

CLASSIFIED

File No. Dossier 2-1-7-2  
Volume 1 From-De 91-03-01 To-À 93-04-30



CLASSIFIÉ

**MIRD**

EXT-1515

VOLS ACCESSION NO. 268135

**CLOSED**  
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SEMI-ACTIVE

098-0627  
1B-3589  
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TITLE—TITRE: 2-1-7-2

ORGANIZATION AND ESTABLISHMENT -  
POLICY AND PLANNING -  
CLOSING OF POSTS AND REDEPLOYMENT OF  
STAFF - DOWNSIZING.

ORGANISATION ET EFFECTIFS -  
PRINCIPES ET PLANIFICATION -  
FERMETURES DE MISSIONS ET REEMPLOIEMENT  
DES EFFECTIFS - REDUCTIONS.

Retention period-Période de retention:

EXTERNAL AFFAIRS AND  
INTERNATIONAL TRADE CANADA

AFFAIRES EXTÉRIEURES ET  
COMMERCE EXTÉRIEUR CANADA

1998



# CLOSED VOLUME VOLUME COMPLET

DATED FROM  
À COMPTER DU

91.03.01

TO  
JUSQU'AU

93.04.30

**AFFIX TO TOP OF FILE - À METTRE SUR LE DOSSIER**

**DO NOT ADD ANY MORE PAPERS - NE PAS AJOUTER DE DOCUMENTS**

**FOR SUBSEQUENT CORRESPONDENCE SEE - POUR CORRESPONDANCE ULTÉRIEURE VOIR**

FILE NO. - DOSSIER N°

2-1-7-2

VOLUME

2



External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

Brian

TO / À • MCBA

FROM / DE • PAM

REFERENCE  
RÉFÉRENCE •

SUBJECT  
SUJET • DOWNSIZING EXERCISE WELLINGTON -  
LES POSITIONS

Security / Sécurité UNCLASSIFIED
Accession / Référence
File / Dossier <del>5-3-1</del> WLGTN
Date 2-1-7-2 <i>[Signature]</i>
March 30, 1993
Number / Numéro PAM-0352

ENCLOSURES  
ANNEXES

DISTRIBUTION

PGB  
ABL  
MFR

This is to confirm, that position numbers  
EXTT01242X (commercial officer) and EXT05647X  
(receptionist), which were previously included on the cut  
list for Wellington, will be retained.

2. Please ensure that these position numbers are not  
deleted from Wellington's establishment.

Herb Knox  
Area Management Advisor  
Asia and Pacific Branch

RECEIVED IN MCDA  
REÇU À MCDA

MAR 30 1993

2165

*These positions  
were included in branch  
LES FTE reference level  
adjustments.*

*MRD*

*Vol: 1*

**ACTION  
SUITE A DONNER**

APR 2 - 1991

P R O T E C T E D MANAGEMENT INFO

FM LDN XNAG0676 28MAR91

TO EXTOTT RWR IMMED

INFO PARIS BONN

DISTR MINA MCB RGM MCBA

REF YRTEL 0285 19MAR91

ACC	DATE	ACTION-TEL	CC
FILE	DOSSIER	FILE	
LOC		ACTION	
<i>A1/Kh</i>	<i>0-2</i>	CHRON	
		CIRC	

*no files file closed*

---EUROPEAN FOREIGN SERVICES - MISSION CLOSURES

DISCUSSED QUESTION WITH DAVID BLATHERWICK ASST SECTY AND PRINCIPAL FINANCE OFFICER FCO ON 28MAR. HIS INITIAL REACTION WAS TO EXPRESS THAT SIMILAR PROBLEMS HAVE BEEN EXPERIENCED BY FCO IN MEETING CONSTRAINTS IMPOSED ON FINANCIAL AND HUMAN RESOURCES. THEY HAVE MUCH THE SAME PROBLEMS AND USE MUCH THE SAME PROCESSES TO ACHIEVE THESE REDUCTIONS EG REDUCTION AND/OR CONVERSION OF HOME BASED STAFF; REDUCING MISSION BUDGETS, IN PARTICULAR OPERATIONAL FUNDING FOR PROPERTY AND MATERIAL MAINTENANCE ETC (RECOGNIZING THAT THIS HAS OBVIOUS LONG TERM FINANCIAL IMPLICATIONS) AS WELL AS REDUCTIONS IN PROGRAM ACTIVITY AND FUNDING INCLUDING POST CLOSURES. FOR INSTANCE, MORE RECENTLY DECREASING THEIR HQ INFORMATION BUDGET BY STERLING 4.4 MIL AND CUTTING SCHOLARSHIPS AND DEFENCE TRAINING, WHILE AT SAME TIME INCREASING DRUG ASSISTANCE AND DEVELOPMENT TRAINING. ALSO BY REDUCING OTHER PROGRAM FUNDING OR PROGRAMS THROUGH PRIORIZATION OF PROGRAM ACTIVITIES,

...2

PAGE TWO XNAG0676 P R O T E C T E D MANAGEMENT INFO  
POST CLOSURES ETC. ACCORDING TO BLATHERWICK, BRIT MISSION  
IN LIBYAHAS BEEN CLOSED AND WILL NOT/NOT BE REOPENED. WHILE  
THIS CLOSURE WAS RELEASED PUBLICLY THE POST CLOSURE IN MOGADISHU  
WAS NOT/NOT, BUT ALSO WILL NOT/NOT BE REOPENED. HE EXPECTS  
THAT FURTHER POST CLOSURES WILL BE MADE, IN THE NEIGHBORHOOD  
OF AS LOW AS 6/6 AND HIGH OF 20/20 POSTS WHICH REPRESENTS  
SOME 3/3 TO 10/10 PERCENT OF THE 209 BRITISH DIPLOMATIC  
MISSIONS ABROAD. HOWEVER NO/NO SET NUMBER WAS IDENTIFIED  
NOR WAS A CRITERIA ESTABLISHED TO DO SO. HE INDICATED THAT  
PRIORITY WLD BE GIVEN TO THE CLOSING OF SUBORDINATE POSTS  
RATHER THAN MAIN MISSIONS BUT THAT THE LATTER WLD BE CLOSED  
IF NECESSARY TO MEET THEIR RESOURCE OBJECTIVES. WHILE A  
DECISION HAD NOT/NOT YET BEEN MADE HE OFFERED TO KEEP US  
INFORMED OF PROGRESS ON THIS QUESTION AS SOON AS A DECISION  
IS TAKEN.

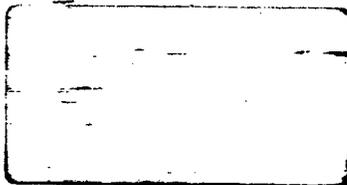
2. IT IS APPARENT BRITISH FCO IS EXPERIENCING MUCH THE SAME  
PROBLEM IN BALANCING THEIR FISCAL RESOURCE NEEDS WITHIN  
BUDGET LIMITATIONS. THEY HAVE APPLIED SIMILAR CONSTRAINTS  
IN REDUCING PERSONNEL AND PROGRAM ACTIVITIES TO DO SO BUT  
RECOGNIZE THAT THIS IS AN INTERIM STOP GAP THAT HAS SEVERE  
LIMITATIONS. ONLY RECOURSE TO ENSURE THAT ESSENTIAL PROGRAM  
ACTIVITIES AND PRIORITY NEEDS ARE MET IS THROUGH POST CLOSURES  
AND DROPPING LESS PRIORIZED PROGRAM ACTIVITIES. ANY CHANGE

...3

PAGE THREE XNAG0676 P R O T E C T E D MANAGEMENT INFO  
IN NEW POST REQUIREMENTS OR INITIATIVES (AND HE CITED KIEV  
AND LENINGRAD IN THIS CONTEXT) WLD HAVE TO BE MET FROM THEIR  
CURRENT RESOURCE BASE. NO/NO NEW RESOURCES EITHER FINANCIAL  
OR MANPOWER ARE PROVIDED BY THE EXCHEQUER FOR THIS PURPOSE.

3. WILL KEEP YOU INFORMED.

CCC/137 021353Z XNAG0676



MAR 28 1991

0562

*ACTION*

*file*

C O N F I D E N T I A L

FRONN ZQGR0051 28MAR91

TO EXTOTT (RGB DELBY 281400

---REDUCTIONS AT POSTS ABROAD

ACC	DATE
FILE	DOSSIER
LOC	
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*2-1-7-2*  
*HA*  
*2-2*

ALTHOUGH I HAVE BEEN EXCORIATED ON AT LEAST THREE OCCASIONS  
 IN THE PAST BY SUCCESSIVE LORD MAYORS OF FRANKFURT  
 FOR NOT/NOT UPGRADING THE CDN PRESENCE IN THAT CITY  
 TO A CONGEN, I THINK THAT WE CAN LIVE WITH THE CLOSING  
 OF OUR OFFICE IN THAT CITY. APART FROM THE INTERNAL  
 ADMINISTRATIVE PROBLEMS INVOLVED, THIS CLOSE-DOWN EXERCISE  
 WILL REQUIRE A BIT OF IMAGINATIVE MANAGEMENT TO MINIMIZE  
 SUBSTANTIVE DAMAGE TO OUR INTERESTS HERE. I AM THINKING  
 IN PARTICULAR OF THE TRAVEL PROMOTION PROGRAM AND  
 AS YOU KNOW, I PLAN TO MOVE THE ESSENTIAL ELEMENTS  
 OF THAT PROGRAM INTO THE CONGEN IN DDORF WHERE OFFICE  
 SPACE AND MANAGERIAL SUPERVISORY SKILLS ARE AVAILABLE.  
 THIS ASSUMES OF COURSE THAT DDORF WILL REMAIN IN OPERATION.  
 2. I DO NOT/NOT KNOW WHETHER ANYONE AT THE OTTAWA END  
 HAS FOCUSED ON THE POSSIBLE CONNECTION BETWEEN CLOSING  
 AN IMPORTANT CDN OFFICE IN AN IMPORTANT GERMAN CITY  
 AND THE PMS PROJECTED VIST SOME WEEKS LATER.  
 THE GERMANS HAVE SHOWN THEMSELVES IN THE PAST

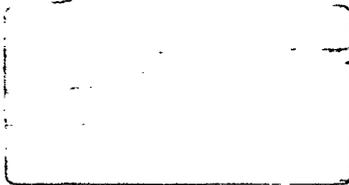
*File Closed*  
*No Rais*

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PAGE TWO ZQGR0051 C O N F I D E N T I A L  
TO BE VERY SENSITIVE TO THIS SORT OF MOVE. CLOSING  
HAMBURG ONLY A FEW YEARS AGO IS STILL REMEMBERED IN  
THAT CITY AND AS NOTED ABOVE FRFRT HAS REPEATEDLY TAKEN  
A POSITION BASED ON THEIR VIEW THAT THEY HAVE BEEN  
NEGLECTED. I WOULD REITERATE THAT WE CAN LIVE WITH  
THE FRFRT CLOSING OPERATION, BUT I WOULD NOT/WANT  
THE PM TO BE FACED WITH THE NEED TO JUSTIFY ANYTHING  
MORE DRASTIC THAN THAT WHEN HE MEETS THE CHANCELLOR  
IN JUNE FOR DISCUSSION OF THE INCREASING IMPORTANCE  
OF GERMAN-CDN RELATIONS.

DELWORTH.

CCC/023 291644Z ZQGR0051



ACC	DATE
FILE	DOSSIER
LOC	

26 MAR 93 22 5182 0-2

2-1-7-2

401

8-3 ✓ ✓

P R O T E G E

DE EXTOTT RWR00620 26MARS93

A LDN LIVRAISON 290830

DISTR RGB RWD BCB BMD RAM MINA BMM

---COUPURES A LDN:LIGNES DE PRESSE

COMPRENONS VOS INQUIETUDES ET LES PARTAGEONS.A CET EFFET,AVONS  
CONSULTE USS AFIN D'OBTENIR FEU VERT POUR LIGNE DE CONDUITE A  
SUIVRE.VOUS ETES AUTORISE A REpondRE AUX QUESTIONS SPECIFIQUES QUE  
POURRONT VOUS POSER LES JOURNALISTES EN CE QUI CONCERNE LES  
COUPURES A LDN.TOUTEFOIS,EVITER AUTANT QUE POSSIBLE DE DONNER UNE  
APPRECIATION GLOBALE DES COUPURES VOUS AFFECTANT.VOUS N'ETES PAS  
AUTORISE A EMETTRE UN COMMUNIQUE DE PRESSE OU A FAIRE DES ANNONCES  
PUBLIQUES.

2.EN CE QUI CONCERNE LE NBRE DE POSITIONS AFFECTEES,IL S'AGIT BIEN  
DE 102 ET NON DE 98.RAM NOUS A CONFIRME L'EXACTITUDE DE CES  
CHIFFRES.

CAROLE ROBERT

RWR

996-4484

M. PRIVAT.  
000223

External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

*file*

TO / À • MFR  
FROM / DE • MCBA

REFERENCE  
RÉFÉRENCE • Your memorandum UAM-061 of March 23, 1993  
SUBJECT  
SUJET • Closure/Downsizing LES Severance payments  
in 1992/93.

Security / Sécurité <b>UNCLASSIFIED</b>
Accession / Référence
File / Dossier 2-1-7-2
CC 5-1-4-UGB <i>Paul</i>
Date March 26, 1993
Number / Numéro MCBA-1333

ENCLOSURES  
ANNEXES

DISTRIBUTION

UAM  
MCBA/  
Graham  
Ravnat  
van de Veer

This is your authority to transfer \$408,000 from the PMB's Locally Engaged Staff reserve to UAM. These funds are provided to UAM to cover the costs of LES Severance payments in 1992-93 resulting from the Closure/Downsizing exercise.

Your contact in UAM for this purpose is Paul Roue at 944-6868.

Hugh L. Stephens  
Senior Advisor  
Resource Planning and  
Management Secretariat

External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

TO / A • MFR  
FROM / DE • MCBA

REFERENCE • Your memorandum PAM-0330 of March 26, 1993  
RÉFÉRENCE •  
SUBJECT • Closure/Downsizing LES Severance payments  
SUJET • in 1992/93.

*file*

Security / Sécurité <b>UNCLASSIFIED</b>
Accession / Référence
File / Dossier 2-1-7-2
cc 5-1-4-PGB
Date March 26, 1993 <i>W</i>
Number / Numéro MCBA-1332

ENCLOSURES  
ANNEXES

DISTRIBUTION

PAM

MCBA/  
Graham  
Ravnagat  
Jeanes

This is your authority to transfer \$350,000 from the PMB's Locally Engaged Staff reserve to PAM. These funds are provided to PAM to cover the costs of LES Severance payments in 1992-93 resulting from the Closure/Downsizing exercise.

Your contact in PAM for this purpose is Jim McLay at 944-0497.

*Hugh L. Stephens*  
Hugh L. Stephens  
Senior Advisor  
Resource Planning and  
Management Secretariat

*file*



External Affairs and International Trade Canada

Affaires extérieures et Commerce extérieur Canada

Canada

MCBA-1340

125 Sussex Drive,  
Ottawa, Ontario,  
K1A 0G2

March 26, 1993

*2-1-7-2*

*← 2-1-LDN*

*AN*

Mr. Steven O'Connor  
Director  
(Foreign Affairs and Defence)  
Program Branch  
Treasury Board Secretariat  
300 Laurier Avenue West  
Ottawa, Ont  
K1A 0R5

Dear Steven:

I thought that you would be interested in the attached telegram from London. It shows that the sort of situation faced by EAITC is in fact common to other foreign ministries. Some of the themes we have been discussing, such as introduction of technology, level and type of representation abroad, and payments to international organizations, are also being grappled with by our British colleagues. There are striking parallels to both the problems and some of the proposed solutions.

Yours sincerely,

*Hugh*  
Hugh I. Stephens  
Senior Advisor  
Resource Planning and  
Management Secretariat

*[Handwritten initials]*

UNCLASSIFIED

FM LDN XNGR4099 17MAR93

TO EXTOTT USS RWR

INFO PARIS BONN ROME BREEC PESCO

DISTR DMT PGB ACB LGB MCB IFB GGB RGB RBD RWD RBR RAM MCBA MRD APD

ADA IMD IMU LCD LCR ISS MFD MSD

---FCO BUDGET:DOES BRITAIN REALLY NEED A FOREIGN OFFICE?

