present control mechanisms governing the warehousing of Departmentally-furnished goods destined for posts abroad. These mechanisms include a dollar limit on the volume of goods which can be stocked, a suspense account governing the

3

revenue needed to replenish stock, and an audit mechanism to verify goods on hand. Data to analyze these mechanisms will be obtained from historical records, interviews with staff and from charts made of the existing systems. Procedures will be compared, where possible, with standard models of inventory controls. If required, recommendations will be made on a new dollar limit, a method for determining an appropriate limit, mechanisms to ensure financial control, and procedures to ensure that stock levels on hand can be verified.

Where financial changes are deemed necessary functional assistance will be drawn from MRC and MFR.

IMPLEMENTATION:

Although each phase of the study is related, each phase of the study is sufficiently different that it could stand alone as a separate study. As one phase is completed, plans for the next will be clarified.

The study is in turn related to a separate, broader study about to be conducted by outside consultants on Material and Property Management. Interaction with and feedback from this other study will be necessary to avoid duplication and conflict. As the same organization will be under investigation it is likely that there will be competition for access to staff time.

Although preliminary work on the study has begun on a part-time basis, work on Phase One will have to be deferred due to a physical move by MRM to Hull and a peak in procurement brought about by a Treasury Board-imposed purchasing deadline.

Since the study has been initiated at the Director General level and since the systems involved relate in a functional way to other bureaus several groups will have to be briefed as progress is made. Keeping participants informed will slow the pace of the study but is absolutely necessary to ensure successful implementation.

Although MFS is prepared to assist with implementation, responsibility for this aspect of the study rests with the client. Formal MFS involvement will end with the production of a study report covering findings and recommendations.

STEPS & TIMING:

Phase A

- | | |
|--|-------------|
| 1. Review the concerns of various organizations (MRD, MRC, MRM, MRMP, MFF) with respect to the Inventory Suspense Account; | Completed |
| 2. Identify and document all procedures and policies relevant to the Inventory process; | Feb. 3/84 |
| 3. Determine the level of Inventory required to meet the Account's objectives; and | Mid Feb./84 |
| 4. Evaluate the present control mechanisms and, if required make recommendations for improved control. | Feb. 24/84 |

Phase B

1. Clarify management concerns relating to the commitment controls as they relate to the shipment of Departmentally-purchased goods to posts abroad;
2. Document the existing commitment control system;
3. Determine whether better commitment control procedures are required to ensure tighter control of funds; and
4. If required, recommend tighter control procedures.

(estimated to start in March/April 1984 and take 4 months to complete)

Phase C

Opportunities for use of office automation equipment will be re-assessed in the light of other Departmental initiatives.

(to be determined)

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing - Phase A	.12	4.8							.12	4.8		
Phase B			(.33 14.0 to be confirmed)						(.33 14.0 to be confir. (to be determined)			
Phase C												

James C Stewart
Project Officer

RK
Project Manager

Dec 20/83
Date

Dec 20 /83
Date

EAMIP PROJECT NO. MR08

TITLE: Central Services Study
(Management of the IB Pearson Building)

RESPONSIBILITY: Project Managers: MRD - K. Plowman
MGT - D. Small

PRESENT SITUATION:

There are a number of administrative service functions pertaining to the Headquarters building - provision of stationery, office equipment, accommodation, telephones - that are organizationally divided between various Departmental Branches, most notably the Communications and General Services and the Physical Resource Branches, resulting in a situation which leads to a confused environment for the client, making coordination difficult. Also, it provides no clear location for managerial accountability and control.

The Headquarters building operations and administrative services activities are housed in several different Departmental Divisions; accommodations and building maintenance and the telephone service are part of the Communications and General Services Branch (MGP); publishing, administrative publications and reproduction services are in the Management Services Division (MFS); furniture and office equipment supply, maintenance and repair, material distribution and inventory, and general procurement of stationery and office supplies are found in the Physical Resources Branch (MRP); parking and building safety are in the Security Division (ZSS); and vehicle, conveyor, and messenger services are part of the Information Systems and Records Management Division (MGI).

Effective accountability for these Headquarters' administrative services is becoming more and more difficult to achieve. The recent co-location of Trade with External Affairs, and subsequent movement of staff within the Headquarters building, have produced an increased demand for Headquarters administrative services. The present organizational configurations may not be the most appropriate to respond to this demand.

OBJECTIVE:

To establish an optimal DEA Headquarters' Administrative Services organization.

GOAL:

The goal of the study is to assess the current situation, define the scope of Headquarters Central Services, develop a recommended Organizational Model, develop an implementation plan with evaluation criteria and obtain approval. Subsequent activity would be concerned with implementation of whatever is approved.

DESCRIPTION:

Phase I

A - An Assessment of the Current Situation:

This includes an analysis and review of the identified Headquarters' office administrative functions, the issues and concerns related to

these programs, and the requirements and expectations of departmental management and clients. The tasks to be carried out in this phase include:

1. Collecting and reviewing existing documentation and background material for the study;
2. Interviewing central services program area staff (approximately 15 interviews);
3. Analyzing the collected material, and preparing a brief reviewing the present organizational configurations and concerns of the Headquarters administrative service program areas; and
4. Reviewing the brief with management of the Communications and General Services Branch, the Physical Resources Branch, and the Management Services Division.

B - Definition of the Scope of Headquarters Central Services:

From the assessment of the current situation, a number of alternative organizational models should be reviewed, and the responsibilities of the proposed organization identified. This will clearly outline the scope of the proposed organizational model.

C - Development of a recommended Organizational Model

From the alternative organizational configurations a recommended model will be proposed, outlining:

- the organizational policies, roles and reporting functions;
- the personnel requirements;
- the effects on existing program areas; and
- the organization's proposed responsibilities.

D - Development of Implementation Plan and Evaluation Criteria:

This involves the preparation of a general implementation plan for the creation of the proposed organization, including a short description of the tasks and approach to be taken.

Criteria for the short and long range evaluation of the organizational effects should also be developed by the consultant.

E - Presentation and Final Report:

The final steps of the first part is the preparation and succinct presentation of the study findings, recommendations, implementation plan and evaluation criteria, to be followed up with a final report.

Phase II - Implement the approved plan.

IMPLEMENTATION CONSIDERATIONS:

There are some concerns respecting the material management function. Implementation will require the consideration of organization, job descriptions, classification and staffing. Physical location will also have to be considered.

MAJOR STEPS AND TIMING:

Phase I - Study and Recommendations	Oct. 83 - Dec. 83
ADM approval/Administrative Cttee.	January 1984
Phase II- Implementation	Jan. 84 - April 84
- Steps & Timing to be developed	
depending on approvals.	

RESOURCE SUMMARY: (\$000)
 Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.05	14.5	.1	3.0	-	-	-	-	.15	17.5		
New (1)	-	-	-	-	-	-	-	-			1	50.0
Total Direct Costs	.05	14.5	.1	3.0					.15	17.5	1	50.0
Indirect Costs		1.5	-	-	-	-	-	-	-	1.5	-	-

BENEFITS:

- Clarification of contacts for clients
- Smoothly functioning coordinated Headquarters administrative services
- Clear accountability for DEA Headquarters administrative review
- There may be some PY and dollar savings arising

C. Douglas Small
 Project Manager

Dec 19/73
 Date

RA
 Project Manager

83/12/79
 Date

EAMIP PROJECT NO. MR09

TITLE: Delegation of Authority to Heads of Posts for Vehicle purchasing and Supplementary Furnishing

RESPONSIBILITY: Project Manager: MRC D. R. Hill
Project Officer: MRCPE E. T. Galpin

PRESENT SITUATION:

Currently purchasing of vehicles and supplementary furnishing is a Headquarters responsibility carried out by a vehicle and technical services group in MRMA and for furniture by MRMP. Many vehicles are indeed purchased locally by posts at the present time; however, this is done only on the basis of specific approval from Headquarters for each transaction. Generally speaking, supplementary furnishings are handled on the same basis to a somewhat lesser degree.