SUMMARY:TESTIFYING BEFORE HOF C FORAFFAIRS CTTEE 17MAR FCO  
PERMANENT UNDERSECTY MADE FOLLOWING POINTS: FCO BUDGET HAS  
INCREASED BY FOUR PERCENT IN REAL TERMS OVER LAST FIVE YRS IF  
EXTRANEOUS ACTIVITIES ARE EXCLUDED;FCO BUDGET FOR 93-94 AND  
SUBSEQUENT YRS WILL BE DIFFICULT TO ESTIMATE BECAUSE OF IMPACT OF  
LARGER THAN USUAL PEACEKEEPING ACTIVITIES;DIPLOMACY WILL  
INCREASINGLY HAVE TO BE COOPERATIVE EFFORT,WITH EMPHASIS ON  
PREVENTIVE DIPLOMACY;DESPITE IMPROVEMENTS IN INFO TECHNOLOGY  
DIPLOMACY CAN NOT/NOT BE CARRIED OUT EXCLUSIVELY BY FACSIMILE;BRIT  
DIPLOMATIC PROPERTIES ABROAD ARE TOO VALUABLE AND WILL HAVE TO BE  
SOLD TO BRING ABOUT BETTER BALANCE WITH PROGRAMMES;BRITAIN IS  
FALLING BEHIND FRANCE,GERMANY AND ITALY IN ITS SPENDING ON FOREIGN  
POLICY,PARTICULARLY RATE OF ESTABLISHMENT OF NEW POSTS;FCO HAS  
DISPROPORTIONATE NBR OF ITS STAFF AT HEADQUARTERS;TO IMPROVE  
EFFICIENCY FCO IS FOLLOWING POLICY OF STAFF REDUCTIONS,POST  
CLOSINGS,MINI-POSTS,PIGGY BACKING ON POSTS OF OTHER EC  
COUNTRIES,CONTRACTING OUT AND MARKET TESTING OF FCO SERVICES;FCO  
IS INCREASING RESOURCES SPENT ON BRIT DEPENDENT TERRITORIES IN  
CARIBBEAN;FCO HAS NOT/NOT YET CHANGED ITS MIND ABOUT BRITAIN

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*A Jean*

...BA  
... MCBA

MAR 22 1993

*7073*

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PAGE TWO XNGR4099 UNCLAS

REMAINING OUTSIDE UNESCO.

2. REPORT: FCO PERMANENT UNDERSECRETARY (PUS) SIR DAVID GILLMORE TESTIFIED 17 MAR BEFORE HOUSE OF COMMONS FOREIGN AFFAIRS COMMITTEE (FAC) ON FCO 1993 DEPARTMENTAL REPORT AND FCO EXPENDITURE PLANS FOR 1993-96 TRIENNIAL. FCO DISTRIBUTED TO FAC NUMBER OF PAPERS SETTING OUT POSITIONS ON IMPLICATIONS FOR FCO OF CHANCELLORS 1992 AUTUMN STATEMENT, RESPONSES TO PREVIOUSLY SUBMITTED FAC QUESTIONS AND COMPARISON OF FOREIGN POLICY EXPENDITURE BY UK, FRANCE, GERMANY AND ITALY. (COPIES OF PAPERS ARE BEING FAXED TO RWR WITH SELECTED COPIES TO INFO ADDRESSEES).

3. GILLMORE RECEIVED A RELATIVELY SYMPATHETIC HEARING FROM MEMBERS OF FOREIGN AFFAIRS COMMITTEE WHO WHILE CONCERNED ABOUT CERTAIN AREAS OF EXCESS AND WASTE WERE SUPPORTIVE OF BRITAIN MAINTAINING GLOBAL DIPLOMACY SERVICE AND MAINTAINING BRITISH INFLUENCE IN ENSURING PEACE AND STABILITY. IN FACT COMMITTEE CHAIRMAN BEGAN PROCEEDINGS BY SERIES OF QUESTIONS WHICH SUGGESTED THAT CUTS ON DIPLOMACY SERVICE WERE IF ANYTHING TOO HARD. CHAIRMAN RELIED ON FIGURES CONTAINED IN FCO DEPARTMENTAL REPORT FOR 1993 WHICH SUGGESTED THAT ESTIMATED OUTTURN OF POUNDS STERLING 1,359 MILLION IN 92-93 WOULD BE REDUCED TO 1,220 MILLION IN 1993-94 AND SMALLER AMOUNTS IN REMAINDER OF FCO TRIENNIAL.

4. GILLMORE RESPONDED BY PROVIDING QUOTE HEALTH WARNING UNQUOTE ON FIGURES CITED BY FAC CHAIRMAN. GILLMORE NOTED THAT WHEN EXTRANEOUS COSTS RELATED TO ACTIVITIES SUCH AS PEACEKEEPING, REIMBURSEMENT OF BALTIC GOLD, AND VAT PAYMENT WERE STRIPPED OUT OF FCO BUDGET, THEN DIPLOMACY OPERATIONS HAD INCREASED BY TOTAL OF FOUR PERCENT IN REAL

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PAGE THREE XNGR4099 UNCLAS

TERMS OVER LAST FIVE YEARS.

5. GILLMORE ADDED THAT DURING 1992-93 FISCAL YEAR FCO HAD BEEN ABLE TO CARRY OUT NBR OF IMPORTANT NEW INITIATIVES: CREATION OF 89 NEW POSITIONS; STRENGTHENING OF UN DEPT; CREATION OF A SPECIAL EASTERN ADRIATIC UNIT WITH 14 NEW POSTS TO RESPOND TO CRISIS IN FORMER YUGOSLAVIA; CREATION OF 50 EXTRA SLOTS TO COVER BRITISH PRESIDENCY OF EUROPEAN COMMUNITY; AND CREATION OF NEW VISA REGIMES FOR MAGHREB AND FORMER YUGOSLAVIA. GILLMORE CONCEDED TO FAC CHAIRMAN THAT THIS GROWTH IN ACTIVITIES WAS IN FACT MORE THAN FOUR PERCENT IN POUNDS STERLING TERMS. GILLMORE ATTRIBUTED DIFFERENCE TO OPERATIONAL SAVINGS ACHIEVED BY IMPROVED EFFICIENCY RESULTING FROM INFO TECHNOLOGY, COMMUNICATIONS SYSTEMS AND PROGRESSIVE ELIMINATION OF STAFF. GILLMORE NOTED THAT 231 STAFF POSITIONS HAD BEEN RELEASED: AFRICA 30; SOUTH AMERICA 53; COMMUNICATIONS 80; SECURITY OFFICERS 30; AND MISCELLANEOUS EFFICIENCIES 25.

6. FOR FISCAL YEAR 1993-94 GILLMORE NOTED THAT WHILE PLANNED FCO BUDGET WLD BE 12.6 PERCENT LESS THAN 1992-93 ESTIMATED OUTTURN, THIS BUDGET FIGURE DID NOT/NOT INCLUDE ANY PROVISION FOR PEACEKEEPING. ULTIMATELY FCO WLD BE PAID BY TREASURY FOR PEACEKEEPING. UNCERTAINTY MAKES IT DIFFICULT TO STATE SIZE OF 1993/94 FCO BUDGET AND INCREASES NEED FOR FCO TO BE CAREFUL ABOUT SCOPE OF UN PEACEKEEPING OPERATIONS. (FCO CONTRIBUTIONS TO INTL PEACEKEEPING HAVE RISEN FROM POUNDS STERLING 29 MILLION IN 87-88 TO 157 IN 92-93).

7. GILLMORE BELIEVED THAT FCO WLD BE ABLE TO COPE DURING 1993-94 FISCAL YEAR AT SAME LEVEL OF ACTIVITY AS IN 1992-93 WITH PROVISIO

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PAGE FOUR XNGR4099 UNCLAS

THAT FCO CLD NOT/NOT MEET ANY UNANTICIPATED REQUIREMENTS FOR GREATER ACTIVITY. (GILLMORE ATTRIBUTED THIS CAPABILITY TO LOWER THAN ANTICIPATED INFLATION; MORE EFFICIENCY SAVINGS-ANOTHER 30 SECURITY OFFICER POSITIONS TO BE CUT; AND BRINGING ON STREAM LATER IN FINANCIAL CYCLE OF ACQUISITION OF NEW CAPITAL PROPERTIES ABROAD, E.G., EMB IN BERLIN WAS NOW SCHEDULED TO COME ON STREAM LATE IN 1996).

8. GILLMORE SAW BIGGEST RISK TO FCO BUDGET AS RISE IN THOSE PROGRAMME COSTS WHICH WERE CARRIED UNDER FCO BUDGET BUT WHICH WERE NOT/NOT CLASSIFIED AS DIPLOMATIC ACTIVITY. IN TIME OF DECLINING BUDGET THESE OTHER COSTS WLD INEVITABLY IMPINGE ON DIP OPERATIONS. TRICK FOR BRITAIN IN COMING YEARS WLD BE TO SUSTAIN DIP EFFORT AT SIGNIFICANT LEVELS. THIS CLD ONLY BE ACHIEVED BY GREATER FLEXIBILITY AND REDUCTION IN ADMIN COSTS. GILLMORE STATED REPEATEDLY THAT IT WAS NECESSARY FOR FCO TO MOVE MORE OF ITS EFFORT FROM TAIL TO TEETH.

9. TURNING TO REQUEST FOR HIS ASSESSMENT OF QUOTE THE BIG PICTURE UNQUOTE GILLMORE SAID THAT FCO WAS NOT/NOT A LUXURY BUT A NECESSITY. FCO EFFORT SHLD BE PERCEIVED AS A TOTALITY; DIP ACTIVITIES ABROAD SHLD BE SEEN AS BALL OF WAX. BRIT EMBS ARE PLATFORMS AROUND WHICH VALUE CLD BE ADDED BY RELATED SERVICES SUCH AS BBC WORLD SERVICE, BRITISH COUNCIL, ODA, AND BRIT MILITARY. GILLMORE EXPRESSED HIS PERSONAL BELIEF THAT BRIT DIP EFFORTS IN INDIVIDUAL COUNTRIES ARE GREATER THAN SUM OF INDIVIDUAL PARTS.

10. IF WORLD POLITICAL SITU WERE STATIC, THEN IT WLD BE RELATIVELY  
...5

PAGE FIVE XNGR4099 UNCLAS

EASY FOR FCO TO REDEPLOY RESOURCES AT MARGIN. HOWEVER EXPERIENCE OF LAST TWO THREE YRS CONFIRMS THAT STATIC WORLD IS NO/NO LONGER CASE. AS RESULT FCO HAS TO BE MUCH MORE CAPABLE AT REDEPLOYING QUICKLY ITS RESOURCES. IT IS QUESTION OF RESPONDING NOT/NOT JUST TO CHALLENGES BUT ALSO TO OPPORTUNITIES. GILLMORE STRESSED EFFECT ON FCO OPERATIONS OF GLOBAL MEDIA COVERAGE OF HORRORS IN FORMER YUGOSLAVIA AND SOMALIA. BRIT PUBLIC IS INCREASINGLY PUTTING PRESSURE ON GOVT TO BE SEEN DOING SOMETHING IN RESPONSE TO SUCH CRISES.

11. INCREASINGLY DIPLOMACY WILL HAVE TO BE A COOPERATIVE EFFORT INVOLVING MORE THAN ONE OR TWO GOVTS. IMPLEMENTING POLICY OF PREVENTIVE DIPLOMACY WILL BE FCO AREA OF EMPHASIS. PREVENTIVE DIPLOMACY MIGHT NOT/NOT APPEAR TO BE IN DIRECT BRIT NATIONAL INTEREST; HOWEVER, AS COUNTRY WHICH EARNS 18 PERCENT OF ITS GDP FROM FOREIGN TRADE, GLOBAL PREDICTABILITY AND STABILITY ARE ESSENTIAL FOR BRIT PROSPERITY.

12. CTTEE THEN ENGAGED IN PHILOSOPHICAL DISCUSSION OF COST BENEFIT OF DIPLOMACY VERSUS WAR. CHAIRMAN OF CTTEE NOTED FAVOURABLY RECENT REMARK BY FORSECTY HURD THAT AN EMB COSTS LESS THAN AN INFANTRY BATTALION AND AN INNATL CONF LESS THAN FULL SCALE MILITARY INTERVENTION. GILLMORE AGREED NOTING THAT COST FOR ONE DAY OF OPERATION DESERT STORM EXCEEDED TOTAL COST OF UN PEACEKEEPING OPERATIONS FOR ENTIRE 1991-92 FISCAL YEAR. GILLMORE AGREED THAT PEACEKEEPING WAS CHEAPER THAN WAR. HE ADDED THAT PREVENTIVE DIPLOMACY IS EVEN CHEAPER THAN PEACEKEEPING. HE CITED BRIT DIP EFFORTS IN KEEPING HUNGARIAN/CZECH DISPUTE ON DANUBE RIVER DAM AS

...6

PAGE SIX XNGR4099 UNCLAS

EXAMPLE OF DIP ACTIVITY THAT COST RELATIVELY NOTHING AND WHICH MIGHT HAVE ASSISTED IN AVOIDING MORE SERIOUS CONFRONTATION.

13. CONSERVATIVE MP SWITCHED QUESTIONING TO FCO OVERSEAS PROPERTIES BY REFERRING TO ARTICLE IN 16MAR DAILY MAIL WHICH CRITICIZED FCO AS TOP HEAVY ORG WHICH CLD BE REPLACED BY FAX MACHINES. (COPY OF ARTICLE BY FAX). THRUST OF MPS QUESTIONS WAS TO ASK WHETHER FCO IS BEING SUFFICIENTLY ALERT TO CAPITAL COST OF ITS OPERATIONS, IN PARTICULAR WHETHER LARGE EMB BLDGS HAVE NOT/NOT BECOME REDUNDANT. MP USED AS EXAMPLES TO SUPPORT HIS VIEW FCO BRIT EMB CAR PARK IN PARIS AND BRIT DIP COMPOUND IN BANGKOK, RECENTLY EVALUATED AS BEING WORTH POUNDS STERLING 120 MILLION. MP DESCRIBED AMBASSADORIAL RESIDENCES AS QUOTE AMAZING PALAZZOS WORTH KINGS RANSOMS UNQUOTE SCATTERED THROUGHOUT WORLD. MP QUESTIONED WHETHER BRIT TREASURY RESTRICTIONS ON USING PROFITS FROM SALES OF EMB PROPERTIES FOR OTHER FCO OPERATIONS HAD DETERRED FCO FROM SELLING SURPLUS REAL ESTATE.

14. GILLMORE REFUTED DAILY MAIL ARTICLE SAYING THAT IT WAS DESIGNED TO PROVOKE NOT/NOT TO INFORM. FRIVOLOUS TO SAY THAT DIPLOMACY CLD BE CONDUCTED EXCLUSIVELY BY FACSIMILE. GILLMORE THEN TOOK MORE INTROSPECTIVE STANCE SAYING THAT HE WLD NOT/NOT PRETEND THAT EVERYTHING WAS RIGHT IN FCO HANDLING OF ITS CAPITAL PROPERTIES. FCO IS AWARE OF HIGH VALUE OF BANGKOK COMPOUND. EFFORTS ARE UNDERWAY TO REALISE PART OF THAT VALUE AND PUT PROFIT BACK INTO FCO OPERATIONS. GILLMORE CAUTIONED MPS THAT IT IS NECESSARY TO LOOK AT MARKETS IN THEIR LONG TERM. IT WLD BE IDIOTIC FOR FCO TO SELL PROPERTIES WHEN LOCAL MARKET IS GOING THROUGH TROUGH. HE CITED

...7

PAGE SEVEN XNGR4099 UNCLAS

PARIS EMB CAR PARK AS EXAMPLE, EXPLAINING THAT EMB HAD OWNED FOR SEVERAL YRS BLDG WHICH IT HAD USED AS CAR PARK. THIS BLDG HAD BEEN VALUED BEFORE PARIS PROPERTY MARKET COLLAPSED AT POUNDS STERLING THREE AND ONE HALF MILLION. BEFORE COLLAPSE FCO HAD COMMENCED BLDG CAR PARK UNDERNEATH PARIS CHANCERY WHICH WLD COST POUNDS STERLING 3 MILLION FOR NET PROFIT OF POUNDS STERLING HALF A MILLION.

15. GILLMORE NOTED THAT IT IS OFTEN MORE SENSIBLE FOR FCO TO BUY IN PLACES WHERE LOCAL RENTS ARE HIGH. HE CITED RULE OF THUMB THAT WHEN ANNUAL RENT IS ONE TWENTIETH OF COMPARABLE PURCHASE PRICE THEN IT IS BETTER TO RENT; IF RENTAL IS ONE SEVENTH OF PURCHASE PRICE, THEN IT IS BETTER TO BUY.

16. GILLMORE DID NOT/NOT ACCEPT THAT THE QUOTE DEAD HAND UNQUOTE OF TREASURY IS RESPONSIBLE FOR FCO POSITION ON CAPITAL PROPERTIES. HE INFORMED MPS THAT SINCE 1985 FCO AND TREASURY HAD UNDERSTANDING THAT UP TO POUNDS STERLING 5 MILLION FROM DISPOSAL OF CAPITAL ASSETS CLD BE CARRIED OVER IN FCO BUDGET FOR PURCHASE OF NEW CAPITAL PROPERTIES IN SUBSEQUENT YEARS.