GOAL:

To improve the effectiveness, efficiency and economy of post operations through appropriate delegation of responsibility, control and accountability to heads of posts.

OBJECTIVE:

- i) To determine whether further delegation of authority in these areas could appropriately be given to HOPs, having regard to the factors of administrative efficiency, adequate control mechanisms, economy, user satisfaction and feasibility.
- ii) if a decision is made for further delegation, to establish policy, procedures and implement.
The project will determine whether or not administrative efficiency, economy or user satisfaction can be improved and by how much at what cost.

DESCRIPTION:

A working group is evaluating a review with a view to placing recommendations before the Administrative Committee by February 15, 1984. Depending on the outcome, a subsequent program of implementation may need to be developed before further delegation could be implemented.

IMPLEMENTATION CONSIDERATIONS:

Assuming agreement on both elements, supplementary furnishings could be delegated with only minor revisions to the Manual of Material Management while vehicle purchasing would require about 2 elapsed months with 1 person-month of effort to complete.

MAJOR STEPS AND TIMING:

Phase I - Study, Survey and Report Written	Oct.83 - Feb.83
- Review/Approval by Administrative Cttee.	Feb. 84
Phase II - Policy, Procedure Documentation and Post Communication	March - Apr.84
Phase III- Assessment	April 1985

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.1	7.0	.1	5.0	.1	5.0	-	-	.3	17.0		
New (1)												
Total Direct Costs	.1	7.0	.1	5.0	.1	5.0			.3	17.0		
Indirect Costs												

BENEFITS:

There is a potential of a reduction in workload of perhaps 10% within the unit which currently provides centralized control of fleet management function.

However there is a likelihood that workload increases would be experienced at posts.

E. H. Salinas
Project Officer

16/12/83
Date

Myrtle V. ...
Project Manager

December 16, 1983
Date

EAMIP PROJECT NO. MR10

TITLE: Property Management Manual

RESPONSIBILITY: Project Manager: MRMS K.M. Pearson.

PRESENT SITUATION:

The Property Management Manual has not been significantly amended since 1972 and is not applicable to the Department's current method of operation. The AG Observation 14.130 underlined that the current manual is out of date. Recent studies have raised policy issues which need to be resolved in order to provide direction to headquarters and posts.

OBJECTIVE:

To provide accurate and adequate policy and procedural guidance on the management of post properties thereby increasing efficiency and facilitating review of related activities.

GOAL:

To publish a new Property Management Manual by the end of 1985.

DESCRIPTION:

The major tasks in the project include:

- a. Definition and management of chapter writing (project manager)
- b. Development of new policies to incorporate into the manual (functional headquarters elements)
- c. Circulation of the draft manual/or comment/criticism/amendment (project management MRD, MFD, AMA's)
- d. Resolution of conflicts (Project manager through to AC)
- e. Publication (MFS)
- f. Assessing usefulness of manual will be done by MRD and Audit personnel taken together with Post and Branch comments.
- g. Ongoing maintenance. Regular updating of the manual will be the responsibility of MRD/MRC/MRCP.

IMPLEMENTATION CONSIDERATIONS:

The policies required in the manual are clearly tied to many other activities - the EAMP studies on post - branch management and the role of MRD being the most significant. Approval will be required by MRD through his BMC, MCB through the AC, and ultimately USS (particularly if there is disagreement in policy terms). A blessing of some issues could also be required from TB.

Consultation will take place through participation in other studies and allowing a full review of the draft manual. Information requirements resulting from these consultations should be satisfied informally. Posts will not be formally involved in the project.

The need for coordinating the development of policies with all the other studies will impose potential delays. Any indecision or disagreement will require referral to higher levels for resolution and this can take months.

Delay of the project will result in continued justifiable criticism from the AG and TB because of our inability to guide or monitor property management at posts.

IMPLEMENTATION CONSIDERATIONS:

Primary impact is on posts although all of MRD is affected and potentially significant parts of the work of the AMA's and MFD.

MAJOR STEPS AND TIMING:

1. Drafting separate chapters
2. Publishing rough draft manual
3. Review of draft
4. Translation and final reviews
5. Publication

- Dec. - Mar. 84
- May - June 84
- July - Dec. 84
- Jan. 85 - Sept. 85
- Oct. - Dec. 85

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	1	55.0	1	65.0	.25	19.0			2.25	139.0	.1	8.0
New												
Total Direct Costs	1	55.0	1	65.0	.25	19.0			2.25	139.0	.1	8.0
Indirect Costs												

BENEFITS:

A comprehensive manual will reduce uncertainty on property management issues at posts and allow projects to flow more smoothly by ensuring proper information is provided first time around. It will also provide a basis to review post performance in terms of property management activities.

 Project Officer
K. L. P. [Signature]
 Project Manager

 Date
 16 Dec 83

 Date

EAMIP PROJECT NO. MR11

TITLE: Review of Real Property Management in the Department.

RESPONSIBILITY: Client for Consultant Study: MCB
Project Coordinator: EAMIP Coordinator

PRESENT SITUATION:

Property management encompasses the acquisition (buying, leasing, renting), development, maintenance and disposal of real property including: needs identification; priority and standards setting; planning; project management, monitoring, close-out and evaluation; maintenance planning and execution; inventory and condition reporting; and capital planning. This list is not necessarily exhaustive.

The way in which the Department manages its real property has been the subject of critical observations from a number of sources including:

- a) The Auditor General - In his 1982 Annual Report the AG observed that the Department should follow its own and TB procedures with respect to property management, as well as develop and implement guidelines for evaluating accommodation needs and priorities, prepare feasibility studies and cost benefit analyses for projects and enforce project close-out regulations.
- b) The Public Accounts Committee - In its report tabled in the House of Commons in October, 1983 the PAC accused the Department of serious mismanagement of Crown-owned property abroad and recommended that departmental officials negotiate more appropriate rules to govern property acquisition with TB officials.
- c) The Treasury Board Secretariat - In delaying consideration of the TB Submission on the Department's Long Range Capital Program, the Treasury Board Secretariat pointed out that DEA needs to outline its total inventory of properties, including a method of evaluation; discuss accommodation standards; and address the impact of selected capital strategies on operating costs, among other things. The TB letter conveying this information also indicated that Treasury Board Ministers have recently been concerned with the rationale used by DEA in deciding which capital investments are the highest priority.

Several projects have been initiated by the Bureau of Physical Resources to address the observations of the Auditor General and these will continue. However, it is felt that this response may not be seen as addressing the overall property management issues which underlie the concerns expressed by the various authorities. To ensure that no fundamental issues are left out in the improvement of the overall property management function, and that the Department is seen to be doing everything that is necessary, an overall objective review of the function is required.

OBJECTIVE:

The clear, concise and comprehensive enunciation of property management activities and responsibilities within the department to allow maximum support for delivery of the departmental program, while complying with all rules and regulations of property management.

GOAL:

- To document the current property management system.
- To identify and classify problems and opportunities for improvement within the existing system.
- To establish a set of regulations and authorities suited to the Department's real property environment.
- Identify issues and problem areas not addressed by current Departmental initiatives.
- Summarize and recommend additional improvement opportunities.

DESCRIPTION:

This project is being undertaken by a consulting firm who will carry out the following activities:

1. determine how DEA's property management system is organized and functioning now, including roles and responsibilities related to all activities at Headquarters; determine if the function is adequately resourced.
2. identify all the problems and issues related to the property management system by:
 - a) reviewing all the internal and external (AG, PAC, TB) reports and other documentation relating to property management;
 - b) interviewing DEA personnel at all levels including ADM's, selected Heads of Post, Foreign Service and Commerce Officers and administrative staff;
3. determine whether there are central agency or departmental regulations or authorities which are not applicable in the successful conduct of activities in property management and recommend a course of action to resolve any problems identified.
4. compare DEA's property management system with other departments (e.g. DND, PWC).
5. define the property management problems of the Department.
6. determine whether the improvement projects already initiated in the Department are sufficient to rectify the problems; and if necessary, identify other options for addressing the problems; and
7. present the options to the client for consideration with estimated cost and time requirements for the recommended activities in each option.

IMPLEMENTATION CONSIDERATIONS:

Work on this project will have to be tied in with the following projects also being undertaken in the Physical Resources Bureau:

BENEFITS:

The study will ensure an objective assessment of issues, problems and improvement initiatives in the Department with regard to management of real property. Recommendations for other improvements will be justified in an action plan with cost benefit analysis. The eventual benefit should be a confidence within and outside the Department that the real property function is operating in a sound managerial fashion.

W. R. Harman

Client

22 Dec 83

Date

Joe Patten

Coordinator

14 Dec 1983

Date

EAMIP PROJECT NUMBER MR12

TITLE: Materiel Management System Feasibility Study

RESPONSIBILITY: Client for consulting study: MCB
Project Coordinator: EAMIP Coordinator

PRESENT SITUATION:

In 1979, an overall organization and management study was commissioned by the Department. One of the observations of this study was that the materiel management activities of procurement, warehousing and export shipping were segmented into several divisions within headquarters. In some cases these organizational arrangements were causing uneconomical use of resources including the inefficient use of specialized management personnel to address these activities.

As a result of this study the USSEA commissioned the Management Services Division to undertake a more detailed study of departmental materiel management activities. This study was completed in January 1980. Although some of the recommendations of the study were acted upon, it did not gain widespread support within the Department. A more recent factor contributing to the materiel management concerns has been the consolidation of foreign operations from other Departments with those of the Department of External Affairs. This has caused a significant increase in the workload of materiel management. There are also problems in the materiel inventory area. Procurement alone involves over \$15 million of expenditures annually, while warehousing and export shipping account for approximately another \$15 million. Although these are the two largest activities, there are also others.

In view of the previous concerns expressed about materiel management, the additional responsibilities resulting from consolidation, and the significant resource levels involved with this activity, a project to investigate the feasibility of improving the existing materiel management system is deemed to be warranted. The Department feels that there may well be an opportunity for specific savings as a result of this study. Personnel to undertake this study must have demonstrated specialist expertise in the materiel management field.

OBJECTIVE:

The clear, concise and comprehensive enunciation of materiel management activities and responsibilities within the department to allow maximum support for delivery of the departmental program, while complying with all rules and regulations governing materiel management.

GOAL:

The goal of this project is to:

1. Document the existing materiel management system within the Department. This includes review of existing documents, interviews in the department and comparisons with other materiel management systems;
2. Identify improvements which might be made to the existing system;
3. Recommend courses of action to implement these improvements with estimated cost and time requirements.

DESCRIPTION:

The scope of this project is department-wide with potential impacts in all areas. The product will be a report with recommendations for action as necessary. The longer term aim is to ensure that the best possible materiel management system is in place given the operating environment and the rules and regulations which must be followed.

IMPLEMENTATION CONSIDERATIONS:

Work on this project will have to be tied in with the following projects also being undertaken in the Physical Resources Bureau:

- a) Physical Resources Roles and Responsibilities;
- b) Materiel Management - Procurement and Shipping;
- c) Delegation of Authority to Head of Post for purchases of vehicles and supplementary furnishings; and
- d) Review of Real Property Management in the Department.

In carrying out the project verification of problems as well as rules, regulations and responsibilities will be required with central agencies. Review of materiel management systems in other government departments may be beneficial and in addition, information will be required on materiel management at posts.

The client for the project is the ADM Administration who should receive all progress reports and requests for approval on aspects of the project as required. Delaying this project could mean that inventories for headquarters will not be maintained adequately and other aspects of materiel may not be addressed.

MAJOR STEPS AND TIMING:

1984

- | | |
|------------------------------------|--------------|
| 1. Study starts | January 16. |
| 2. First progress report | February 3. |
| 3. System documentation | February 17. |
| 4. Second progress meeting | March 2. |
| 5. Identify potential improvements | March 16. |
| 6. Identify alternatives | March 23. |
| 7. Third progress meeting | March 30. |
| 8. Draft report | April 20. |
| 9. Fourth progress meeting | April 27. |
| 10. Final report | May 11. |

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing		20.0		17.8						37.8		
New												
Total Direct Costs		20.0		17.8						37.8		
Indirect Costs												

BENEFITS:

This objective review of materiel management in the Department will result in a specification of what new arrangements may be necessary and a cost-benefit analysis of proposed options. It is hoped that over time savings may result in this area.

B. L. Harman
Client

83-12-27
Date

John Patterson
Project Coordinator

Dec. 14 / 83
Date

EAMIP PROJECT NO. MR13

TITLE: Property Management Information System Enhancement

RESPONSIBILITY: Manager: Doug Hill
Project Manager: MRCS, Lise Trepanier

DESCRIPTION: See MIS Section

COMMUNICATIONS AND GENERAL SERVICES

370.

EAMIP PROJECT NO. MG01

TITLE: Word Processing Review

RESPONSIBILITY: Project Manager: A. D. Small (MGD)
Project Officer: B. Macvicar (MGDW)

DESCRIPTION: See MIS Section

EAMP PROJECT MG02

TITLE: Library Services

RESPONSIBILITY: Project Manager: Ruth M. Thompson
Project Officer: Eeva Stierwalt

DESCRIPTION: See MIS Section

EAMIP PROJECT NO. MG03

TITLE: Departmental Telecommunications Policy

RESPONSIBILITY: Project Manager: D.G. Woods (MGT)
Project Officer: to be determined (see Resources Section)

PRESENT SITUATION:

A departmental telecommunications policy does not exist. The Department of External Affairs is a lead department in the field of telecommunications - 5th amongst some 90 major departments and agencies in staff and resources. It is also the program department for representatives abroad of all other government departments. A clear, concise and approved telecommunications and security policy is required to give credence to and authority for the management of the Canadian Diplomatic Communications Services (CDCS). A departmental mandate is required by MGT so that objectives are maintained, technology is effectively employed, unnecessary duplication of effort and financial investment is avoided, and conflict of parochial interest disappears. In short, what is required is a statement on "who does what for whom, how and when it is done?".

A departmental telecommunications policy must be clearly enunciated throughout the Department. To date no clear policy or even general knowledge exists of the valuable resources currently available in MGT and amongst its 400 staff nor of MGT's multi-faceted responsibilities, which have either been assigned or assumed. These responsibilities cover everything from photographic duplication to royal visits telecommunications coordination - all without a clear senior approval. What needs to be done now, and has been needed for many years, is to put function into form, acknowledge the facets and receive official sanction for each area of endeavour within the perceived and real responsibilities of MGT. A project assignment within MGT, that is properly supported and resourced, is required to draft and present such a policy for senior management's approval.

The Departments of Communications, Supply and Services and others send messages directly to our posts without consulting appropriate parts of External Affairs. If a single responsibility centre (i.e., External Affairs Telecommunications Division) is given the mandate for international communications, thousands of dollars could be saved annually.

OBJECTIVE:

The objective is to define for MGT, other departmental central services and the customer (External Affairs and other government departments) a mandate including, the extent of responsibilities, the level of the authority of telecommunications management and the reporting relationships within and outside the Department.

GOAL:

The goal is to pull together a seriously disjointed technological revolution being experienced by the Department; provide parameters for staff and financial resource allocations and provide direction, not only to the telecommunications organization itself, but to the Department as a whole.