17. COMPARISON OF UK WITH GERMAN, FRENCH, ITALIAN FOREIGN MINISTRIES: MPS ENGAGED GILLMORE IN ANALYSIS OF PAPER PREPARED BY FCO COMPARING FOREIGN POLICY EXPENDITURE BY UK, FRANCE, GERMANY, AND ITALY. MPS NOTED THAT TABLES IN PAPER SUGGESTED THAT FCO HAD HIGHER PROPORTION OF ITS STAFF LOCATED AT ITS LDN HQS THAN DID FRANCE, GERMANY AND ITALY. MPS SUGGESTED THAT THERE IS CONSIDERABLE SCOPE FOR SHIFTING STAFF TO GET BRIT BALANCE CORRECT.

18. GILLMORE AGREED. HOWEVER HE CAUTIONED MPS THAT THERE ARE DIFFICULTIES IN COMPARING QUOTE APPLES WITH APPLES UNQUOTE. HE

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NOTED THAT FCO EMPLOYED MORE PEOPLE IN INFO TECHNOLOGY SERVICES (1,419) THAN OTHER THREE FOREIGN MINISTRIES. HE EXPLAINED THAT THIS IS DUE IN PART TO EXTENSIVE PROGRAMME NOW UNDERWAY IN FCO TO EQUIP BRIT POSTS WITH STATE OF ART INFO TECHNOLOGY. GILLMORE ALSO NOTED THAT BRITS OPERATE THEIR COMMUNICATIONS ENTIRELY FROM UK WHILE FRENCH OPERATE RELAY STATIONS OUTSIDE METROPOLITAN FRANCE. GILLMORE CONFESSED THAT HE IS NOT/NOT SATISFIED THAT THESE DIFFERENCES PROVIDE FULL ANSWER FOR DISCREPANCY BETWEEN BRIT AND OTHER EUROPEAN COUNTRY HQS STAFFS. GILLMORE EMPHASIZED THAT FCO WLD CORRECT IMBALANCE BY DIVERTING MORE RESOURCES FROM ADMIN TAIL TO OPERATIONAL TEETH. INFO SERVICES WLD BE GIVING UP 83 SLOTS IN COMING FISCAL YEAR. HOWEVER GILLMORE WAS RELUCTANT TO PROCEED TOO QUICKLY ON REDUCING FCO PERSONNEL INVOLVED IN INFO TECHNOLOGY UNTIL NEW SYSTEM HAD BECOME BEDDED DOWN PROPERLY ON WORLDWIDE BASIS. HE RECALLED THAT FCO HAD HAD TOO MANY DISASTERS IN AREA OF INFO TECHNOLOGY.

19. MPS QUESTIONED GILLMORE ON DISCREPANCY BETWEEN BRIT RATE OF CREATING NEW DIP POSTS AND PACE BEING KEPT BY GERMANY AND FRANCE. MPS NOTED THAT GERMANY HAD CREATED 30 NEW DIP POSTS SINCE 1990 AND THAT GERMANS INTENDED TO CREATE DIP POSTS IN ALL 15 REPUBLICS OF FORMER SOVIET UNION. FRENCH ALSO HOPED TO ESTABLISH POSTS IN ALL 15 SOVIET REPUBLICS. GILLMORE RESPONDED BY STATING THAT SINCE FCO COMPARISON PAPER HAD BEEN PREPARED BY FEB93 BRITS HAD DECIDED TO OPEN THREE ADDITIONAL POSTS: TASHKENT, BAKU, AND BRATISLAVA. GILLMORE ALSO COMMENTED THAT BECAUSE OF BUDGETARY PRESSURE FRANCE HAD RECENTLY PUT ON HOLD SOME OF ITS PLANNED

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PAGE NINE XNGR4099 UNCLAS

POSTS, NOTABLY FOUR POSTS IN FORMER SOVIET REPUBLICS.

20. MORE GENERALLY GILLMORE SAID THAT IT WAS NOT/NOT RIGHT THAT BRITS ARE FALLING BEHIND FRANCE AND GERMANY. BRITS SHLD BE REPRESENTED IN ALL COUNTRIES WHICH AFFECT BRIT INTEREST. IT MIGHT BE DEBATABLE WHETHER BRIT INTERESTS WERE DIRECTLY AFFECTED BY BEING PRESENT IN TIBLISI. HOWEVER, IF BRITAIN ATTACHES IMPORTANCE TO PEACE ENHANCEMENT, AND IF BRITAIN WERE ACTIVELY INVOLVED IN INITIATIVES IN CSCE, THEN GOOD CASE CLD BE MADE FOR BRIT REP TO MONITOR ON SPOT WHAT IS BEING DONE IN TIBLISI IN BRIT NAME. SIMILARLY TASHKENT WITH POP OF 30 MILLION PEOPLE AND POTENTIAL MINERAL/OIL RESOURCES CLD BE OF VALUE TO BRIT COMPANIES LIKE BP IN FUTURE.

21. POST CLOSURES: MPS EXPRESSED DIFFICULTY UNDERSTANDING REASONING BEHIND POLICY FOR CLOSING BRIT DIP MISSIONS. GILLMORE SAID THAT WITH RESPECT TO CLOSING POSTS PROCEDURE IS FOR FCO BOARD OF MANAGEMENT TO MAKE RECOMMENDATION TO MINS. FOLLOWING FACTORS ARE IMPORTANT IN TABLE OF CONSIDERATIONS WHICH ARE EXAMINED: A) IS COUNTRY IMPORTANT PLAYER ON INTL SCENE REGARDLESS OF ITS DIRECT VALUE TO UK; B) CAN POST BE BASED TO SERVE OTHER COUNTRIES IN SAME AREA; C) ARE THERE LARGE NBR OF NATLS ATTEMPTING TO GET INTO BRITAIN; D) IS COUNTRY HOLIDAY DESTINATION FOR LARGE NBR OF BRIT TOURISTS. AT END OF DAY RECOMMENDATION IS ULTIMATELY MATTER OF PROFESSIONAL JUDGEMENT.

22. MINI MISSIONS: FCO RECOGNIZED THAT IT CLD NOT/NOT BE EVERYWHERE, THAT IT CLD NOT/NOT DO EVERYTHING. CONSEQUENTLY IT IS LOOKING AT MORE TWO PERSON MISSIONS. GILLMORE SAID THAT FCO RECENT

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EXPERIENCE IN CENTRAL AMERICA SUGGESTED THAT TWO PERSON MISSIONS IN THREE COUNTRIES WAS MORE EFFECTIVE THAN SIX PERSON MISSION IN ONE COUNTRY ACCREDITED TO THREE COUNTRIES.

23. PIGGY BACKING: GILLMORE NOTED UK AND GERMANY HAD CO-LOCATED MISSION IN ALMA ATA. SIMILAR MISSION WAS PLANNED FOR MINSK. GILLMORE HOPED THAT THERE WLD BE MORE SUCH COOPERATION BUT NOT/NOT NECESSARILY IN FORMER SOVIET UNION. GILLMORE CAUTIONED THAT EXPERIENCE OF FRENCH AND GERMANS SUGGESTED THAT TOTALLY INTEGRATING DIP MISSIONS OF TWO GOVTS DID NOT/NOT WORK. THAT WAS BRIDGE TOO FAR; IT WAS BETTER TO BUILD FROM BOTTOM UP.

24. CONTRACTING OUT: FCO HAS ALREADY DONE MUCH IN THIS AREA. FCO HAS CONTRACTED OUT MANAGEMENT OF OVERSEAS ESTATES, WHAT GILLMORE CALLED INTELLIGENT INTERFACE WITH CONTRACTORS.

25. GILLMORE SUGGESTED THAT THERE WERE LIMITS TO CONTRACTING OUT. WITH RESPECT TO COMMERICAL WORK FCO HAD SURVEYED MARKET AND HAD FOUND NO/NO ORG IN EXISTENCE NOW WHICH CLD REPLACE IN EXTENT/DEPTH WAY DIP MISSIONS NOW DO COMMERICAL WORK.

26. MARKET TESTING: GILLMORE EXPLAINED IN DETAIL HOW FCO TESTED CUSTOMER SATISFACTION WITH FOUR COMMERICIALLY RELATED SERVICES FOR WHICH FCO NOW CHARGED. PRIVATE FIRM HAS BEEN HIRED TO INTERVIEW COMPANIES TO TEST LEVELS OF SATISFACTION/DISSATISFACTION WITH SERVICE. ONE HUNDRED AND EIGHTY COMPANIES WHICH USED SERVICE ARE INTERVIEWED EVERY MONTH. IN 92-93 THIS REPRESENTED APPROXIMATELY 1500 COMPANIES OUT OF 6400 COMPANIES WHICH HAD BEEN SERVED BY FCO. SO FAR PRINCIPAL WEAKNESS WAS SPEED OF FCO SERVICE. GILLMORE SAID MEASURES WERE BEING INTRODUCED TO PUT THAT RIGHT.

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27. CONSULAR: GILLMORE RESISTED SUGGESTION THAT CONSULAR SERVICES CLD BE PHASED OUT FOR BRIT CITIZENS IN EC COUNTRIES. HE NOTED THAT CONSULAR SERVICES WERE VERY SMALL BURDEN ON TAXPAYER. EMERGENCY ASSISTANCE REPRESENTED 78 PERCENT OF CONSULAR SERVICES. LEGALIZATION OF DOCS REPRESENTED 22 PERCENT. EMERGENCY ASSISTANCE WAS ENTIRELY RECOVERED BY PASSPORT FEES AND UNDERTAKINGS TO REPAY. TWENTY-NINE PERCENT OF THE COST OF LEGAL SERVICES WERE RECOVERED AND PROCEDURES WERE IN PLACE TO RECOVER MORE OF COST BY INCREASING FEES.

28. PAYMENTS TO INTL ORGS: BIG FIVE (UN, NATO, WEU, OECD AND COUNCIL OF EUROPE) ACCOUNTED FOR 76 PERCENT OF FCO PAYMENTS. BRIT GOVT CONSIDERED THESE AMOUNTS AS OBLIGATIONS UNDER INTL LAW. UK WLD CONTINUE POLICY OF BEING PROMPT PAYER. HOWEVER UK WLD CONTINUE VIGOROUS EFFORT TO CONTROL COST OF UN ORGS. GILLMORE NOTED THAT INCREASED COSTS WERE NOT/NOT CASE OF INFLATED SALARIES/PENSIONS FOR INTL CIVIL SERVANTS. WORK OF UN HAD INCREASED DRAMATICALLY. THERE HAD BEEN 74 UN SECURITY COUNCIL RESLNS ADOPTED IN 1992 COMPARED WITH 14 SUCH RESLNS IN PREVIOUS 5 YEARS. SIMILARLY UN HAD CREATED 14 PEACEKEEPING OPERATIONS IN LAST 5 YEARS COMPARED TO ONLY 15 IN FIRST 4 DECADES OF UN.

29. GILLMORE ALSO RESPONDED TO QUESTIONS ON UNESCO, BRIT DEPENDENT TERRITORIES IN CARIBBEAN AND NEW HQS BLDG FOR SECRET INTELLIGENCE SERVICE. THESE MATTERS ARE REPORTED IN SEPARATE TELS TO SELECTED ADDRESSEES.

UUU/137 221125Z XNGR4099

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TO / A • MFR/Trott

FROM / DE • MCBA

REFERENCE  
RÉFÉRENCE •

SUBJECT  
SUJET • **Downsizing: LES severance pay  
in Europe**

Security / Sécurité <b>UNCLASSIFIED</b>
Accession / Référence
File / Dossier 2-1-7-2
« 5-1-5-LDN Date <i>[Signature]</i>
March 24, 1993
Number / Numéro MCBA - 1322

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RAM

As requested by RAM and further to our discussion with you, we would appreciate if you could cash-manage \$300,000 for RAM to help cover part of the cost of severance pay for the LES who are being released before March 31, 1993, due to downsizing.

2. The High Commission in London will be paying out the released LES on Friday morning and these funds are required immediately. This amount is needed in RC 781 (RAM), CV 17, RO (02).



Greg Graham  
Deputy Senior Advisor  
Resource Planning and  
Management Secretariat

External Affairs and  
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*file*

TO / A • PAM RAM

FROM / DE • MCBA

REFERENCE  
RÉFÉRENCE • MCBA-1253 of March 12; RAM-0207  
of March 16; PAM-0258 of March 15

SUBJECT  
SUJET • Withdrawal of CSIS Officers

Security / Sécurité <b>UNCLASSIFIED</b>
Accession / Référence
File / Dossier <i>2-1-7-2</i>
<i>cc 5-1-5</i>
Date March 24, 1993
Number / Numéro MCBA-1318

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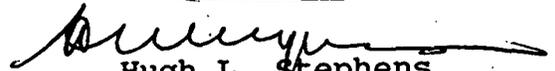
PGB  
RGB  
MFR  
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Bazinet

Your memoranda under reference indicate that the withdrawal of CSIS officers this summer will generate annual savings for EAITC of \$70,000 in Stockholm, \$91,500 in Hong Kong and \$35,400 in Islamabad. CSIS "owes" EAITC \$90,000 as its share of the December 2 three percent operating budget reduction that the Department has to absorb effective April 1, 1993. We have agreed with CSIS that savings realized from CSIS downsizing will be applied against the amount owing. Accordingly, the \$90,000 will be removed from Branch reference levels and credited to the PMB Reserve as an OGD contribution to the three percent operating budget reduction.

For 1993-94 there will be only partial savings realized as CSIS staff will not be leaving missions until the summer. Given that the total estimated savings amount to \$196,900, however, there is scope to fund Branches for costs incurred in 1993-94 while still drawing \$90,000 into the PMB Reserve. For 1994-95 and future years, we will maintain the reduction in PGB and RGB reference levels at the 1993-94 level thus providing to Branches the full difference between \$90,000 and the actual savings. These funds can be allocated to meet other pressures within the Branch. It will of course be up to AMA's to reduce mission reference levels by the amount to be drawn into the PMB reserve plus residual amounts to be used within the Branch for other purposes.

Based on a prorating of the estimated savings, RGB's share totals 36 percent and PGB's share 64 percent. Therefore, RGB reference levels will be reduced by \$32,400 in 1993-94 and future years while the corresponding reduction for PGB will be \$57,600. Assuming the savings are realized by missions as estimated, beginning in 1994-95 RGB will realize a net increment of \$37,600 while PGB will have an additional \$69,300 for reallocation.

I would appreciate your Branch's concurrence with this approach which I think is fair both to Branches and CSIS while allowing the Department to offset a portion of the OGD contribution to the three percent budget reduction.

  
Hugh L. Stephens  
Senior Advisor  
Resource Planning and  
Management Secretariat

MCBA/H. Stephens/990-9097/



External Affairs and  
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*file*

TO / À • DISTRIBUTION

FROM / DE • MCB

REFERENCE / RÉFÉRENCE •

SUBJECT / SUJET • Closure/Downsizing: Transition Costs

Security / Sécurité	UNCLASSIFIED
Accession / Référence	
File / Dossier	2-1-7-2
	« 5-1-4.
Date	March 24, 1993 <i>GW</i>
Number / Numéro	MCB-1317

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Now that reductions to Branch reference levels as a result of the closure/downsize exercise have been finalized, I would like to address procedures for the funding of transition costs (ie. incremental costs of closing or downsizing) incurred in 1993-94.

To reiterate the process, Branch reference levels will be reduced effective April 1 by the total amount of target savings to be generated in 1993-94 and future years by closures and downsizing. However, owing to the fact that a number of staff will not be released or reassigned until the summer, actual savings in 1993-94 will necessarily fall short of targets since some LES salaries and CB support costs (eg. SQ rentals) will have to be covered until release or departure from posts of personnel concerned. In addition, there will be additional one-time costs associated with closing and downsizing. Such costs might include legal costs, out-of-cycle relocation costs, lease-breaking penalties, temporary duty for crossposted personnel who cannot remain at downsized posts until the normal posting cycle, costs of disposal or removal of assets and materiel, etc.

Such costs will be funded by MCBA with funds provided to Branches as in-year budget transfers. The ultimate source of funding for transition costs will be the sale of properties abroad. Pending the realization of property sale proceeds, there may be a requirement for interim funding from PMB or the Treasury Board. However, Branches will be expected to cash-manage transition costs in the first instance.

Branches should ensure that all transition costs are fully documented prior to submission to MCBA for review and reimbursement. All transition costs must be identified and submitted by July 30. It should be noted that MCBA will reimburse only costs that are incremental to normal expenditures and which can clearly be shown to be related to the downsizing exercise. For example, relocation costs for

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- 2 -

staff due to depart this summer in accordance with the normal posting cycle will not be reimbursed.

To ensure that appropriate measures are adopted to deal with transition related issues, Area Management Advisors for geographic branches and Directors of Personnel Divisions are invited to attend a meeting with MCBA and ADA on Monday, March 29 at 10 AM in the MCB Boardroom, D2.



Garrett Lambert  
Assistant Deputy Minister  
Corporate Management

**ACTION**  
**SUITE A DONNER**

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---DOWNSIZING - PRESS LINES

VOL 1  
D-3

WHILE MEDIA ATTENTION TO DOWNSIZING OF HIGH COMMISSION HAS BEEN LIGHT, WE EXPECT RENEWAL OF INTEREST WITHIN NEXT FEW DAYS FOR VARIETY OF REASONS. GLOBE AND MAIL CORRESPONDENT HAS ALREADY TOLD US HE WILL BE LOOKING FOR STORY. PERSONNEL AFFECTED WILL ACTUALLY LEAVE HIGH COMMISSION 31MAR. FINALLY, BMD/LLOYD WILL MEET NUMBER OF CDN JOURNALISTS DURING VISIT 29MAR AND QUESTIONS WILL BE INEVITABLE. PURPOSE OF THIS TEL IS TO SEEK MORE FORTHRIGHT PRESS GUIDANCE THAN HAS BEEN AVAILABLE TO DATE AND TO OFFER DRAFT LINES FOR YOUR CONSIDERATION.

2. ONLY GUIDANCE WE HAVE HAD WAS IN FORM OF HOUSE OF COMMONS BRIEFING NOTE PREPARED BY RWR 05MAR93. WE ARE CONCERNED ABOUT NUMBERS IN THIS NOTE AS THEY DO NOT/NOT COINCIDE WITH OUR OWN CALCULATIONS WHICH TOTAL 98/98, NOT/NOT 102/102 AS INDICATED IN NOTE. WE ALSO RECOMMEND THAT WE COME CLEAN ABOUT REAL REASONS FOR DOWNSIZING, IE RESPONSE TO GOVERNMENT SPENDING TARGETS AND BETTER USE OF OVERSEAS RESOURCES, NOT/NOT PEACE DIVIDEND.

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PAGE TWO XNFC2057 UNCLAS

3. ATTACHED ARE DRAFT LINES THAT WE THINK WOULD BETTER SUIT SITUATION AND OUR REAL NEEDS. GRATEFUL YOUR COMMENTS AND GUIDANCE ASAP.

4. CONCERN PLEASE FAX ATTACHED PAGE.

3/3

## RESPONSIVE PRESS LINES

- EAITC IS DOING ITS PART TO MEET GOVERNMENT SPENDING TARGETS AS OUTLINED BY FINANCE MINISTER MAZANKOWSKI IN DECEMBER.
- MEASURES TAKEN IN LONDON, INCLUDING STAFF REDUCTIONS AND DISPOSAL OF PROPERTY, WILL RESULT IN ANNUAL SAVINGS OF ABOUT \$3 MILLION.
- THE REDUCTIONS WILL AFFECT BOTH CANADA-BASED AND LOCALLY-ENGAGED PERSONNEL.
- CANADA-BASED PERSONNEL WILL EITHER RETURN TO CANADA OR BE ASSIGNED TO OTHER MISSIONS ABROAD. LOCALLY-ENGAGED PERSONNEL WILL BE MADE REDUNDANT.
- UP TO 98 PEOPLE AT THE HIGH COMMISSION COULD BE AFFECTED BY THESE STAFF REDUCTIONS. THE FINAL NUMBER WILL DEPEND ON DECISIONS TAKEN BY OTHER GOVERNMENT DEPARTMENTS ABOUT THEIR PERSONNEL IN LONDON AND ON POSSIBLE PRIVATIZATION OF SOME SERVICES (GUARDS AND TELEPHONISTS).
- THE HIGH COMMISSION WILL CONTINUE TO DELIVER THE PROGRAMS AND SERVICES REQUIRED TO MEET CANADA'S FOREIGN POLICY OBJECTIVES AND THE NEEDS OF CANADIANS ABROAD.

### RESPONSIVE ONLY:

- THESE CUTS DO NOT AFFECT THE FUTURE OF CANADA HOUSE.

Distribution: MINA/A-10 (original + 10 copies) DMT/A-8 (1)  
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External Affairs and International Trade Canada  
 Affaires extérieures et Commerce extérieur Canada

HOUSE OF COMMONS BOOK - BRIEFING NOTE

LIVRE DE LA CHAMBRE DES COMMUNES - NOTES D'INFORMATION

			Classification
Subject/Highlights/Sujet/Points saillants Downsizing operation in London			
Source Expected from The Sun			
Suggested Reply/Réponse suggérée SEE BELOW			
Assessment/Évaluation			
Prepared by/Préparé par Carole Robert/Laker	Division/Direction RWR	Date 5/3/93	Tel.n #/N # de tél. 996-4484

- Cuts set as budgetary target reductions of 3% by the Government will necessitate downsizing our operation abroad. The Department of External Affairs can no longer absorb cuts without reducing certain activities and services.
- Under consideration, in London, is the elimination of 27 positions currently held by Canada-based staff and 75 positions filled by locally engaged staff.
- The two major programs affected are the management and consular services and defense. The large reduction in defense department staffing is a direct result of the end of the Cold War and super power hostilities. The management and consular services personnel reduction is a result of a new mandate for privatization and contractual delivery of management services.
- From the Department of external Affairs, 11 Canada-based employees will be affected by the cuts and 52 locally engaged staff.
- As this exercise is a draft, it does not reflect total cuts for some programs: employees may be redeployed, and domestic departments may reinstitute programs as a result of this cost-recovery exercise by the Department.

RESPONSIVE ONLY:

- The question of the future of Canada House is not under consideration.
- The Department is considering moving the library presently situated at Canada House; whereby its operations would be revised.



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International Trade Canada

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TO / À • IDS, IAM, RAM, MSD, MRD, ISS, APG, APE, APT,  
APV, ABL

FROM / DE • MCBA

REFERENCE  
RÉFÉRENCE •

SUBJECT  
SUJET • INTEGRATION OF BNATO AND CANMILREP

Security / Sécurité <b>PROTECTED</b>
Accession / Référence
File / Dossier 2-1-7-2
← 2-1-BNATO <sup>BN</sup>
Date March 22, 1993
Number / Numéro MCBA - 1310

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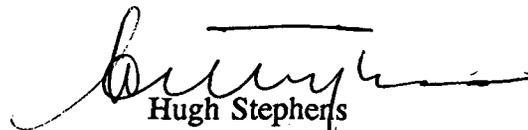
A meeting between EAITC and DND took place on March 19 to discuss the integration of BNATO and CANMILREP. The purpose of this memorandum is to set out the working assumptions and agreed lines of communication that will guide the integration as currently set out.

In order to proceed, a full costing has to be completed as soon as possible and simultaneously with the initial steps toward integration. BNATO is already expending capital funds which would otherwise have lapsed this year. MCBA will be responsible for communicating with BNATO on the actual details of what is to occur in the integration. Particular points that will need to be dealt with include: the future communications setup and integration of support staff (there is a question as to whether there will be one administrative section or two, given that neither EAITC nor DND is prepared to re-write its procedures simply to accommodate one mission).

The one-time capital costs of integration (not including SIGNET and other communications costs) are currently estimated at some \$160,000. The existing MOU between EAITC and DND indicates that the costs of integration, which benefits DND, would be charged to them. In order to proceed quickly with the integration and without prejudice to the final sharing of costs, bridge-financing of the one-time capital costs will be paid by EAITC (MCBA will arrange for a one-time reference level adjustment for IFB). As in other downsizing operations currently underway, savings will accrue to the centre and not to any specific Branch within EAITC. A final agreement on down-year costs and other issues will be reached once these have been set out.

It has been agreed that communication with the posts on integration and downsizing will be channelled through MCBA. Direct lines of communication will be set up between the two Departments for this project through MCBA. Initially MCBA will be seeking clarification from BNATO on the specifics of the integration and chairing a further meeting with key players in EAITC and DND to ensure that there is a smooth transition between this fiscal year and the next, and to ensure that all milestones between now and the summer posting cycle take place as planned. In the final stages a revision to the existing EAITC/DND MOU will be set out at the working level.

The draft telegram attached sets out for BNATO responses to some of its more recent questions. It also seeks to obtain clarifications necessary to ensure that accurate costings can be done and appropriate arrangements can be reached with DND on the specifics. We would be grateful if all action divisions would review the telex and provide any comments in writing to MCBA by close of business March 24.



Hugh Stephens  
Senior Advisor  
Resource Planning and  
Management Secretariat

P R O T E C T E D

FM EXTOTT MCBA 22MAR93

TO BNATO

INFO NDHQOTT/DM/VCDS/J3PLANS/ADM POL/DNATOPOL BRU

DISTR MCB IFB RGB IAM RAM MSD MSU MSI ISS APG APV ABL APS APE APV

MFF MFR MIR MIX ABD ADA APS ABL APG APV TAD IDS

REF YRTEL BNATOYBGR8549 09MAR93 TELCON RAKMIL/LYSYSHYN 21MAR93

---BNATO/CANMILREP INTEGRATION

BASED ON DISCUSSIONS WITH NDHQ/DNATOPOL THIS TEL IS PRELIMINARY  
RESPONSE TO YOUR TEL UNDER REF.

2. IT HAS BEEN AGREED THAT MCBA WILL COORDINATE INTEGRATION  
PROCESS. IT WAS ALSO AGREED THAT MCBA WOULD SEEK FROM BNATO  
CLARIFICATIONS NECESSARY TO COMPLETE COSTING OUT INTEGRATION.  
SECOND MAJOR DECISION WAS TO SET OUT CLEARLY UNDERSTANDINGS ON  
WHO WAS LIABLE FOR COSTS AND WOULD BENEFIT FROM RESOURCE  
SAVINGS. MOU BETWEEN DND AND EAITC (COPY BY BAG TO BNATO)  
INDICATES THAT INCREMENTAL COSTS ARE RESPONSIBILITY OF DND AS  
CANMILREP IS BEING INTEGRATED INTO BNATO. SAVINGS WHICH RESULT  
FROM DOWNSIZING, SPECIFICALLY RENTS, ACCRUE TO EAITC. IT IS  
IMPORTANT, THEREFORE, THAT ALL PARTIES UNDERSTAND BASIS ON WHICH  
COSTINGS WILL BE FORMULATED. ADDITIONAL COSTS OF INTEGRATING  
PERSONNEL WILL INCLUDE COSTS OF CHANCERY RECONFIGURATION, SIGNET  
AND OTHER COMMUNICATIONS ENHANCEMENTS FOR PERSONNEL COMING  
OVER FROM CANMILREP, AND COSTS OF SHARED ADMIN AND SUPPORT

Victor Rakmil/ MCBA

944-9099

Hugh Stephens

000249

PERSONNEL, AS WELL AS INCREMENTAL COSTS SUCH AS MISCELLANEOUS STATIONARY AND OTHER ADMIN SUPPORT MATERIALS TO SUPPORT PERSONNEL BEING ADDED TO BANATO BY INTEGRATION OF CANMILREP.

3. IN ORDER FOR COMPLETE COSTING TO BE COMPLETED AS SOON AS POSSIBLE WE REQUIRE ANSWERS TO FOLLOWING QUESTIONS. AS AN INITIAL STEP MCBA HAS COORDINATED RESPONSES TO DATE TO BNATO TEL UNDER REF. TAKING QUESTIONS IN ORDER ANSWERS ARE:

1) RETENTION OF POSITION 41, BOTH DND AND EAITC AGREE THAT THIS POSITION WILL BE STAFFED BY A DND CIVILIAN AFTER SUMMER OF 1994.

2) DND WILL ADD AN ADDITIONAL LCOL TO BNATO ESTABLISHMENT TO DEAL WITH ARMAMENTS COOPERATION.

3) FINAL DECISIONS ON QUOTE PRINCIPLES UNQUOTE OF RESPONSIBILITY AND REPORTING RELATIONSHIPS WILL BE DEALT WITH BY SUBSTANTIVE RESPONSIBILITY CENTRES AT DND AND EAITC.

4) QUESTION OF CEP POSITION HAS BEEN FORWARDED TO VCDS FOR FINAL DECISION.

5) ISS TEL ISSA0131 12MAR93 RESPONDS IN PART TO THIS QUESTION.

GRATEFUL YOUR REACTION.

6) SEE RESPONSE 5) ABOVE.

7) MCBA HAS AGREED TO PROVIDE BRIDGE FINANCING IN IFB REFERENCE LEVELS TO ENSURE THAT RE-CONFIGURATION OF CHANCERY CONTINUES UNABATED INTO NEXT FISCAL YEAR.

8) UNDERSTAND THAT YOU HAVE ALREADY BEGUN CONSTRUCTION AND THAT FUNDS ARE CURRENTLY BEING EXPENDED.

...GE THREE MCBA PROTECTED

9) IDS CONFIRMS THAT THESE STAFFING PROPOSALS HAVE BEEN APPROVED BY APPROPRIATE DIVISIONS WITHIN ACB.

10) ABL WILL BE RESPONDING ON QUESTION OF LES DRIVER SEPARATELY. IN PRINCIPLE THERE SHOULD BE NO PROBLEM.

11) OUR PREFERENCE IS FOR ALL LES TO BE TAKEN ON STAFF BY EAITC WITH DND TRANSFERRING NECESSARY RESOURCES TO OUR BASE TO COVER INCREMENTAL POSITIONS. WE WILL NEED, THEREFORE, TO KNOW PRECISE BREAKDOWN OF LES POSITIONS ON BASIS OF THEIR SUPPORT FOR EXISTING BNATO STRUCTURE AND INCREMENTAL DND PERSONNEL FROM CANMILREP.

12) UNDERSTAND THAT CURRENT THINKING IS FOR CFSE TO ADMINISTER DND PERSONNEL. WE WILL NEED CLEARLY SPELLED OUT RESPONSIBILITIES FOR THIS ADMIN SECTION AS WELL AS BNATO ADMIN SECTION AFTER INTEGRATION. WE SUGGEST THAT YOU EXAMINE MOU BETWEEN EAITC AND DND (BY BAG TO BNATO) AND SET OUT RESPONSIBILITIES ON SAME BASIS AS MOU. ONCE WE HAVE THESE DETAILS (AND ANY INCREMENTAL DUTIES THAT MAY ACCRUE TO EXISTING BNATO STRUCTURE) WE CAN ANSWER THESE QUESTIONS AND COME CLOSER TO FINAL COSTING.

13) QUESTION OF WHO WILL MAINTAIN WHICH INVENTORIES AND SIMILAR QUESTIONS MAY BE ANSWERED BY RESPONSES TO QUESTION 12 ABOVE, OR AT LEAST WORKING ON BASIS OF MOU, WILL ASSIST US IN COMING CLOSER TO CONCLUSION.

14) MCBA HAS ASKED MSD TO REPLY TO YRTEL 8514 28JAN93.

15) SEE 14 ABOVE.

16) AND 17) IDS WILL REPLY SEPARATELY ON THESE SUBSTANTIVE ISSUES.

PAGE FOUR MCBA PROTECTED

4. FOLLOWING ARE QUESTIONS THAT WE NEED YOUR REPLY TO IN ORDER TO PROCEED:

- 1) WE WILL NEED MORE DETAILED ORGANIGRAM SETTING OUT PERCENTAGES AND OTHER INDICATIONS OF WHAT INCREMENTAL ADMIN AND OTHER DUTIES ETC. BNATO IS TAKING ON IN INTEGRATION.
- 2) GRATEFUL, AS AGREED, COPY OF CURRENT PLAN FOR CHANCERY AFTER INTEGRATION INDICATING WHICH OFFICES WILL BE OCCUPIED BY WHOM IN FIRST YEAR AND SECOND AS INTEGRATION PROGRESSES (THERE WILL BE THREE MORE STAFF IN SUMMER 1993 THAN RE-CONFIGURED CHANCERY IS BEING DESIGNED FOR).
- 3) EMBASSY BRUSSELS WILL BE TASKED BY RAM TO PROVIDE ASAP INFO ON LEASES, INCLUDING COSTS OF BREAKING LEASES.
- 4) AS NOTED ABOVE GRATEFUL YOUR REACTION TO ISSA TEL.
5. WE HOPE THAT ABOVE, AS INITIAL STEP IN COORDINATING INTEGRATION, GOES SOME WAY IN SATISFYING YOUR CONCERNS. SHOULD YOU NEED FURTHER CLARIFICATION PROGRAM ANALYST RESPONSIBLE IN MCBA IS V. RAKMIL (944-9099).