DESCRIPTION:

While MGT would be the project focus, such programs or responsibility areas as admin. support, security and intelligence, management services, word processing, EDP, defence relations, consular affairs, Manpower and Immigration and CIDA would be affected either directly or indirectly by one or more services presently being provided by MGT. This project would address questions of national and international responsibilities in communications and technical security, personnel safety, chancery security, crises management and emergency preparedness, and many others. In most cases the project officer would gather existing policy and formulate a consolidated document. This document would have an executive summary and associated policy statement, accompanied by an extensive administrative support document which would give definition, responsibilities, reporting relationships and administrative practices. The policy would serve as a guide to those directly involved in the provision of telecommunications services, MCB and the branch from an administrative support perspective and the customer or beneficiary of one or more MGT services.

IMPLEMENTATION CONSIDERATIONS:

This project relates directly to any other unit having to do with office automation, technological support, security or central support. Divisions such as ZSS, ZSI, MFS, MGI, MRD, MRM, amongst others, are constant associates in most programs. The scope of an organization responsible for everything from secure word processing, telephone systems, communications security to telecommunications coordination for Royal Visits is wide, and touches upon many other government departments and provincial organizations. Once completed the policy document will need to be approved by the Executive Committee, having been cleared by the EDP and the Administrative Committees.

Consultation in the form of interviews, research, discussions, round-table forums and instructional sessions, will be continuous and wide throughout the project. Posts will not have heavy input into the paper at this time, although the project itself may very well develop needs in many areas as yet unidentified.

The policy once drafted and approved would be published probably as a circular document for all to read and would remain in effect as a reference and consultative document until revised.

The constraints affecting a successful completion of the project would be slow or frozen staffing of the Projects Officer position, other priorities for which the project officer and Director are responsible and lack of support by senior management. The consequences of delaying the project will be a continuation of the current situation which lacks direction, focus and central control.

The completion of this project is very much dependant on available staff and priorities within MGT and the Department. One other similar exercise in this Department took two years in a unit that had no operational responsibilities. We find these demands bear heavily on staff time and resources totally beyond divisional control.

MAJOR STEPS AND TIMING:

- | | |
|--|--------------|
| 1. Consultations | Jan.-Apr./84 |
| 2. Drafting of Paper | May-June/84 |
| 3. Approval by Executive Committee | Sept./84 |
| 4. Dissemination of MGT Mandate Document | Oct./84 |
| 5. Review & revision if necessary | Sept./85 |

RESOURCE SUMMARY: (\$000)

A project officer is needed and team members from MGT. The Division has a "Projects" officer position to which this project could be assigned if staffing approval were granted.

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing												
New			.6	25.0					.6	25.0		
Total Direct Costs			.6	25.0					.6	25.0		
Indirect Costs			.25	25.0					.25	25.0		

NOTE:
An approval to staff the Projects Officer position is required so that the project can be carried out.

BENEFITS:

- A. The benefit of a telecommunications policy would be that MGT would have a mandate and a sense of purpose and a direction.
- B. The Department would be able to measure MGT's performance.
- C. There would be a departmental focus for telecommunications technology and a responsibility and resource centre for the new world of "informatics".
- D. Economies of scale would be immediately appreciated by establishing conformity, avoiding duplication, consolidating services, etc.

Project Officer

E. J. Woods
Project Manager

Date

83/12/21
Date

EAMIP PROJECT NO. MG04

TITLE: Improving Radio Communications

RESPONSIBILITY: Project Manager: MGT, Mr. D. Woods, Director
Project Officers: To be determined; see new person-year requirements section below.

PRESENT SITUATION:

Some Canadian diplomatic posts in specific areas of the world are still unable to communicate dependably with headquarters and their personnel outside the chancery during periods of social unrest and political insurrection. Such local crises frequently disrupt or close the commercial communications networks normally used by posts (e.g., telex, telephones, etc.). Consequently, headquarters and posts must rely on a back-up system such as radio. Other countries have extensive facilities in place at their diplomatic missions. On occasion (e.g. Grenada) the Department's official spokesmen and the Ministers have been unable to respond adequately to questions about the well-being of Canadian nationals caught in a dangerous local or regional conflict, because normal commercial communication links were cut and no back-up means were readily available. In some cases Canada has been forced to rely on other governments for civilian and military information.

In 1980 the heightened tensions in the Middle East (e.g. Tehran) led to the completion of a back-up network of radio communication between five Canadian posts. Since then, several back-up stations have been added, in an incremental and ad hoc fashion, at our posts in Warsaw, Lagos, Abidjan, Mexico and Guatemala. This work was done without a formal departmental policy or overall plan regarding emergency radio and radio teletype facilities and without additional person-year resources specifically assigned to manage and to implement these activities. The Treasury Board has allocated funds to the Department for the acquisition of radios and equipment; however, related requests for staff have not resulted in new person-years.

The Department now has in stock more emergency radios, radio teletype systems and related equipment than can currently be distributed or used; the actual deployment of existing equipment is not being reviewed and there is no comprehensive plan for a thoughtful extension of the radio services. In the meantime, steady demands from posts are being received and MGT (Telecommunications Division) cannot at present analyse these requests or put them into priority based upon need (most 1982 requests remain unanswered). The maintenance of existing equipment is also not as adequate as it should be. In short, the Department has the money to purchase and maintain radios of all types; but because of inadequate personnel resources, it is not currently planning, managing, or implementing an effective radio service.

OBJECTIVES:

The objective of this project is to improve the Department's ability to communicate with posts, and to ensure that certain missions have the necessary back-up radio system to enable them to communicate with their staff in the field or in staff quarters, particularly during local or regional emergencies.

GOALS:

The following are the specific goals of this project:

- a radio program be officially acknowledged as an essential element of the telecommunications requirement of the Department; and
- appropriate upgrading and extension of the back-up radio system take place, by providing MGT with specialist personnel to plan, implement and manage the emergency radio networks.

DESCRIPTION:

This project would affect, to a greater or lesser degree, other activities of the Department: security, personal safety, consular services, information services, general relations. Besides providing personnel resources dedicated to this project, it will be necessary to train the staff at posts about the proper use and upkeep of the equipment. It will also be necessary to review the rules and regulations concerning the use of radios, particularly with respect to general administrative activities at posts. A small specialist unit within MGT would be responsible for consolidating the four separate radio operations currently existing in the Department: personal safety, local and international emergency voice, radioteletype and protocol systems.

IMPLEMENTATION CONSULTATIONS:

Intra-departmental consultations are necessary to plan and implement this project. MGT normally seeks to identify the needs and priorities as proposed by the Department's geographic bureaux regarding posts likely to require a stand-by radio system. ZSS provides MGT with its priorities for personal safety systems and other government departments (CIDA, DND, F&O and DOC) sometimes inquire as to the methods of communications available in the field. If MGT does not obtain the new person-year resources requested, this project cannot be carried out in an efficient and effective manner. The existing workload and staff ratio in MGT is such that a re-allocation of personnel resources would have severe implications on other important operations of the Department. If this project is delayed, certain posts that need radio systems immediately will not be able to obtain them.

MAJOR STEPS AND TIMING:

1. Staffing of unit devoted to emergency radio service
- December 1984
2. Review of existing back-up communication systems at posts
- March 1985
3. Development of plan to extend radio services to specific posts,
i.e., priority list
- September 1985
4. Preparation of training schedule
- October 1985
5. Implementation of plan to provide radios to certain posts
- December 1985
6. Evaluation of extended and up-graded radio service and networks
- March 1986

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing			200.0		250.0				450.0			
New			3.0	109.0	1.0	33.0			4.0	142.0		
Total Direct Costs			3.0	309.0	1.0	283.0			4.0	592.0		
Indirect Costs												

BENEFITS:

The major benefit of the project is a more rigorous approach and an improvement in the Department's ability to provide dependable communications to posts abroad. Other activities at posts such as security, personal safety, consular service, general information would be enhanced. Morale at posts would be boosted. Canada would have an independent means of communications during emergencies and not be forced to rely on the information facilities controlled by other governments.