HAN 442-8011  
D. Thorpe

P R O T E C T E D

FM BNATO YBGR8549 09MAR93

TO EXTOTT/IDS

DELIVER BY 100900

INFO TT NDHQOTT/DM/VCDS/J3PLANS/ADMPOL/DNATOPOL

DISTR MCB MCBA IFB IAM MSD MST MSU MSI ISS APO APV MFF MFR MIR

MIX ADA ABD APS ABL APG TAD

---BNATO/CANMILREP INTEGRATION

NOW THAT BOTH DEPTS HAVE APPROVED OUR PROPOSAL FOR INTEGRATION OF OUR MISSIONS IT IS IMPORTANT THAT WE OBTAIN CLARIFICATION OF THE TERMS OF THIS AGREEMENT AND BEGIN THE NECESSARY STEPS TO IMPLEMENTATION. IMPLEMENTATION WILL REQUIRE A SERIES OF ADDITIONAL DECISIONS. TO ASSIST IN THIS PROCESS WE HAVE SET OUT BELOW IN NUMBERED POINT FORM THE QUESTIONS AND DECISIONS WE FEEL WE NEED RESOLVED AS WE PROCEED. WE HAVE ALSO INCLUDED SOME ADDITIONAL COMMENTS AND INFORMATION THAT WE BELIEVE MAY BE HELPFUL. ON SOME OF THESE MATTERS WE HAVE RECEIVED INFORMAL FEEDBACK INDICATING SOME DECISIONS HAVE BEEN TAKEN BUT HAVE NOT HAD THEM CONVEYED TO US IN ANY FORMAL MANNER.

2. AS WE PROCEED WE BELIEVE IT IS NECESSARY TO ENSURE FORMAL COMMUNICATION TAKES PLACE AS WELL. SUCH COMMUNICATION IS NECESSARY TO ENSURE COORDINATION OF EFFORTS BETWEEN OTTAWA AND THE POST, BETWEEN DEPARTMENTS AND AMONG THE MANY INTERESTED DIVISIONS. WE WLD LIKE TO SUGGEST THAT A SENIOR OFFICER IN EACH DEPARTMENT BE DESIGNATED TO OVERSEE THE IMPLEMENTATION OF THE

APPROVED

*[Signature]*  
SAR. J. LYSYSHYN  
*[Signature]*

PAGE TWO YBGR8549 P R O T E C T E D

INTEGRATION. IN ORDER TO ENSURE ALL ISSUES ARE COVERED WE BELIEVE THIS SHLD BE SOMEONE WITH A BROAD MANAGEMENT OVERVIEW OF ALL THE ISSUES INVOLVED IN SUCH AN EXERCISE (EG MCBA FROM EAITC AND SOMEONE SIMILAR FROM DND). PERHAPS ALONG WITH OUR D/PERMREP THESE THREE CLD CONSTITUTE A STEERING GRP FOR THIS PROCESS.

3. THE REFERENCES IN THIS MESSAGE TO POSITION NUMBERS IS TO THE NUMBERING SYSTEM USED IN THE ORGANIZATION CHART ATTACHED TO OUR INITIAL PROPOSAL (COPIES AVAILABLE IN OTTAWA FROM IDS).

4. WE BELIEVE THE FOLLOWING POINTS NEED CLARIFICATION/ DECISION/ACTION:

1) WE UNDERSTAND THAT DND BELIEVES POSITION 41 SHLD BE RETAINED (WE HAD PROPOSED ELIMINATION IN 1994) AND THAT THEY ARE WILLING TO STAFF THIS WITH A DND CIVILIAN AFTER THE SUMMER OF 1994. IS THIS TRUE? DOES EAITC CONCUR? *Collins ER041 YRS/YRS*

2) WE UNDERSTAND DND WILL PROPOSE THAT AN ADDITIONAL LCOL BE ADDED TO OUR PROPOSED ESTABLISHMENT TO DEAL WITH ARMAMENTS COOPERATION AND THAT THIS PERSON HAVE A LOGISTICS BACKGROUND. IS THIS TRUE? *YRS*

3) THE ABOVE DECISION AND A SERIES OF PHONE CALLS WE HAVE RECEIVED FROM VARIOUS QUOTE CLIENTS UNQUOTE IN OTTAWA LEAD US TO SUGGEST THAT IT MIGHT BE USEFUL TO REVIEW WITH ALL PARTIES IN OTTAWA A NUMBER OF PRINCIPLES THAT WE BELIEVE SHOULD APPLY TO THIS POST AS THEY APPLY TO OTHER POSTS. THESE ARE:

PAGE THREE YBGR8549 P R O T E C T E D

A) THE PERMREP AND MILREP ARE RESPONSIBLE AND ACCOUNTABLE FOR ALL PROGRAM DELIVERY AT THIS POST;

B) ALL OTHER STAFF REPORT TO THEM (NOT TO OTHER DEPTS OR PARTICULAR DIVISIONS IN OTTAWA);

C) FINAL DECISIONS ON THE USE OF THOSE RESOURCES MADE AVAILABLE TO THE PERMREP AND MILREP BY DND AND EAITC WILL BE MADE BY THE PERMREP AND MILREP.

4) WE UNDERSTAND THAT OUR PROPOSAL THAT THE CEP POSITION BE ELIMINATED HAS BEEN AGREED. WE ALSO UNDERSTAND THAT EPC FEEL THAT FOR PROGRAM REASONS (SCEPC OUTREACH SEMINARS ETC) IT WOULD BE BETTER IF THIS DELETION TOOK PLACE IN 1994 AND NOT 1993 AS WE PROPOSED. INCUMBENT OF THIS POSITION IS ONLY PERSON WHO WOULD HAVE HIS POSTING TERMINATED EARLY BY THE INTEGRATION. EARLY TERMINATION WLD IN THIS CASE CAUSE SEVERE FAMILY HARDSHIP TO THE INCUMBENT (RELATING TO THE SPECIAL EDUCATIONAL NEEDS OF ONE SON). IN THESE CIRCUMSTANCES POST WLD STRONGLY SUPPORT DECISION TO DELAY ELIMINATION OF THIS POST UNTIL 1994.

5) WE PROPOSE TO STAFF TWO SCY POSITIONS IN THE SECURE AREA WITH LES SCYS. ONE IS CURRENTLY THE SECRETARY TO THE MILREP AND HAS APPROPRIATE CLEARANCES, OTHER POSITION WLD PROBABLY IN ALL CASES BE STAFFED BY A CDN SPOUSE. DO YOU CONCUR?

6) WE PROPOSE TO STAFF ONE CR POSITION IN REGISTRY WITH AN LES CR. CURRENT INCUMBENT IS CDN MEMBER WITH SECURITY

*Go to VCDS*

*155*

*148*

PAGE FOUR YBGR8549 P R O T E C T E D

CLEARANCES WHO IS HEAD OF MILREP REGISTRY. DO YOU CONCUR? WE BELIEVE WE WILL ALWAYS HAVE AN ADEQUATE POOL OF CDNS IN BRU TO ENABLE US TO STAFF THESE POSITIONS WELL USING LES RESULTING IN REDUCED DEMAND FOR CDA BASED STAFF.

7) PLEASE PROVIDE AUTHORITY AND FUNDING TO PROCEED WITH NECESSARY CHANCERY RENOVATIONS TO ACCOMMODATE INTEGRATED MISSION. SOME WORK WILL HAVE TO AWAIT SIGNET INSTALLATION. COST WILL BE APPROX \$160,000. WHO WILL PROVIDE THESE FUNDS? WHEN? WE WOULD LIKE TO CARRY OUT BULK OF THE WORK BEFORE JULY CONSTRUCTION WORKERS HOLIDAY.

*WAIT FOR PLAN  
WHY NOT 160K  
GET YOU  
NOT SIGNET COSTS*

8) WE HAVE AVAILABLE IN THIS YEARS BUDGET APPROX \$30,000 OPERATING FUNDS AND \$20,000 CAPITAL. WE HAD INTENDED TO USE THESE FUNDS TO REFURBISH CHANCERY HALLWAY. INSTEAD WE INTEND TO USE THEM TO BEGIN NECESSARY CONSTRUCTION. WE BELIEVE THAT BY STARTING IMMEDIATELY WE CAN BUILD AND FURNISH NEW CONFERENCE ROOM BY END OF FISCAL YEAR. HALLWAY REFURBISHMENT WILL BE DONE AT END OF CONSTRUCTION.

9) MILREP HAS PROVIDED DND PERSONNEL SYSTEM WITH INFO ON STAFFING NEEDS FOR POSITIONS THAT WILL BE STAFFED BY MILITARY OFFICERS. AS NOTED ABOVE WITH THE ONE EXCEPTION REDUCTIONS CAN BE ACHIEVED WITHOUT CURTAILING POSTINGS. THE FOLLOWING ARE THE POSTING IMPLICATIONS FOR THE CIVILIAN POSITIONS WITHIN THE MISSION (THEY ARE BASED ON THE ASSUMPTION YOU WILL CONCUR TO OUR PROPOSED USE OF LES IN QUESTIONS 5 AND 6):

PAGE FIVE YBGR8549 P R O T E C T E D

A) LOUISE LALLEMAND (SCY) WILL NOT BE REPLACED;

B) RON SUTHERLAND (DND) WILL NOT BE REPLACED;

C) LOUISE BELLEFEUILLE-PRESENT (DND) WILL BE REPLACED  
(HER REPLACEMENT IS ALREADY AGREED AND ENROLLED AT THE NATO  
DEFENCE COLLEGE);

D) JACQUES DUFALT (AS) SHOULD BE EXTENDED FOR ONE YEAR  
AS AUDIT TEAM WILL APPARENTLY RECOMMEND HIS POSITION  
BE ELIMINATED IN 1994 - WE CONCUR;

E) TERRELL POPOFF, SEE POINT 4;

F) NORMAL EAITC REPLACEMENT STAFFING SHOULD CONTINUE  
FOR ROB MCDOUGALL (EX), ANNE MINNERY (HOM SCY), SERGE BELANGER  
(CR 6);

G) IT IS PLANNED THAT IN 1994 ONE ADDITIONAL SCY WILL  
NOT BE REPLACED AND ONE CR WITHDRAWN;

10) BECAUSE OF CIRCUMSTANCES, WE WILL BE REQUIRED TO RELEASE ONLY  
ONE LES, A DRIVER. OF THE DRIVERS ON OUR TWO ESTABLISHMENTS ONE  
BNATO DRIVER IS MOST JUNIOR IN TERMS OF SERVICE (LESS THAN TWO  
YEARS). ALL OTHERS ARE EXCELLENT PERFORMERS SO THERE IS NO NEED  
TO DEVIATE FROM LAST IN - FIRST OUT PRINCIPLE;

11) HOW WILL LES BE ADMINISTERED IN THE FUTURE? WILL ALL OCCUPY  
EAITC PYS OR WILL WE HAVE BOTH DND AND EAITC LES IN THE MISSION  
(INCLUDING BOTH EAITC AND DND DRIVERS)?

PAGE SIX YBGR8549 P R O T E C T E D

12) WHAT FINANCIAL AND ADMINISTRATIVE ARRANGEMENTS NEED TO BE MADE BETWEEN DND AND EAITC TO SUSTAIN THE POST;

13) WILL WE MAINTAIN ONE INVENTORY OF MATERIEL ETC.

14) OUR COMMUNICATION PLAN HAS BEEN SUBMITTED SEPARATELY TO MSD. WITHIN IT THERE ARE SEVERAL ITEMS OF BOTH A TECHNICAL AND SECURITY NATURE THAT MAY REQUIRE FURTHER ELABORATION. COULD WE HAVE YOUR REACTION PLS. WE WLD LIKE TO SUGGEST EARLY VISIT TO POST BY MSD REP(S) TO CARRY ON THIS DISCUSSION;

15) FACT THAT SIGNET IMPLEMENTATION AND INTEGRATION WILL OCCUR SIMULTANEOUSLY SHLD BE CONSIDERED IN REACHING DECISIONS WITH REGARD TO SIGNET INSTALLATION HERE;

16) RELATIONSHIP AND COORDINATION PROCEDURES AMONG J3PLANS, DNATOPOL AND IDS (AND PERHAPS OTHERS) WITH REGARD TO INSTRUCTIONS TO DEL SHLD BE REVIEWED IN LIGHT OF THE NEW STRUCTURE;

17) NEW HOP LETTERS OF INSTRUCTION FOR BOTH PERMREP AND MILREP SHLD BE CONSIDERED.

**SECURE FAX**

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CONFIDENTIAL**

*NAT 6/28*

C O N F I D E N T I A L - TRANSMIT BY SECURE FACSIMILE

FM BNATO YBGR8514 28Jan93

*1/13*

TO EXTOTT/MSD

DELIVER BY 281500

INFO <sup>BH</sup> NDHQOTT/ADMPOL AND COMM/DNATOPOL/J3PLANS/DGCED DE ~~OTT~~ OTT  
DISTR IFB IDD IDS (IAM MST MSIC MSU MSTF MSS INS ISS ISSA MSX MSI  
REF OURTEL 8505 22JAN93

---CANMILREP/BNATO INTEGRATION: COMMUNICATIONS PLAN

ALTHOUGH WE HAVE YET TO RECEIVE ANY WORD FROM OTTAWA ON OUR PROPOSAL FOR AN INTEGRATION OF THE TWO DELEGATIONS, WE HAVE PREPARED THE ATTACHED "COMMUNICATIONS PLAN" FOR THE OPERATION OF THE PROPOSED JOINT DELEGATION'S COMMUNICATIONS SYSTEM. WE WOULD HOPE TO IMPLEMENT THIS PLAN IN AUGUST OF THIS YEAR TO COINCIDE WITH BOTH THE PLANNED IMPLEMENTATION DATE FOR SIGNET AND THE PROPOSED IMPLEMENTATION DATE FOR THE INTEGRATION OF THE TWO DELEGATIONS.

2. SUCCESSFUL IMPLEMENTATION OF THIS COMMUNICATIONS PLAN TO ENABLE BOTH SIGNET AND THE PROPOSED INTEGRATION TO TAKE PLACE IN THE PLANNED TIME FRAME WILL REQUIRE THAT DECISIONS BE TAKEN SOON AND WORK BEGIN IN THE VERY NEAR FUTURE ON THE VARIOUS IMPLEMENTATION ACTIONS OUTLINED IN PART III. WE HAVE ALREADY INDICATED OUR WILLINGNESS TO SEND A REPRESENTATIVE TO OTTAWA TO EXPLAIN AND DISCUSS OUR IMPLEMENTATION PLAN SO THAT EARLY DECISIONS CAN BE TAKEN. WE ASSUME THESE DISCUSSIONS WILL ALSO INCLUDE THIS COMMUNICATIONS PLAN AS A CONSOLIDATED RESPONSE IS DRAFTED BY:

APPROVED BY:

R.J.LYSYSHYN/rjl

*[Signature]*  
7122 R.J.LYSYSHYN  
CIRC: YES ATT: NO

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CONFIDENTIAL****CONFIDENTIAL****THE JOINT DELEGATION****COLLOCATION COMMUNICATIONS****AND AUTOMATIC DATA PROCESSING PLAN**

3/13

**PART I****INTRODUCTION**

1. The collocation of CANMILREP with BNATO and the introduction of the SIGNET system affords both organizations the opportunity to improve their Communications and Information System (CIS) services while reducing costs and manpower. The CIS plan outlined in this paper integrates the two organization's CIS services creating one common service which to the greatest extent possible reduces redundancies and improves the service offered to the users.

2. The creation of the Joint Delegation presents certain problems with respect to the two departments differing security regulations. External affairs as acting host to CANMILREP, it follows that EAITC procedures should be adopted as the common standard and adapted where necessary to meet military specific requirements.

3. It is not cost effective to have both departments administering communications and ADP related contracts and procuring department specific services. BNATO has in the past and increasingly in the future provided services to CANMILREP, therefore it is a logical deduction that BNATO/EAITC assume responsibility for the provision and the management of the overall CIS service for the new Joint Delegation.

4. This paper assumes that EAITC will provide these CIS services on a cost recovery basis. DND and EAITC must therefore negotiate an amendment to the EAITC/DND Support Services MOU which reflects the complete range of services (including those outlined in this paper) to be provided and detailing the financial procedures to be put in place for cost recovery.

5. The collocation plan calls for CANMILREP to relocate into the existing BNATO accommodation to form a Joint Delegation. Negotiations have been initiated with NATO Headquarters staff to obtain office space, preferably across the hall from the existing BNATO accommodation, to house the Joint Administration Office.

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**PART II****THE COMMUNICATIONS PLAN****UNCLASSIFIED MESSAGE HANDLING**

9. All officers, their secretaries and the Joint Administration Officer will be on the SIGNET LAN and will receive, draft and transmit unclassified and PROTECTED messages on their non - TEMPEST computers. In attention CONFIDENTIAL messages may be drafted on non - TEMPEST computers

**CLASSIFIED MESSAGE HANDLING**

10. The common user SIGNET C1 TEMPEST computer will be relocated to a Fax/SIGNET C1 Terminal Room. Suitable cabling and modifications to the hardware and software will be installed in the common user SIGNET C1 TEMPEST computer such that it can act as work station off the SIGNET C1 message switch computer. The TEMPEST laser printer will be connected to the common user SIGNET C1 TEMPEST computer. Classified message traffic will be entered into the SIGNET C1 message handling system using the relocated common user SIGNET C1 TEMPEST computer.

11. The Fax/SIGNET C1 Terminal Room will have a vault type door and there will be a lockable dutch door installed in the wall between the Fax/SIGNET C1 Terminal Room and the Registry to allow the Registry clerks to monitor the secure fax and SIGNET C1 terminal. Access to the Registry will be limited to Registry clerks while the combination to the Fax/SIGNET C1 Terminal Room will be issued to all Canada based personnel.

12. The Registry clerks will be responsible for reproduction, sorting into packs and the initial distribution of all received message traffic.

13. All Canada based staff will be taught how to transmit a message. Each section will have the responsibility to designate one or more individuals to be responsible for transmitting messages during working hours.

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all offices, including the offices of the new Joint Administration Section access to the UNCLASSIFIED SIGNET LAN.

22. A voice messaging service will be provided by EAITC to permit National Defence Headquarters staff in Canada to leave telephone messages after duty hours. A voice messaging service is also to be provided to the military family Community Coordinator who is located in the Canadian Embassy to Belgium.

23. EAITC will install an additional 64 kbps MITNET circuit to London affording the Joint Delegation 4 additional 8 kbps voice channels on the MITNET system plus a 32 kbps secure fax circuit.

24. It is expected that the EAITC technical staff will assess the impact of the additional MITNET channels (also see Circuit requirement for secure fax) on the trans - Atlantic T1 circuits to determine if a increase in the trans - Atlantic channel capacity is warranted.

25. As part of the move to the new accommodation, the grey telephone terminated on the MC Presentation Room telephone system will be installed in either the MILREP's secretary's or EA's offices

26. The Joint Delegation will lease cellular telephones for all staff cars. The Joint Delegation will assume responsibility for administering the lease of the two cellular telephone currently installed in the MILREP's and DIMS' staff cars. Beepers will be leased for all drivers, the two duty officers and the duty SIGNET C1 operator. Similarly this will entail the Joint Delegation assuming responsibility for leasing the three beepers currently held by CANMILREP.

**SECURE TELEPHONES**

27. STU-IIIs will be installed in the MILREP's office, PERMREP's office, D/PERMREP's office, D/MILREP/MILIAD's office, the conference room and two with the secure fax machines.

28. DND's STU-II and SPENDEX 40 will be returned to NATO. Additional STU-II desk sets off the Joint Delegation STU-II will be installed on selected military staff officer's desks as required. The STU-II will be relocated to the office space designated to be used as a command post during exercises and crisis.

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37. All military computer assets (including those provided by the SIGNET project to the MILAD, MILAD NCO and CFA) be retained, until networking is completed and equipment is in place.

38. Based upon the yet to be approved organization chart and the pooled computer assets, the Joint Delegation will require 4 interface cards for the SIGNET LAN and 12 complete sets of software packages to establish the complete LAN.

39. The SA should assume the responsibility for providing software support and training to all staff in the Joint Delegation.

40. One of the first priorities of the SA will to assess the computer DND computer assets to determine what should be retained and/or modified for integration into the SIGNET system.

41. EAITC will assume administrative responsibility of any maintenance contract which may be required to service DND own hardware.

PHOTOCOPIERS

42. The large capacity photocopier located in the message centre will be replaced with a machine with similar capacity and will be moved to the Registry.

43. The small capacity photocopier located in the Registry will be moved to the Fax/SIGNET C1 Terminal Room.

44. The two medium capacity photocopiers located in the BNATO photocopier room will be retained in situ.

45. The small capacity photocopier presently located in the STU-II room will be moved to a location near the PERMREP's office.

46. The large capacity photocopier located in the CANMILREP Central Registry will be moved to the Joint Administration Office.

47. The lease for the medium capacity photocopier presently located in the CANMILREP Orderly Room will be terminated.

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11/13

**PART III****ACTIONS TO BE TAKEN BY EAITC**

51. EAITC will take the lead as far as implementing the communications plan. The following paragraphs outline the actions which be taken by EAITC in Ottawa to implement this plan. The communications plan can only be validated after decisions are made on the security issues related to the SIGNET C1 installation and the operation of the secure fax terminals.

52. EAITC will negotiate an amendment to the EAITC/DND Support MOU to reflect the increased support EAITC will be providing to the DND personnel in the Brussels area.

53. EAITC will plan, procure and install the modifications to the EAITC PABX and cabling necessary to provide the access to the MITNET system to all members of the new Joint Delegation.

54. EAITC will plan, procure and install the modifications necessary to afford all officers and the new Joint Delegation administration office access to the SIGNET LAN.

55. EAITC will plan, procure and install a voice messaging service for the military officers joining the Joint Delegation and the military family Community Coordinator.

56. EAITC will plan, procure/lease and install an additional 64 kbps MITNET circuit between the Joint Delegation and London which will provide 4 additional 8 kbps voice circuits plus a 32 kbps secure fax circuit.

57. EAITC will procure/lease a non - secure fax with a minimum 20 page memory for the new Joint Delegation common administration office.

58. EAITC will approve the installation of a secure fax in the new Fax/SIGNET C1 Terminal Room.

59. EAITC will approve the installation and unattended operation after duty hours of a secure fax (housed in a DASCO cabinet) to be located in the Registry.

60. EAITC will approve from a security point of view the establishment of the Fax/SIGNET C1 Terminal Room with a vault door

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13/13

72. EAITC will approve the SA assuming the duties of COMSEC Custodian and COMCO for the Joint Delegation.

73. EAITC in conjunction with National Defence Headquarters will arrange for the transfer of all COMSEC and special access material from CANMILREP to the Joint Delegation.

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**CONFIDENTIAL**

*Victor*

P R O T E C T E D

FM EXTOTT ISSA0131 12MAR93

TO BNATO DELIVER BY 150900

INFO TT NDHQOTT/DM/VCDS/J3PLANS/ADMP02/DNATOPOL/DE CAF

DISTR ABD ABL ADA APD APG APS APV IFB IOS ISS ISSV MCB MCBA MFF MFR  
MIR MIX MSD MST MSU MSI

REF YOURTEL YBGR8549 09MAR93

---BNATO/CANMILREP INTEGRATION

FOLLOWING REVIEW OF REFTTEL AND DISCUSSION WITH IDS, BELIEVE WE SHOULD CLARIFY CERTAIN ITEMS PROPOSED IN PARAS 5 AND 6 IN RELATION TO SECURITY CLEARANCE REQUIREMENTS IN EAITC. YOU SHOULD TAKE THE FOLLOWING INTO CONSIDERATION WHEN REVIEWING DETAILS OF THE PROPOSAL.

2. THE MINIMUM LEVEL OF SECURITY CLEARANCE REQUIRED FOR ACCESS TO THE SENSITIVE AREA OF A MISSION IS SECRET. NORMALLY UNESCORTED ACCESS TO THE SENSITIVE AREAS IS RESTRICTED TO CB STAFF. ON A CASE-BY-CASE BASIS AND WITH PRIOR APPROVAL OF THE DSO/IS, AN LES CDN CITIZEN WHO IS REQUIRED TO WORK IN A SENSITIVE AREA MAY BE GRANTED A CLEARANCE AT THE SECRET LEVEL AND BE PERMITTED INDEPENDENT ACCESS TO THE AREA DURING WORKING HOURS. WHEN PERMISSION IS GRANTED, IT IS NORMALLY ON THE UNDERSTANDING THAT SUCH LES ARE NOT AFFORDED INDEPENDENT ACCESS DURING SILENT HOURS AND ARE NOT LEFT IN THE MISSIONS SENSITIVE AREA FOLLOWING THE DEPARTURE OF THE LAST CB EMPLOYEE FROM THE AREA. UNDER THE CIRCUMSTANCES ONLY CB STAFF ARE ...2

RECEIVED IN MCBA  
REÇU A MCBA

MAR 15 1993

1839

PAGE TWO ISSA0131 P R O T E C T E D

PERMITTED ACCESS TO SENSITIVE AREA DOOR KEYS, TO OPEN UP THE SENSITIVE AREA AND CLOSE IT AT THE END OF THE WORKING DAY. MISSIONS WHICH HAVE AN OPERATIONAL REQUIREMENT FOR AN LES TO WORK IN THE SENSITIVE AREA MUST SEEK PERMISSION FROM ISS PROVIDING THE NAME OF THE EMPLOYEE AND THE REASONS WHY THEY MUST WORK IN THE SENSITIVE AREA. CDN CITIZENS LIVING OUTSIDE CDA MAY BE CONSIDERED FOR A SECURITY CLEARANCE TO SECRET PROVIDED (I) THEY ARE NOT DOMICILED PERMANENTLY (AS QUOTE LANDED IMMIGRANTS UNQUOTE) IN THEIR COUNTRY OF RESIDENCE OR RESIDING IN THEIR COUNTRY OF SECOND NATIONALITY, (II) ADEQUATE INFORMATION CAN BE OBTAINED CONCERNING THEIR LOYALTY TO CDA AND (III) THEY MEET THE APPROPRIATE CDN GOVT STANDARDS. BEFORE PERMISSION IS GRANTED, ISS WILL ALSO WANT TO ENSURE THAT THE SECURITY ZONE (REGISTRY, COMCENTRE) IS ADEQUATELY PROTECTED TO PREVENT UNAUTHORIZED ENTRY BY LES WORKING IN THE SENSITIVE AREA.

3. ACCESS TO THE SECURITY ZONE WHICH IS LOCATED WITHIN THE SENSITIVE AREA IS NORMALLY RESTRICTED TO DESIGNATED CB EMPLOYEES WITH MINIMUM TOP SECRET CLEARANCES. WITH PRIOR APPROVAL OF THE DSO/ISS, ONLY CDN SPOUSES AND DEPENDANTS OF CBS WHO HAVE A REQUIREMENT TO WORK IN A SECURITY ZONE AREA MAY BE GRANTED ACCESS IF A TOP SECRET CLEARANCE IS OBTAINED THROUGH ISS. WHEN PERMISSION IS GRANTED, IT WILL BE ON THE UNDERSTANDING THAT SUCH LES ARE NOT AFFORDED INDEPENDENT ACCESS DURING SILENT HOURS AND ARE NOT LEFT IN THE MISSION SENSITIVE AREA/ SECURITY ZONE FOLLOWING THE DEPARTURE OF THE LAST CB EMPLOYEE FROM

...3

PAGE THREE ISSA0131 P R O T E C T E D

THE AREA. ONLY CB STAFF MAY OPEN OR SECURE THE MISSION AT THE END OF THE WORKING DAY. AN LES WOULD NOT/NOT BE GRANTED CLEARANCE OR ACCESS TO THE INNER VAULT LOCATED WITHIN YOUR REGISTRY VAULT AREA. YOU SHOULD ALSO BE AWARE THAT DUE TO THE PRESENCE OF HIGHLY SENSITIVE MATTER IN YOUR REGISTRY REQUIRING SA CLEARANCE, WE HAVE DOUBTS AS TO WHETHER AN LES SHOULD BE ALLOWED TO WORK IN THE SECURITY ZONE UNDER THE CIRCUMSTANCES.

4. WE ENCOURAGE YOU TO CONSULT FURTHER WITH ISS PRIOR TO MAKING ANY COMMITMENTS TO STAFF REPLACEMENTS WHICH COULD AFFECT SECURITY DIRECTLY OR INDIRECTLY AT YOUR MISSION. WE SHALL BE AS FLEXIBLE AS POSSIBLE IN SEEKING ARRANGEMENTS WHICH MEET THE ESSENTIALS OF DEPTL SECURITY POLICY. YOU MAY WISH TO DISCUSS ABOVE WITH D.R. SAUNDERS (ISS) WHO WILL BE AT YOUR MISSION NEXT WEEK.

CCC/285 122249Z ISSA0131

file

CONFIDENTIAL

22 March, 1993  
MCBA-1251

2-1-7-2  
CW

Memorandum for the Program Management Board

Subject: Closure/Downsize Exercise: Interim Report

Summary:

At present, the current exercise will see 82 Canada-based EAITC staff repatriated or crossposted (47 support staff and 35 officer positions) and 391 locally-engaged staff laid off. The number of missions affected totals 40 (9 closures and 31 missions in which staff will be reduced). The list of affected missions is attached. Targetted savings from this exercise total \$29 million, not counting costs of closing and downsizing. Actual savings realized in 1993-94 will be significantly less than the target amount owing to one-time wind-up costs and the fact that many of the reductions involving CB staff will not take place until the summer. In terms of permanent savings, only experience will tell if Branches will be able to operate effectively at their reduced reference levels. If they are not able to do so, further cuts, either abroad or at headquarters, may be required.

The Treasury Board will cover LES personnel costs related to termination to the extent that these can be shown to result from the December 2 Economic and Fiscal Statement. (TB has agreed to cover severance payments for 70 percent of LES released effective March 31). While the Board is not prepared to cover other transition costs, they are willing to allow the Department to retain the proceeds of asset disposals (eg. properties) to cover these costs. A Treasury Board submission to access Treasury Board funding for LES severance and to secure the necessary authorities to break leases and obtain access to proceeds from asset disposals will be considered by the Board this week.

Background:

In calculating the savings that could be achieved a formula was developed that took into account mission budgets (LES compensation, Canada-based overtime, operating costs and minor capital) plus headquarters costs for staff at individual missions (salaries, FSD's, relocation costs and EBP). This was applied against the number of staff to be terminated or relocated according to the original mission closure/downsize list approved by Ministers. Recognizing the significant OGD presence in many missions, the formula "attributed" to OGD's a portion of the administrative establishment provided by EAITC to allow for the continued maintenance of their programs. Thus only savings directly attributable to EAITC (ie. EAITC program cuts or cuts in

administrative support to EAITC programs) were "banked". From

CONFIDENTIAL...2

this formula, savings targets for Branches were derived. In addition, an amount of \$5 million in savings was targetted from major mission downsizing. RGB agreed to generate \$3 million in savings and UGB and PGB \$1 million each.

While the formula was useful in generating the type of information needed to inform senior management as to the scope of cuts needed, it could not take account of individual mission circumstances and was, at best, a crude instrument. Further work needs to be done to be able to estimate more precisely and quickly the cost of operating missions abroad. This is being tackled, inter alia, as part of the SIGNET process that will help integrate existing data bases.

One of the complicating factors in determining savings was continued OGD presence at downsized missions which reduced the amount of potential savings to be achieved through reduction of overheads. In some instances, ADM's felt that the amount of administrative support resources left at missions was insufficient to support the remaining EAITC and OGD presence. In such cases, flexibility was provided for ADM's to "buy back" additional positions they felt were needed while still meeting their savings targets. For this reason, the number of missions where reductions are to be made has increased as ADM's have offset the original formula-driven cuts with economies elsewhere.

Another factor that had to be taken into account in making program cuts was the need to maintain the current balance of resources devoted to trade as opposed to non-trade programs. The most recent analysis of cuts to CB and LE program positions shows that 13 Trade Commissioners and 13 Political/Economic officer positions will be cut abroad, while 17 LEP Commercial officers will be released in comparison to 13 LEP PERPA officers. This imbalance should be rectified, however, with the redeployment of new positions to Central and Eastern Europe where the largest number of new positions will be for trade promotion.

In general, when translated into concrete savings to be realized based on numbers of LES released, actual reductions in salary costs, etc. the formula was close. While Branches had queries regarding savings at individual posts, they have all agreed to meet their overall savings targets. Projected headquarters savings within Personnel Branch might fall somewhat short of original expectations since the actual savings will accrue from the salaries of up to 82 staff being released under workforce adjustment rather than the salaries of those actually being relocated from missions abroad. It will be some time before the actual amount of savings is finally confirmed.

CONFIDENTIAL...3

Implementation:

Feedback from the information session organized for concerned HOM's continues to be positive. It is expected that the cost of this session will be more than offset by the avoidance of potential problems in releasing LES and will certainly pay benefits in terms of staff relations. Missions are well advanced on the process of releasing LES and about 80 percent of releases are expected to be finalized by March 31.

As of April 1, 1993 the Department's reference levels will be reduced by \$18.7 million as a result of the December 2 operating budget cuts. Branch reference levels in turn will be reduced for 1993-94 and future years based on their savings targets. Because full savings will not be realized in 1993-94, Branches will have to be reimbursed the transition costs on a one-time budget transfer basis. As mentioned above, the source of funding for these costs, other than personnel termination costs, will be from asset disposals (probably "financed" by Treasury Board until such time as revenues from sales are realized).