During a local or regional emergency, the Department and the Ministers would be able to inform the Canadian public and Parliament more accurately and immediately about the actual situation on the ground and about the status of Canadians there.

Project Officer



Project Manager

Date

84/03/02

Date

EAMIP PROJECT NO.MG05

TITLE: The Enhancement of the Communicators' Position

RESPONSIBILITY: Project Manager: MGT; Doug Woods
Project Officer: MGT; Mr. L. Bourque

PRESENT SITUATION:

The management requirement is to establish a new senior communications classification and to identify the location to which these positions would be assigned. This review has become a mandatory requirement because of the expanded role of the Department and because of an explicit request by senior officials of government. While agreement in principle has been received from the former ADM (Personnel), Treasury Board, and other current or former senior departmental officials, little progress has been made since June 1983 because of a dearth of personnel in MGT to assign to the task. For interim assistance, MGT has two telecommunications specialists on a one-time loan under a memorandum of understanding with D.N.D.; pending formalizing and implementation of the communicators' positions, there is increased urgency for this project. Coincident with the Department's MIP initiative, a member of the telecommunications staff had begun to plan a project.

OBJECTIVE:

To enhance the career prospects for departmental communicators.

GOAL:

To put into place a new level of telecommunications operators with greater responsibilities and new duties.

DESCRIPTION:

The project touches such diverse units as personnel, security, staff relations, Treasury Board, Privy Council Office, Office of the Prime Minister, Department of National Defence, Public Service Alliance (CM Local), the Telecommunications Division, the Administrative and Executive Committees. The administrative support program (Communications and Security) of the Department is most closely affected and by extension will provide the personnel to complete this project. The project is not considered complex and is expected to involve the redefinition of some existing senior CM positions at selected posts and in Ottawa. It also will require the writing of new job descriptions and conclude with a classification exercise. Later activities will be a selection or promotion process.

The participants necessary to do this project, besides the project manager and officer, are Messrs. Lapointe (APS) and Scott (ABC). The project will result in the fulfilment of a commitment by the Department to establish a level of communications operational personnel in recognition of additional responsibilities being taken on by MGT staff. The staff side will, of course, welcome this initiative; it will boost morale in a sector not known for many advancement opportunities. The job package will affect on all operational segments of the operations branch of MGT and more specifically the CM-6 and CM-7 ranks. A ripple effect will possibly extend to the recruiting process by opening up some promotional opportunities.

IMPLEMENTATION CONSIDERATIONS:

This project is related to other work in the Department concerning job enrichment of support positions. Other departments are not involved in the project to any great extent. The Executive Committee should authorize and stimulate this classification project. It may be necessary for the project manager to brief the Executive Committee on this project. Final implementation would include consultations between classification and staffing personnel and MGT staff. The organizational changes will be largely internal to the division. This project should not affect current departmental operations or program delivery, but may have a negative impact on certain new initiatives. Constraints that could hamper completion of the project are a failure to identify an appropriate classification category, lack of various approvals, delays in staffing action, and lack of available personnel. The consequences of delaying the project will be a failure to discharge a departmental undertaking to complete this work and the lack of progress of a major program.

MAJOR STEPS AND TIMING:

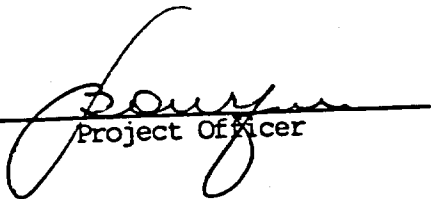
- | | |
|---|-----------------|
| a) Gather all available data on duties and responsibilities | Nov./83-Feb./84 |
| b) Identify locations and positions to be reclassified | Jan. - Feb./84 |
| c) Draft suitable job descriptions; | Mar. - May/84 |
| d) Review; | June/84 |
| e) Classify; | July - Sept./84 |
| f) Sponsor a competition and coordinate staffing; | Oct./84 |
| g) Fill positions. | Apr./85 |

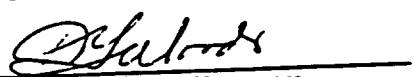
RESOURCE SUMMARY: (\$000)
 Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.2	6.0	1	30.0					1.2	36.0		
New												
Total Direct Costs	.2	6.0	1	30.0					1.2	36.0		
Indirect Costs			.25	10.0					.25	10.0		

NOTE:
 There will be increased costs for the salaries of the incumbents of the new positions. It is not known at this stage, however, the number of new positions to be created or the salary levels. Therefore, such an estimate will have to be made later.

BENEFITS:
 The project will enrich and enhance the communicators' position and career prospects.
 A new level of operations personnel in the telecommunications area will allow the Department to dovetail its operational commitments in a small and specialized field of telecommunications with those of other government departments.


 Project Officer


 Project Manager

21 XII 83
 Date

83/12/21
 Date

EAMIP PROJECT NO. MG06

TITLE: Records Management Work Plan

RESPONSIBILITY: Project Manager: MGI, E.H.A. Bergbusch
Project Officers: MGI, B. Wielheesen, M. Hutton

PRESENT SITUATION:

During the past two years the Department has completed a major reorganization, assumed new responsibilities and grown considerably through the integration of new organizational components (e.g. trade). These developments have had important implications for the records, mail and messenger services of the Records Management Division: the range and volume of records management has increased substantially, and the workload of the mail and messenger services has grown considerably. These increases in the division's work have occurred during a period of restraint, which has restricted the acquisition of additional staff.

Some years ago, senior management authorized the establishment of an online information system for the classification and retrieval of the Department's substantive records. The first phase of implementation of this system, involving principally political and economic records, will be completed shortly. The implementation of subsequent phases, including the extension of the system to additional categories of records and the establishment of auxiliary services and special data banks, remains to be done. The implementation of subsequent phases will require additional resources and a renewed commitment from senior management.

The Records Management Division requires a work plan to coordinate its work effectively and to obtain a mandate from senior management. The work plan will include a portfolio of projects and the development of a plan for their phased and integrated implementation. Some projects have already been identified and described; several are already in progress. Work is currently proceeding with the identification and description of other projects (see Annex A). A comprehensive plan for the implementation of the projects remains to be developed.

OBJECTIVE:

The objective is to develop, and to obtain approval of, a Records Management work plan that will provide direction to the division; enable it to increase the efficiency and effectiveness of its operations; and allow it to maintain and improve its services to Departmental clients. An approved work plan is to be in operation by January 31, 1984. At that time, this objective will be updated based on the approved work plan.

GOALS:

The goals are to integrate new file acquisitions into the Department's file classification system and records operations; to extend full

records services to key organizational components; to maintain and improve the level of records, mail and messenger services; to increase the efficiency, effectiveness and economy of operations of all three services; to provide for progressive compliance with Government records management policies (Chapter 460 of Treasury Board's Administrative Policy Manual); to prepare recommendations for the further development of the online information system; and to obtain a mandate from senior management in respect of the system's future application and extension.

DESCRIPTION:

The task requires the establishment of a portfolio of projects (see Annex A) for the Records Management Division and the development of a comprehensive plan for their implementation. The project requires the identification and description of specific projects, the identification of the resources required, the assignment of responsibility for their implementation, the setting of priorities, and the preparation of a calendar for the project's completion. Various staff in the Division will be assigned responsibility for drafting detailed descriptions of each project. The Director and Deputy Directors of MGI, after reviewing and approving individual project descriptions, will prepare the overall work plan. The plan will be presented to the Director General, Communications and Central Services Bureau, and to the Assistant Deputy Minister, Administration Branch, for approval.