An analysis of reference level changes over the past year, including changes resulting from the MYOP, shows that as long as Branches meet their savings targets, the Department will be able to meet all its obligations, establish a PMB reserve of \$12 million and provide up to \$3.5 million for new initiatives, such as new missions in Central and Eastern Europe. This picture could change if costs of closing are greater than anticipated or if asset sales do not generate sufficient revenues. Further flexibility was provided by the transfer of an additional \$5 million to the Department through Main Estimates. This was provided by the Board to offset the effect of domestic inflation as part of the introduction of Operating Budgets, and has been allocated to the salary budget.

Another factor in the equation is the continued presence of OGD's abroad although some, such as CIDA, CEIC and DND, are going through their own versions of downsizing and rationalization. We are pursuing OGD's for their share of the three percent budget reduction that EAITC has to absorb. Based on the proportion of OGD program staff abroad, up to \$3 million of our \$18.7 million reduction can be attributed to OGD's. In addition, we will be seeking greater OGD cost-sharing where arrangements are not in place to adequately compensate EAITC for the cost of supporting OGD operations. This applies particularly to National Revenue (Customs and Excise), Supplies and Services Canada and Public Archives. In the case of other OGD's, Memoranda of Understanding are in place providing for the transfer of resources to EAITC's base to support those OGD operations although current arrangements may have to be re-examined in light of new budget realities.

CONFIDENTIAL...4

The downsizing of CIDA's operations overseas represents a particular concern to EAITC since cuts of \$13.3 million to our reference levels are tied to reductions to the Decentralized and Non-Decentralized ("classic") Aid programs. At present, CIDA has identified 53 Canada-based positions that are to be withdrawn from missions this summer. However, no locally-engaged positions have yet been identified for deletion and further Canada-based position cuts will be required if savings targets are to be achieved. In summary, CIDA's reduction plans have not progressed to a point where savings can be estimated with any degree of precision and, as time passes, there is a danger that 1993-94 savings will fall far short of the required \$13.3 million. If this were the case, we would have to put pressure on CIDA to provide supplementary funding to EAITC for the continued support of their programs overseas.

Conclusions:

1. There is need to continue to update the data systems of the Department to provide on-line real-time integrated information with respect to the costs of operating abroad.
2. The continued presence of OGD's abroad, the role of EAITC in supporting them, and the cost of that support is an issue requiring further examination. This examination could have implications for such fundamental issues such as the consolidation of Canadian government presence abroad.
3. The concept of a "basic model" mission needs to be further refined in terms of program priorities and administrative structure. Customization to meet geographic-specific needs is likely required. There is a need to be able to provide downsized posts with guidance as to what it is that they are no longer required to do. We will also have to ensure that demands on such posts by the Department, OGD's, provinces etc are adjusted to reflect resource realities.
4. Reduction of operations abroad can generate significant ongoing savings, but program considerations need to be kept in mind when targetting cuts (eg. deployment of trade versus non-trade resources, capacity to deliver consular programs, impact on deployment of personnel resources abroad by level and occupational category). Closing a post is cleaner and tidier than downsizing because it deals with the OGD issue and generates real reductions in overheads.

Hugh Stephens  
Secretary  
Program Management Board



External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

MCA/Cary Dark/990-9093

*file*

TO / A • MFR

FROM / DE • MCBA

REFERENCE / RÉFÉRENCE • LAM 0423 March 16, 1993

SUBJECT / SUJET • Downsizing LAT AM Missions

Security / Sécurité UNCLASSIFIED
Accession / Référence
File / Dossier File <i>2-1-7-2</i>
<i>11-5-1-4-LGBR</i>
Date March 19, 1993
Number / Numéro MCBA - 1299

ENCLOSURES  
ANNEXES

DISTRIBUTION

LGB  
LAM  
ABL

MCBA/  
RAVIGNAT

We concur with LGB's extra funding request required because of severance payments for LES released as part of the mission downsizing exercise.

This is your authority to carry out the following transfer of 149K from the PMB's LES salary reserve to LGB.

  
 Hugh Stephens  
 Deputy Senior Advisor  
 Resource Planning and  
 Management Secretariat



External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

*file*

TO / À • UGB  
FROM / DE • MCB  
REFERENCE / RÉFÉRENCE • MCB-1140, February 9, 1993  
SUBJECT / SUJET • Mission Closures and Downsizing -  
Reference Level Adjustments

Security / Sécurité	UNCLASSIFIED
Accession / Référence	
File / Dossier	2-1-7-2 <i>ant</i>
Date	March 19, 1993
Number / Numéro	MCB-1086

ENCLOSURES  
ANNEXES

DISTRIBUTION

UAM  
O/MCB/  
Gobeil  
MCBA

Following the distribution, in my referenced memo, of branch savings targets, MCBA has been working with each Area Management Advisor to refine and finalize the financial and personnel resources to be saved from the mission closure and downsizing exercise. This process, which has now been completed, included incorporating the modifications and offsetting savings identified by your branch to deal with your program delivery concerns.

After discussion with your AMA, the UGB budget share of the total savings attributable to the United States has been set at \$3,605,700. Your branch reference levels for 1993-94 and future years will be reduced by this amount, broken down as follows:

Description	Code Vote	Amount (\$000)
Canada-based Overtime	015	0.0
Locally-Engaged Salaries	017	2,021.9
Operating	014	1,583.0
Capital	050	0.0
<b>Total</b>		<b>3,604.9</b>

Adjustments will also be made to the reference levels of ACB to reflect the savings in personnel and relocation costs resulting from the deletion of Canada-based positions in the United States.

.../2

Although reference levels are being adjusted to reflect the full savings identified in this exercise, it is understood that there will be transition costs incurred in 1993-94. Branches will be reimbursed these costs in the form of a one-time budget transfer, on the basis of cost estimates you will be asked to submit early in the new fiscal year. It is expected that resources for this purpose will come mainly from the sale of assets at missions to be closed or downsized, with interim financing provided by the Treasury Board. Further details on the handling of transition costs will be provided to you shortly.



Garrett Lambert  
Assistant Deputy Minister  
Corporate Management Branch

*file*



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Canada

PROTECTED

125 Sussex Drive,  
Ottawa, Ontario,  
K1A 0G2

March 17, 1993

MCBA-1298

*2-1-7-2*

*RW*

Ms. Sheila Batchelor  
Assistant Deputy Minister  
Customs Programs  
Revenue Canada  
Connaught Building  
MacKenzie Avenue  
Ottawa, KIA 0L5

Dear Ms. Batchelor,

As I am sure you are aware, EAITC is undergoing a rationalization of its operations abroad as a result of the budget reductions announced in the December 2 Economic and Fiscal Statement. Although the list has not been made public, the reductions will involve the closure of 9 posts abroad and the downsizing of 28 others resulting in the repatriation or reassignment of more than 80 Canada-based staff and the release of some 390 locally-engaged personnel.

As part of our review of the costs of operating abroad, we have been consulting other government departments with overseas representation to ascertain their plans. Some departments or agencies, such as DND, CEIC and CIDA, are undertaking their own review and will be reducing their levels of representation abroad, thus contributing to overall savings targets.

With respect to Revenue Canada, from our perspective the fundamental issue is whether to withdraw the Customs program from abroad or to provide sufficient resources for EAITC to be able to continue to support the program. At the present time, it is costing EAITC more than \$2 million annually to support Revenue Canada's operations in Tokyo and Brussels, including locally-engaged salaries, staff accommodation, utilities and maintenance and office overheads. This figure does not include the actual

cost of office accommodation since the missions in question are both located in Crown-owned buildings. The costing formula is based on cost-sharing arrangements used in Memoranda of Understanding with several other government departments. We would be pleased to provide the detailed calculations should you so wish.

Although discussions were started several years ago, Revenue Canada and EAITC have never concluded a Memorandum of Understanding covering the provision of support to Revenue Canada's operations abroad. In view of the significant reduction to our own operations, we are clearly no longer in a position to continue to absorb significant costs to maintain these operations.

We are continuing to review our configuration abroad, including property holdings and personnel complement. Brussels and Tokyo are part of this review. If Revenue Canada is contemplating a reduction of its presence in these two locations, early advice would be appreciated so that this can be factored into our plans. Should you have no current plans to redeploy, early agreement on a cost-sharing formula will be required if the Customs presence in these locations is to be maintained. My staff are ready to meet with your officials at any time to finalize procedures for the transfer of resources or to discuss downsizing or closure of your overseas offices.

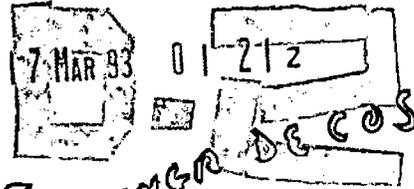
I look forward to your early reply.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Garrett Lambert', with a large, sweeping flourish extending to the left.

Garrett Lambert  
Assistant Deputy Minister  
Corporate Management

2-1-7-2



P R O T E C T E D

FM EXTOTT ABL0758 16MAR93

TO PARIS LDN CLVND ~~DENVER~~ ~~EL SEGUNDO~~ BOSTN CNGNY ~~ORLANDO~~ SFRAN

WSHDC SFRAN/FOR DENVER LAGLS/FOR EL SEGUNDO ATNTA/FOR ORLDO

DISTR PAM GAM RAM LAM IAM

REF OURTEL ABL0659 11MAR

---LAY-OFFS

**DISREGARD**

PLS ~~IGNORE~~ ABOVE REFERENCED TELEGRAM.

MCBA/H. Stephens/990-90977

External Affairs and  
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Affaires extérieures et  
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*file*

TO / A • TFB  
FROM / DE • MCBA

REFERENCE  
RÉFÉRENCE •

SUBJECT  
SUJET • Cuts/Downsizing: Impact on Trade Resources

Security / Sécurité PROTECTED
Accession / Référence
File / Dossier 2-1-7-2 <i>RW</i>
Date March 15, 1993
Number / Numéro MCBA-1278

ENCLOSURES  
ANNEXES

X

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- MCB
- RGB
- UGB
- GGB
- LGB
- PGB
- ACB
- TPD
- APT
- APG
- APD
- ADA

As requested, I am attaching the latest summary showing the impact of cuts on the Trade vs. Political/Economic programs, including LEP resources. Although it's never over until it's over, I think this has just about stabilized. You will note that the impact on CB trade officer positions and CB pol/ec officer positions is identical, ie. 13 each, when the addition of a new CB trade position in Hanoi (sourced by PGB from cuts elsewhere in Asia to the trade program) is factored in. We have not factored in the deployment of any resources to Central and Eastern Europe, trade or non-trade, since at this point plans are still too fluid to be able to forecast the end result with any accuracy.

What this indicates is that the final impact on trade LEP positions remains disproportionate when compared to the number of CB positions to be cut in the trade or political programs or the number of LEP in the PERPA program. It is my understanding that there will be rebalancing and that the difference will be "bought back" to bring the cuts to Trade LEP's into line with other program cuts, although there remains a difference of view as to the source of funding for the buy-backs.

Pending resolution of this question, you may wish to discuss with geographics the location for the rebalanced positions. Since downsized missions are well advanced on the process of informing LES of terminations, my recommendation would be (unless there are local circumstances indicating it is still possible to do otherwise) to assign rebalanced positions to missions other than those being downsized in order to restore a global balance without undercutting current downsizing procedures.

*Hugh L. Stephens*  
Hugh L. Stephens  
Senior Advisor  
Resource Planning and  
Management Secretariat

**EAITC SAVINGS FROM PROPOSED REDUCTIONS  
IMPACT ON TRADE AND POLITICAL PROGRAMS**

15-Mar-93  
09:16 AM

MISSIONS	BRANCH	STATUS	TRADE		POLITICAL / ECONOMIC	
			CANADA-BASED DELETED POSITIONS	LEP DELETED POSITIONS	CANADA-BASED DELETED POSITIONS	LEP DELETED POSITIONS
Accra	GGB	DOWNSIZING				
Addis Ababa	GGB	DOWNSIZING				
Beghdad	GGB	CLOSURE				
Dar-Es-Salaam	GGB	DOWNSIZING				
Kinshasa	GGB	CLOSURE		1.0	1.0	
Legos / Abuja	GGB	DOWNSIZING			1.0	1.0
Lusaka	GGB	DOWNSIZING			1.0	
Windhoek	GGB	CLOSURE		1.0	1.0	
Yaounde	GGB	DOWNSIZING				1.0
<b>TOTALS GGB</b>			0.0	2.0	4.0	2.0
Vienna - NACE	IFB	DOWNSIZING			1.0	
<b>TOTALS IFB</b>			0.0	0.0	1.0	0.0
Havana	LGB	DOWNSIZING			1.0	
Lima	LGB	DOWNSIZING		1.0		
Port of Spain	LGB	DOWNSIZING	1.0	2.0	1.0	1.0
Kingston	LGB	DOWNSIZING	1.0			
<b>TOTALS LGB</b>			2.0	3.0	2.0	1.0
Colombo	PGB	DOWNSIZING		1.0	1.0	1.0
Naw Delhi	PGB	DOWNSIZING	1.0			
Dhaka	PGB	DOWNSIZING			1.0	
Islamabad	PGB	DOWNSIZING			1.0	
Kuala Lumpur	PGB	DOWNSIZING				
Melbourne	PGB	CLOSURE	1.0	3.0		
Wellington	PGB	DOWNSIZING	1.0	2.0		1.0
<b>TOTALS PGB</b>			3.0	6.0	3.0	2.0
Berne	RGB	DOWNSIZING	1.0	1.0		1.0
Brussels	RGB	DOWNSIZING				1.0
Bucharest	RGB	DOWNSIZING				
CopenHagen	RGB	DOWNSIZING		1.0		1.0
Dusseldorf	RGB	CLOSURE	2.0	2.0		
London	RGB	DOWNSIZING	1.0	1.0	1.0	1.0
Oslo	RGB	DOWNSIZING				
Paris	RGB	DOWNSIZING			1.0	
Rome	RGB	DOWNSIZING				1.0
<b>TOTALS RGB</b>			4.0	5.0	2.0	5.0
Cleveland	UGB	DOWNSIZING	1.0	1.0		1.0
Denver	UGB	CLOSURE	1.0			
El Segundo	UGB	CLOSURE		1.0		
Houston	UGB	CLOSURE	1.0	1.0		
San Francisco	UGB	DOWNSIZING	1.0	1.0	1.0	2.0
Orlando	UGB	CLOSURE	1.0			
<b>TOTAL UGB</b>			5.0	4.0	1.0	3.0
<b>GRAND TOTALS</b>			13.0	20.0	13.0	13.0

\* REFLECTS 1 NEW TRADE OFFICER POSITION IN HANOI

*file*

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Commerce extérieur Canada

MCBA/B.L.Jeanes/944-9118

TO / À • ACB  
FROM / DE • MCB  
REFERENCE / RÉFÉRENCE • MCB-1140, February 9, 1993  
SUBJECT / SUJET • Mission Closures and Downsizing -  
Reference Level Adjustments

Security / Sécurité	<u>UNCLASSIFIED</u>
Accession / Référence	
File / Dossier	2-1-7-2
	" 5-1-4-ACB" <i>BJ</i>
Date	March 12, 1993
Number / Numéro	MCB-1087

ENCLOSURES  
ANNEXES

DISTRIBUTION

ADA  
O/MCB/  
Gobeil  
MCBA

Following the distribution, in my referenced memo, of branch savings targets, MCBA has been working with Area Management Advisors and ADA to refine and finalize the financial and personnel resources to be saved from the mission closure and downsizing exercise. This process, which has now been completed, included incorporating the modifications and offsetting savings identified by branches to deal with program delivery concerns.

After discussion with ADA, the total saving in personnel costs budgeted at headquarters has been set at \$10,036,000. Your branch reference levels for 1993-94 and future years will be reduced by this amount, broken down as follows:

Description	Code Vote	Amount (\$000)
Statutory Personnel Costs (Employee Benefit Plans)	003	460.0
Canada-based Salaries	024	3,833.5
Foreign Service Allowances	020	3,727.5
Operating (Relocations)	014	2,015.0
<b>Total</b>		<b>10,036.0</b>

.../2

Although reference levels are being adjusted to reflect the full savings identified in this exercise, it is understood that there will be transition costs incurred in 1993-94. Branches will be reimbursed these costs in the form of a one-time budget transfer, on the basis of cost estimates you will be asked to submit early in the new fiscal year. It is expected that resources for this purpose will come mainly from the sale of assets at missions to be closed or downsized, with interim financing provided by the Treasury Board. Further details on the handling of transition costs will be provided to you shortly.



Garrett Lambert  
Assistant Deputy Minister  
Corporate Management Branch



External Affairs and  
 International Trade Canada

Affaires extérieures et  
 Commerce extérieur Canada

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TO / A • RGB  
 FROM / DE • MCB  
 REFERENCE / RÉFÉRENCE • MCB-1140, February 9, 1993  
 SUBJECT / SUJET • Mission Closures and Downsizing -  
 Reference Level Adjustments

Security / Sécurité	<b>UNCLASSIFIED</b>
Accession / Référence	
File / Dossier	2-1-7-2
Date	March 12, 1993
Number / Numéro	MCB-1085

ENCLOSURES  
 ANNEXES

DISTRIBUTION

RAM  
 O/MCB/  
 Gobeil  
 MCBA

Following the distribution, in my referenced memo, of branch savings targets, MCBA has been working with each Area Management Advisor to refine and finalize the financial and personnel resources to be saved from the mission closure and downsizing exercise. This process, which has now been completed, included incorporating the modifications and offsetting savings identified by your branch to deal with your program delivery concerns.