IMPLEMENTATION CONSIDERATIONS:

The implementation of several projects will require consultation with other divisions and in some cases with other departments. For example, the project for the identification and storage of essential records will require consultation with ZSE and Emergency Planning Canada on the Department's role in the government's overall emergency plan and on the identification of the Department's essential records. Treasury Board & Public Archives will need to be consulted on specific measures required to achieve compliance with Government records management policy. Other divisions will need to be consulted during the development of a comprehensive inventory of Departmental record holdings. Negotiations will be required in some cases to extend the Record Management Division's control over records not now under its jurisdiction and in respect of the conversion of trade records to the External Affairs' file classification system. The development of recommendations for senior management for the future application and extension on the online information system will require extensive consultation with records users throughout the Department.

The project for the review and standardization of records and mail forms and procedures will ultimately result in the development of instructions with application to the Department and posts abroad. Resource constraints will delay the completion of some elements of the work plan and could prevent the completion of others. The work plan will be periodically reviewed and adjusted, if necessary. Further projects will be identified, described and incorporated as the work plan proceeds.

MAJOR STEPS AND TIMING:

- i) Identification of Projects Dec. 12/83
- ii) Detailed Project Descriptions Dec. 19/83
- iii) Review and Approval of Detailed Projects Dec. 30/83
- iv) Preparation of Work Plan Jan. 9/84
- v) Presentation of Work Plan and Portfolio of Projects to Director General, Communications and General Services Bureau, and to Assistant Deputy Minister, Administration Branch, for Approval Jan. 16/84
- vi) Revision and Final Approval Jan. 31/84
- vii) Submission of the work plan as completed project. Feb. 15/84

NOTE: Workplan now exists in draft form with well detailed projects.

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital
 The resource summary includes only the resources required to identify, describe and obtain approval for the initial portfolio of projects and to develop and obtain approval for the Records Management work plan. The resource implications of specific projects will be spelled out in their descriptions. The recommendations for the future application and extension of the online computer programs will have important resource implications, which will only become clear as the recommendations are developed. They will be described in detail when the recommendations are presented to senior management for consideration.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.15	5.6							.15	5.6		
New												
Total Direct Costs	.15	5.6							.15	5.6		
Indirect Costs												

BENEFITS:

The completion and implementation of the work plan will enhance MGI's ability to achieve the goals described above. Several members of the division will have gained valuable experience in organizing and planning their work as specific projects.

M. J. Hutton
Project Officer

21/12/83
Date

Project Officer
E. M.
Project Manager

Date
21 Dec 1983
Date

ANNEX A

<u>PROJECT</u>	<u>TITLE</u>	<u>STATUS</u>	<u>PROJECT OFFICER</u>
MGI 001	MGI Statistical Information System	Project described and in progress. To be completed February 29, 1984	B. Filion
MGI 002	Conversion of Trade Records to External Affairs Classification System	Project described and in progress. To be completed June 30, 1984	A. Désormeaux
MGI 003	Inventory of DEA Records Holdings	Project description to be completed by December 19, 1983	L. Chartrand
MGI 004	Master File Inventory (On-line) File Tracking System	Project description to be completed by December 19, 1983	D. LaFranchise
MGI 005	Identification, Selection, Storage and Maintenance of Essential Records	Project described and forwarded to ZSI for comment. Prerequisite is completion of Project MGI 003. To be completed March 31, 1985	B. Wielheesen
MGI 006	Integration of Non-MGI Records	Project description to be completed by December 19, 1983. Prerequisite is completion of Project MGI 003	J. McLaughlin
MGI 007	Mail Management On-line Data Bases	Project description to be completed December 19, 1983. First phase of project already underway.	J.H. Meilleur
MGI 008	Extension & Further Development of On-Line Information Search & Retrieval System	Project description to be completed by December 19, 1983. Projects MGI 002 & MGI 003 impact on this project. To be completed by September 30, 1984.	M.J. Hutton

ANNEX A (con't)

MGI 009	Review and Standardization of records & mail Forms & Procedures	Project description to be completed by December 19, 1983.	L. Chartrand
MGI 010	Inventory of Non-Paper Records	Project description to be completed by December 19, 1983.	L. Chartrand

PROJECT NUMBER MG07.1

TITLE: Modernization of telephone services for the
Government of Canada in Ottawa-Hull
- ENHANCED EXCHANGE WIDE DIAL (EEWD) SERVICE

RESPONSIBILITY: Project Manager: A.D. Small (MGD)
Project Officer: L.G. Stewart (MGDT)

PRESENT SITUATION:

Treasury Board recently approved an agreement between the Government Telecommunications Agency (GTA) and Bell Canada to provide state-of-the-art digital telephone service for approximately 90,000 federal government users in the National Capital Region. This Department has supported the project from the development stage. In fact, the planning is complete for the implementation of the system in the Fontaine Building (Hull), the second building in the Ottawa-Hull area to be connected to the new system early in 1984.

OBJECTIVE:

To install a sophisticated Canadian developed telephone service with the latest digital technology in the Pearson building and Rideau Gate.

GOAL:

The new system will be introduced in three phases during 1984-85. The final phase involves the reconfiguration of the station equipment which will provide each telephone user with EEWD features including "touchtone". A Branch by Branch review of departmental telephone requirements must be completed well in advance before approving the final reconfiguration to ensure an orderly, efficient and cost-effective introduction of the new service. This review will respond to concerns already raised by some geographic branches for centralized answering, the need to demonstrate Canada's high-tech achievements in telephone technology to visiting trade missions and foreign visitors and at the same time contain costs within acceptable spending levels.

DESCRIPTION:

EEWD will impact on approximately 90,000 federal government users in the Ottawa-Hull region. Significant improvements will be realized in the switching, transmission quality and reliability of the inter-city services. At the departmental level, some 2500 users will experience the speed and ease of touchtone dialing, improved voice and text message transmission with the end result of better service to the public. From a management point of view, greater cost control and shorter service intervals for office moves are attractive benefits. Departmental experience with similar telephone systems at the Paris and Washington Embassies has been encouraging.

IMPLEMENTATION CONSIDERATIONS:

The modernization of the Ottawa-Hull government telephone system was approved by Treasury Board and most government departments will be subscribers to EEWD. Implementation of the project has been planned by

GTA in concert with Bell Canada for a building-by-building reconfiguration. The orderly progression of the project will require considerable advance planning by this department before the actual installation takes place. Present departmental resources cannot undertake the detailed review and system design as well as develop training and orientation sessions for users at a time when existing telephone arrangements are in a state of flux due to the present construction program in the Pearson Building. It is estimated two additional individuals who are conversant with this technology will be required to plan, implement and train departmental personnel over a period of one year. Assistance will be prompt from personnel and each Branch will have to be consulted on requirements. The consequences of delaying the scheduled reconfiguration for the Pearson Building would be a direct cost to the Department of approximately \$250,000 as DEA would have to install the system at its own cost if it does not participate in the TB/Bell plan. Treasury Board has not authorized any additional funding for this project at the departmental level.

MAJOR STEPS AND TIMING

(The implementation schedule is established by Bell Canada.)

- | | |
|--|--------------|
| 1. Staff in place to initiate system design and planning and to develop training sessions for departmental employees to prepare them to use the new equipment; | January 1984 |
| 2. Staff develop work plan | June 1984 |
| 3. * Installation begins | January 1985 |
| 4. Training begins | January 1985 |
| 5. Completion of installation | June 1985 |
| 6. Completion of training | June 1985 |
| * Subject to Bell Canada's timing | |

RESOURCE SUMMARY: (\$000)

Dollars include salary for additional personnel only. Installation within the scheduled time-frames and the ongoing telephone costs are included in the departmental operational budget for 1984-85.

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing									2.5	125.0		
New			2	100.0	.5	25.0			2.5	125.0		
Total Direct Costs			2	100.0	.5	25.0						
*Indirect Costs												

* To be determined when workplaces and training are developed.

BENEFITS:

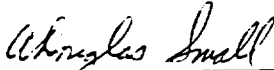
Employees will have the latest state-of-the-art telephone technology giving them touchtone dialing, call transfer, call forward, call pick-up and 3-way conference features. Improvements to voice and data transmission on the inter-city network, improved departmental control of costs, savings in installation/service charges, reduced service intervals are other direct benefits from the installation of the EEWD service.



Project Officer

16 Dec 83

Date



Project Manager

December 16/83

Date

EAMIP PROJECT NUMBER MG07.2

TITLE: Rationalization of Enquiry and Reception
Services for the Department

RESPONSIBILITY: Project Manager: A.D. Small, Director General (MGD)
Project Officer: L.G. Stewart (MGDT);
Paul Henry (CCBR)
George Rejohn (SCI)

PRESENT SITUATION:

In 1978, the Department established a unit under the supervision of the Telephone Services Section (MGDT) to respond to telephone enquiries from the general public. The unit worked hand-in-hand with the departmental duty officers to provide service on a 24 hour 7 days a week basis via a single telephone number identifiable to the Department of External Affairs. The recent integration, re-organization and subsequent restructuring of the Department has significantly increased the workload of the two Enquiry Attendants. Trade related enquiries have added to the volume and complexity of servicing enquiries. Demands from the business community meant that an initial measure was needed to handle trade enquiries. A Trade Information Centre was created in the lobby of the Pearson Building. The Centre requires new information pamphlets and guides to supplement the information provided via the new toll-free enquiry service number for trade/export information. Other enquiries are fielded by the public affairs branch, the consular/passport divisions and, during silent hours, the duty officer system fields the whole range of public enquiries. Numerous complaints from the public about poor servicing of enquiries necessitates quick action to rationalize this highly visible service.

OBJECTIVE:

Improve enquiry and reception services to the public; improved service will enhance the public's perception of the Department and DEA's ability to serve its clients.

GOAL:

Rationalize the reception and enquiry functions, as far as practical, possibly under one organization, to project a cohesive, well-managed department; to explore the feasibility of providing the general public with a limited number of contact points and thereby reduce the present confusion; explore the feasibility for a referral system once initial contact is made with the Department and establish a data base for the service or services as may be determined.

DESCRIPTION:

At least five major organizational units could be involved: the Building Receptionists (ZSSG); the Telephone Enquiry Service (MGDT); the Trade Information Centre (TERE); Public Affairs enquiries and publications distribution (SCI); and, the Duty Officer service (ZSE).

The public services offered by the Posting Briefing Centre (ADAP), Protocol (XDA) and the Passport Office in the Pearson Building will need to be consulted in this context. OGD's may be consulted as well. If the project is implemented, it could be expected that complaints from the general public and the business community would be significantly fewer.

IMPLEMENTATION CONSIDERATIONS:

Improved Enquiry Service would go hand-in-hand with re-structuring of the Department. The new telephone service Enhanced Exchange Wide Dial Service (EED) for the Government of Canada in Ottawa-Hull will provide features which will contribute to the services effectiveness. Approval by the Administration Committee to re-align the diverse contact points will be needed. The decision could then be communicated by circular letter within the Department and through the public media. Adequate and qualified staff, which may require reallocation or additional person years, training and a determination of location(s) would appear to be the only constraints to implementing this project quickly.

MAJOR STEPS AND TIMING:

- | | |
|--|--------------|
| 1. Initiate consultation process to confirm existing situation and explore alternatives; | January 1984 |
| 2. Draft a proposal with options for staffing, physical location and data base requirements; | March, 1984 |
| 3. Consultation on draft | March, 1984 |
| 4. Submission to Administrative Committee for review and approval; | April, 1984 |
| 5. Implementation of approved recommendation; | May 1984 |
| 6. Assessment | March 1985 |

RESOURCE SUMMARY: (\$ 000)

Dollars include salary, operating and capital.


	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing *	2	40.0										
Project Costs (exis)	.25	10.0	.1	5.0					.35	15.0	10	300.0**
Total Direct Costs	.25	10.0	.1	5.0					.35	15.0		
Indirect Costs	.1	4.0							.1	4.0		

* Existing PY and costs based on MGDY Enquiry Service Only. Other departmental units dedicate dollars and person years to enquiry function. Unable to assess total existing costs, at the moment.

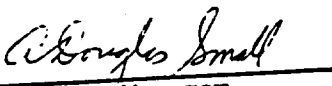
** Person Years identified for the new service may be available from existing resources through reallocation. Until the study is complete this is an estimated figure only.

BENEFITS:

Enhanced capability and service by the Department to respond effectively to enquiries from the business sector and the general public. The department would be recognized as providing accurate and timely information support and would divest itself from the present diffuse and scattered approach which has become a source of criticism.


Project Officer

16 Dec 83
Date


Project Manager

December 16/83
Date

MANAGEMENT REVIEW AND AUDIT

EAMIP PROJECT NUMBER MM01

TITLE: Development of Long Term Internal Audit Plan

RESPONSIBILITY: Project Manager: M.J. MacDonald, Director
Internal Audit Division (MMA)
Project Officer: T.A. Norris, Deputy Director
Internal Audit Division (MMA)
Project Members: B.P. Mellor, A.L. Gillette
Audit Services Bureau

PRESENT SITUATION:

The development of a long term Internal Audit Plan is being undertaken in order to comply with the Office of the Comptroller General's requirements which are contained in the publication "Standards for Internal Audit" and Treasury Board Circulars 1980-3 and 1981-6. Phase I of the Plan has been completed to date and has been provided to the Audit and Evaluation Committee for approval. The plan included the following areas of the Department: Communications and General Services Bureau, Passport Office, Immigration Program, Personnel Bureau, Office of Protocol, Financial Services Bureau, and Physical Resources Bureau. Phase II is now being carried out and will include the balance of the Department. At the present time, the Legal Affairs Bureau and the Consular Programme within this Phase, are nearing completion. The International Trade Development Branch will commence shortly.

OBJECTIVE:

The objectives of the plan are:

- . to ensure the Department's Internal Audit Policy is complied with;
- . to provide the Audit and Evaluation Committee with a listing of units and activities planned for audit in both the short and long term;
- . to ensure coordination with other internal/external groups carrying out audits/special studies within the Department; and
- . to allow management of the Department an opportunity to express their concerns and needs vis-à-vis the audit process.

GOAL:

The goal of this project is to develop a long term internal audit plan which satisfies the needs of this Department and central agencies. This undertaking also provides the opportunity to explain the audit function and process to management as well as to respond to any concerns management might have about the function. It is hoped that the plan will serve as a basis for improving the management practices and controls within this Department.

DESCRIPTION:

The long term plan will include all major activities and organizational units within the Department. The approach taken to develop the plan is to interview senior management and other responsible officers to gain a perspective and understanding of their activities and responsibilities.

In addition, documentation articulating these activities is then reviewed and with this data, audit profiles are developed for each manageable audit unit. Each profile will contain:

- a model of the organization identifying the unit in terms of its environment, the management control framework, its major inputs, processes and outputs;
- the scope of each assignment;
- the objectives of each assignment;
- the risk associated by failing to carry out the audit; and
- the special concerns and considerations expressed by management.

Success of this plan will depend on the acceptance of senior management, the Audit and Evaluation Committee and the Office of the Comptroller General. If interviews with senior management and other responsible officers are any criteria, the plan will be successful in that management have been extremely receptive and cooperative in assisting in this exercise. Longer term success criteria will be the quality and usefulness of audits conducted.

IMPLEMENTATION CONSIDERATIONS:

The development of this long term audit plan is being carried out exclusively by the Internal Audit Division (MMA). The plan is restricted to identifying manageable audit units within the Department of External Affairs and will not involve other Departments except to the extent that relationships/interface that other Departments have with External Affairs will be examined when the audits are performed, e.g., Immigration Programme - C.E.I.C. It is hoped that once the plan is accepted that it will serve as a basis for coordinating review activities within the Department with such groups as the Program Evaluation Division, Auditor General, Treasury Board, etc. Proliferation of review activity and disruption to operations should also be minimized as a result of a well-developed plan.

The interviews to date have all been conducted at Headquarters and there are no plans to visit posts. The need to audit posts will, however, be identified in the plan but the location and number of posts selected for audit will only be determined after a specific function is audited at Headquarters; e.g., Consular Programme, Immigration Programme, etc. The plan will include the regular cyclical internal audit of posts but where a Headquarters audit identifies a need to visit posts, these visits will be integrated with these regular cyclical audits to the maximum extent possible. At present, audit resources are not available within MMA to successfully implement the plan, i.e., to complete all identified audits within the 5-year period prescribed by Treasury Board. Carrying out the audits identified in the plan will be contingent on acquiring additional resources internally and/or on a contractual basis. The consequences of delaying the development of this plan would result in:

- lack of compliance with Central Agency requirements;
- ineffective and inefficient use of internal audit resources;
- failure to identify ineffective and inefficient processes within the Department's programmes; and
- the lack of assurance to the Deputy Head that the management systems, procedures and controls are in fact working as intended.

This plan is subject to approval by the Department's Audit and Evaluation Committee and the Office of the Comptroller General. Phase I has been provided to members of the Audit and Evaluation Committee on October 15, 1983 for their examination. This phase of the plan is on the agenda of the Audit and Evaluation Committee which is set to meet on December 8.

MAJOR STEPS AND TIMING:

<u>Area of Activity:</u>	<u>Expected Completion Date:</u>
Administration Branch	Completed
- Financial Branch	Completed
- Communications & General Services Branch	Completed
- Physical Resources	Completed
- Passport Office	Completed
Personnel Branch	
- Personnel Operations	Completed
- Personnel Administration	Completed
- Personnel Planning & Development	Completed
Protocol	Completed
Legal	Completed
Social Affairs and Program Branch,	
Immigration and Social Affairs Branch	
- Immigration Affairs Division	Completed
- Social Policy and Program Division	*
- Consular Policy Division	November 27, 1983
- Consular Operations Division	November 27, 1983
Cultural Public and Information Programs Bureau	*
International Trade Development Branch	*
Economic and Trade Policy Branch	*
International Political and Security Branch	*
Policy Coordination Branch	*

* Individual completion dates are difficult to estimate with any precision at this time because access to the required information is predicated on the accessibility of senior management, but the project in total is expected to be complete by February 29, 1984. MMA is currently initiating formal introductions to the respective ADM's. The ADM and the Directors General of the International Trade Development Branch were formally introduced to the project on November 21, 1983.

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital

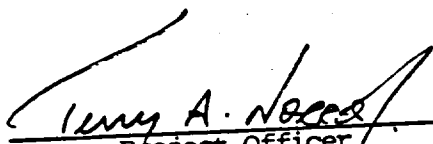
	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing		*								133.4		
New		133.4										
Total Direct Costs		133.4								133.4		
Indirect Costs		.5								.5		

* Cost to November 19, 1983

** Costs anticipated to complete project by February 29, 1984.

BENEFITS

1. Satisfy departmental and control agency requirements.
2. Better able to plan, resource, and co-ordinate short and long term audit activities.
3. Basis for improved management practices and controls in the department.


 Terry A. Nance
 Project Officer

31 - Dec - '83
 Date


 Project Manager

21 Dec 83
 Date

EAMIP PROJECT NUMBER MM02

TITLE: Management Review Plan

RESPONSIBILITY: Project Manager: MMD, R.A.J. Chrétien,
Director General (Inspector
General), Management
Review and Audit Bureau

Project Officer: MMI, G.E. Blackstock,
Director,
Management Review Division

PRESENT SITUATION:

The task of assessing the management of posts abroad, formerly an ICER responsibility, was fully integrated into the Department in 1982 as part of the Management Review and Audit Bureau. The purpose of the Management Review Division is to undertake an examination of the full range of programs and operations carried out by the Department with special emphasis on posts abroad. The initial draft of the role of Management Review was accepted by the Audit and Evaluation Committee and the Office of the Comptroller General in January 1984, subject to its being refined in the process of the development of a plan by Management Review along the lines described.

OBJECTIVE:

The main objective of this project is to provide the authority under which the Management Review Division can offer a management advisory service fully accountable to the Under-Secretary of State for External Affairs for the review of the Department's operations, especially at posts abroad. The Plan will also provide a comprehensive profile of Management Review, describing what is to be done, how it is to be carried out and estimated resources required. This project will form the basis of a new manual of guidelines for the planning, conducting, reporting and follow-up activities of Management Review.

GOAL:

At present, it is intended to have the initial Management Review Plan completed by the end of April 1984 for early submission to the Audit and Evaluation Committee and subsequent approval.

DESCRIPTION:

The Management Review Plan will include:

1. Stating the objectives of the Management Review function; defining the role and the scope of Management Review;

2. Describing the organization and reporting relationships;
 - responsibilities of the Director General,
 - responsibilities of the Director,
 - responsibilities of the Management Review Officers,
 - how Management Review differs from Internal Audit and Program Evaluation to ensure that there is no duplication or overlap with these other functions.
3. Defining resource requirements;
 - the number of Management Review officers needed;
 - skills required;
 - training programs.
4. Describing the process of Management Review including:
 - selection and prioritization of areas to be reviewed;
 - description of the methodology (activities) used in preparing for, conducting and reporting on management reviews;
 - reviewing and approving Management Review Reports and actioning recommendations;
 - defining the follow-up process including to what extent Management Review will become involved with implementing the recommendations in their reviews.

IMPLEMENTATION CONSIDERATIONS:

The preparation of the Management Review Plan will involve consultations with senior management of the Department and the Office of the Comptroller General. Once approved, the Management Review Plan will be circulated to the Department's Branches, Bureaux, Divisions and Units. Delays in the approval of the Plan could weaken the capacity of the Department to assess and strengthen the management of its operations.

MAJOR STEPS AND TIMING:

It is intended to submit the Management Review Plan to the Audit and Evaluation Committee by the end of April 1984, to the Executive Committee shortly thereafter and to the Under-Secretary of State for External Affairs for final approval and signature.

Should there be difficulties in obtaining the requested meeting schedule to achieve completion of the project by the end of April the outside date for completion is June.

RESOURCE SUMMARY: (\$000)

Dollars include salary, operating and capital

	83/84		84/85		85/86		TO COMPLETE		TOTAL PROJECT		Future	
	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$	PY	\$
Existing	.2	8.2							.2	8.2		
New												
Total Direct Costs	.2	8.2							.2	8.2		
Indirect Costs												

BENEFITS:

This project will provide the Department with a comprehensive statement of the Management Review function and resource implications. Through a wide range of monitoring and problem solving activities, independent management reviews of the Department's operations, particularly posts abroad, will assist the Under-Secretary and senior management in improving the level of performance and management practices. As part of a larger process, it will strengthen the control of the Department over the management of its policies, programs and utilization of resources.


for *[Signature]*
Project Officer

[Signature]
Project Manager

[Signature] 7/84
Date

[Signature] February 7th, 1984
Date



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