After discussion with your AMA, the RGB budget share of the total savings attributable to Europe has been set at \$7,188,000. Your branch reference levels for 1993-94 and future years will be reduced by this amount, broken down as follows:

Description	Code Vote	Amount (\$000)
Canada-based Overtime	015	7
Locally-Engaged Salaries	017	3,362
Operating	014	3,678
Capital	050	141
<b>Total</b>		<b>7,188</b>

Adjustments will also be made to the reference levels of ACB to reflect the savings in personnel and relocation costs resulting from the deletion of Canada-based positions in Europe.

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- 2 -

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Although reference levels are being adjusted to reflect the full savings identified in this exercise, it is understood that there will be transition costs incurred in 1993-94. Branches will be reimbursed these costs in the form of a one-time budget transfer, on the basis of cost estimates you will be asked to submit early in the new fiscal year. It is expected that resources for this purpose will come mainly from the sale of assets at missions to be closed or downsized, with interim financing provided by the Treasury Board. Further details on the handling of transition costs will be provided to you shortly.



Garrett Lambert  
Assistant Deputy Minister  
Corporate Management Branch



External Affairs and  
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TO/A • PGB  
FROM/DE • MCB  
REFERENCE/RÉFÉRENCE • MCB-1140, February 9, 1993  
SUBJECT/SUJET • Mission Closures and Downsizing -  
Reference Level Adjustments

Security / Sécurité	<u>UNCLASSIFIED</u>
Accession / Référence	
File / Dossier	2-1-7-2
Date	u 5-1-5-PGB March 12, 1993 <i>FW</i>
Number / Numéro	MCB-1084

ENCLOSURES  
ANNEXES

DISTRIBUTION

PAM  
O/MCB/  
Gobeil  
MCBA

Following the distribution, in my referenced memo, of branch savings targets, MCBA has been working with each Area Management Advisor to refine and finalize the financial and personnel resources to be saved from the mission closure and downsizing exercise. This process, which has now been completed, included incorporating the modifications and offsetting savings identified by your branch to deal with your program delivery concerns.

After discussion with your AMA, the PGB budget share of the total savings attributable to the Asia and Pacific region has been set at \$2,834,100. Your branch reference levels for 1993-94 and future years will be reduced by this amount, broken down as follows:

Description	Code Vote	Amount (\$000)
Locally-Engaged Salaries	017	806.0
Operating	014	2,028.1
<b>Total</b>		<b>2,834.1</b>

Adjustments will also be made to the reference levels of ACB to reflect the savings in personnel and relocation costs resulting from the deletion of Canada-based positions in the Asia and Pacific region.

.../2

Although reference levels are being adjusted to reflect the full savings identified in this exercise, it is understood that there will be transition costs incurred in 1993-94. Branches will be reimbursed these costs in the form of a one-time budget transfer, on the basis of cost estimates you will be asked to submit early in the new fiscal year. It is expected that resources for this purpose will come mainly from the sale of assets at missions to be closed or downsized, with interim financing provided by the Treasury Board. Further details on the handling of transition costs will be provided to you shortly.



Garrett Lambert  
Assistant Deputy Minister  
Corporate Management Branch



External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

*file*

TO / À • LGB  
FROM / DE • MCB  
REFERENCE / RÉFÉRENCE • MCB-1140, February 9, 1993  
SUBJECT / SUJET • Mission Closures and Downsizing -  
Reference Level Adjustments

Security / Sécurité	<b>UNCLASSIFIED</b>
Accession / Référence	
File / Dossier	2-1-7-2
Date	cc 5-1-5-LGB [Signature]
Number / Numéro	March 12, 1993
	MCB-1083

ENCLOSURES  
ANNEXES

DISTRIBUTION

LAM  
O/MCB/  
Gobeil  
MCBA

Following the distribution, in my referenced memo, of branch savings targets, MCBA has been working with each Area Management Advisor to refine and finalize the financial and personnel resources to be saved from the mission closure and downsizing exercise. This process, which has now been completed, included incorporating the modifications and offsetting savings identified by your branch to deal with your program delivery concerns.

After discussion with your AMA, the LGB budget share of the total savings attributable to Latin America and the Caribbean has been set at \$1,688,300. Your branch reference levels for 1993-94 and future years will be reduced by this amount, broken down as follows:

Description	Code Vote	Amount (\$000)
Canada-based Overtime	015	6.9
Locally-Engaged Salaries	017	250.0
Operating	014	1,411.4
Capital	050	20.0
<b>Total</b>		<b>1,688.3</b>

Adjustments will also be made to the reference levels of ACB to reflect the savings in personnel and relocation costs resulting from the deletion of Canada-based positions in Latin America and the Caribbean.

.../2

- 2 -

UNCLASSIFIED

Although reference levels are being adjusted to reflect the full savings identified in this exercise, it is understood that there will be transition costs incurred in 1993-94. Branches will be reimbursed these costs in the form of a one-time budget transfer, on the basis of cost estimates you will be asked to submit early in the new fiscal year. It is expected that resources for this purpose will come mainly from the sale of assets at missions to be closed or downsized, with interim financing provided by the Treasury Board. Further details on the handling of transition costs will be provided to you shortly.



Garrett Lambert  
Assistant Deputy Minister  
Corporate Management Branch



External Affairs and  
International Trade Canada

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Commerce extérieur Canada

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TO / À • GGB  
FROM / DE • MCB  
REFERENCE / RÉFÉRENCE • MCB-1140, February 9, 1993  
SUBJECT / SUJET • Mission Closures and Downsizing -  
Reference Level Adjustments

Security / Sécurité	UNCLASSIFIED
Accession / Référence	
File / Dossier	2-1-7-2
Date	5-1-5-GGB March 12, 1993
Number / Numéro	MCB-1082

ENCLOSURES  
ANNEXES

DISTRIBUTION

GAM  
O/MCB/  
Gobeil  
MCBA

Following the distribution, in my referenced memo, of branch savings targets, MCBA has been working with each Area Management Advisor to refine and finalize the financial and personnel resources to be saved from the mission closure and downsizing exercise. This process, which has now been completed, included incorporating the modifications and offsetting savings identified by your branch to deal with your program delivery concerns.

After discussion with your AMA, the GGB budget share of the total savings attributable to Africa and the Middle East has been set at \$4,832,000. Your branch reference levels for 1993-94 and future years will be reduced by this amount, broken down as follows:

Description	Code Vote	Amount (\$000)
Canada-based Overtime	015	36
Locally-Engaged Salaries	017	1,175
Operating	014	3,400
Capital	050	221
<b>Total</b>		<b>4,832</b>

Adjustments will also be made to the reference levels of ACB to reflect the savings in personnel and relocation costs resulting from the deletion of Canada-based positions in Africa and the Middle East.

.../2

Although reference levels are being adjusted to reflect the full savings identified in this exercise, it is understood that there will be transition costs incurred in 1993-94. Branches will be reimbursed these costs in the form of a one-time budget transfer, on the basis of cost estimates you will be asked to submit early in the new fiscal year. It is expected that resources for this purpose will come mainly from the sale of assets at missions to be closed or downsized, with interim financing provided by the Treasury Board. Further details on the handling of transition costs will be provided to you shortly.



Garrett Lambert  
Assistant Deputy Minister  
Corporate Management Branch

File

ACC	DATE
FILE	DOSSIER
- 2-1-7-2	
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✓

UNCLASSIFIED

FM RWR-<sup>440</sup> 11MAR93

TO LDN/MADER DELIVER BY 050393 mitmet 445. 34.74.

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REF TELCONV ROBERT/MADER

---DOWNSIZING OPERATION IN LDN

PLEASE FIND ATTACHED PRESS ARTICLE PUBLISHED TODAY BY THE OTTAWA SUN. FOR YOUR CONVENIENCE, YOU MAY WANT TO USE THESE PRESS LINES FOR ANY REQUEST FROM LOCAL OR CANADIAN JOURNALISTS.

C. ROBERT

RWR

996-4484

000291

THE OTTAWA **SUN**

MAR - 6 1993

22

**PART OF DRIVE TO TRIM BUDGET**

# External to slash 100 High Commission jobs



■ **LLOYD AXWORTHY**  
Condemned cutbacks

By **JAN LOUNDER**  
Parliamentary Bureau

About 100 of some 300 jobs at Canada's High Commission in London are being cut in a drive by external affairs to slash \$51.4 million from its budget, the *Sun* has learned.

Sources say more than 60 locally-hired employees are being given their walking papers and up to 30 "Canada-based" workers will be reassigned from London.

External affairs spokesman Scott Mullin confirmed the staff was being reduced, but wouldn't confirm the numbers of staffers who'll be let go or re-assigned.

Mullin said the "downsizing" in London will be followed by cuts at larger foreign posts, possibly including the Washington embassy. And nine Canadian missions will be shut down altogether, he said.

"Yes, we're making cuts. There are cuts that are being made around the world," he said. "Cuts are not easy."

Mullin said it's all part of an effort to meet a 3% target for departmental budget cutbacks announced in December.

Liberal external affairs critic Lloyd Axworthy has condemned the cutbacks, saying the government is retreating "into isolation."

3/3

Distribution: MINA/A-10 (original + 10 copies) DMI/A-8 (1)  
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External Affairs and International Trade Canada  
 Affaires extérieures et Commerce extérieur Canada

HOUSE OF COMMONS BOOK - BRIEFING NOTE

LIVRE DE LA CHAMBRE DES COMMUNES - NOTES D'INFORMATION

			Classification
Subject/Highlights/Sujet/Points saillants Downsizing operation in London			
Source Expected from The Sun			
Suggested Reply/Réponse suggérée SEE BELOW			
Assessment/Évaluation			
Prepared by/Préparé par Carole Robert/Laker	Division/Direction RWR	Date 5/3/93	Tel.n #/N # de tél. 996-4484

- Cuts set as budgetary target reductions of 3% by the Government will necessitate downsizing our operation abroad. The Department of External Affairs can no longer absorb cuts without reducing certain activities and services.
- Under consideration, in London, is the elimination of 27 positions currently held by Canada-based staff and 75 positions filled by locally engaged staff.
- The two major programs affected are the management and consular services and defense. The large reduction in defense department staffing is a direct result of the end of the Cold War and super power hostilities. The management and consular services personnel reduction is a result of a new mandate for privatization and contractual delivery of management services.
- From the Department of external Affairs, 11 Canada-based employees will be affected by the cuts and 52 locally engaged staff.
- As this exercise is a draft, it does not reflect total cuts for some programs: employees may be redeployed, and domestic departments may reinstitute programs as a result of this cost-recovery exercise by the Department.

RESPONSIVE ONLY:

- The question of the future of Canada House is not under consideration.
- The Department is considering moving the library presently situated at Canada House; whereby its operations would be revised.

MCBA/Victor F. Rakmil/944-9099



External Affairs and  
International Trade Canada

Affaires extérieures et  
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*944-9099*

TO / À • Distribution

FROM / DE • MCBA

REFERENCE / RÉFÉRENCE •

SUBJECT / SUJET • Integrated Departmental EDP

Security / Sécurité <b>UNCLASSIFIED</b>
Accession / Référence
File / Dossier <i>2-1-7-2</i>
<i>CC. 2-1</i>
Date March 10, 1993
Number / Numéro MCBA-1255

ENCLOSURES  
ANNEXES

1

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The recent downsizing and post closing exercise has accentuated the need for better integration of the Department's databases. In particular, there is a need for users to have access to easily manipulated aggregated data on both financial and personnel issues by mission.

The attached issue paper gives some of our thinking on the subject. We would be grateful for an opportunity to discuss the issues with you and some of the EDP experts in your area at meeting on 18 March, 1993 at 10:00 in D2-170. We would hope that a preliminary discussion would assist us in better understanding the issues and looking to a workable solution, both short-term and long-term to better adapt Departmental EDP resources to the needs of all users.

Hugh Stephens  
Senior Advisor  
Resource Planning and  
Management Secretariat

**Issue:**

**Our Ability to Obtain Up-to-date and Accurate Consolidated Financial and Personnel Data**

**Background:**

The recent downsizing, and other budget exercises, have proven a need for senior management to have accurate costings and financial situation reports that are configurable for presentation at Ministerial level in a timely fashion. At present data from a number of different systems must be manually inputted into spreadsheets, and re-checked manually, before it is available for senior management in a usable format.

The problem is basically one of integrating diverse software packages, particularly databases. A long-term project has been initiated within MSS, had assigned to MSSSI, to perfect an integrated system that can be accessed through SIGNET. As SIGNET is Windows based, this would mean providing a proven method of accessing data and being able to message that data within in user-friendly software such as Lotus 1-2-3 and Quatro Pro. Because of the complexity of this project it is not expected to be available for a few years.

An interim and workable solution to the problem is required in the short-term.

**Conclusion:**

One solution to the problem might be to create a standard spreadsheet or Data Integration tool containing all permutations of the data used most frequently. The spreadsheet would be updated periodically (manually) and would be the agreed basis on which costings and other exercises would be conducted. Area managers, MFR and others would be expected to provide quality control for the spreadsheet. Such a sheet could be up-dated every quarter. Normal users of the financial and personnel databases would use the real-time and other data as they now do and which is freely available within such systems as FINEX and infonel. However, higher level analysis would be based on the spreadsheet. A delivery date would be fixed every month for finalization of the spreadsheet.

MCBA/H. Stephens/990-90977

file



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TO / A • DISTRIBUTION

FROM / DE • MCBA

REFERENCE  
RÉFÉRENCE •

SUBJECT  
SUJET • Closure/Downsize Exercise: Briefing  
Note for Program Management Board

Security / Sécurité <b>CONFIDENTIAL</b>
Accession / Réception
File / Dossier 2-1-7-2 <i>[Signature]</i>
Date March 9, 1993
Number / Numéro MCBA-1252

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ANNEXES

1

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Stimpson  
MCBX/Boehm

Attached is a draft memo informing PMB of the current status of the closure/downsize exercise. I would be grateful for any comments.

Hugh L. Stephens  
Senior Advisor  
Resource Planning and  
Management Secretariat

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9 March, 1993

MCBA-1251

DRAFT

Memorandum for the Program Management Board

Subject: Closure/Downsize Exercise: Interim Report

Summary:

At present, the current exercise will see 82 Canada-based EAITC staff repatriated or crossposted and 391 locally-engaged staff laid off. The breakdown by occupational groups for CB staff is attached. The number of missions affected totals 37 (9 closures and 28 missions in which staff will be reduced). Targetted savings from this exercise total \$28 million, net of costs of closing and downsizing. Actual savings realized in 1993-94 will be less than this amount owing to extraordinary costs associated with the reductions and the fact that most reductions will not take place until the summer.

The Treasury Board will cover LES personnel costs related to termination to the extent that these can be shown to result from the December 2 Economic and Fiscal Statement. While the Board is not prepared to cover other transition costs, they are willing to allow the Department to retain the proceeds of asset disposals (eg. properties) to cover these costs. A Treasury Board submission to access Treasury Board funding for LES severance and to secure the necessary authorities to break leases and obtain access to proceeds from asset disposals is being drafted.

Background:

In calculating the savings that could be achieved a formula was developed that took into account mission budgets (LES salaries, Canada-based overtime and operating costs) and headquarters costs (salaries, FSD's, relocation costs and EBP) and applied this against the number of staff to be terminated or relocated according to the final mission closure/downsize list approved by Ministers. Recognizing the significant OGD presence in many missions, the formula "attributed" to OGD's a portion of the administrative establishment provided by EAITC for the continued maintenance of their programs. Thus only savings directly attributable to EAITC (ie. EAITC program cuts or cuts in administrative support to EAITC programs) were counted as potential savings. From this formula savings targets for Branches were derived. In addition, an amount of \$5 million in savings was targetted for major mission downsizing, in which RGB would generate \$3 million in savings and UGB and PGB \$1 million each.

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While the formula was useful in generating the type of information needed to inform senior management of the scope of cuts needed, it could not take account of individual circumstances and was, at best, a crude instrument. One of the complicating factors was continued OGD presence at downsized missions which reduced the amount of savings that could potentially be achieved from the reduction of overheads. In some instances, ADM's felt that the amount of administrative support resources left at missions was insufficient to support the remaining EAITC and OGD presence. In such cases, flexibility was provided for ADM's to "buy back" additional positions they felt were needed while still meeting their savings targets. For this reason, the number of missions where reductions are to be made has increased as ADM's have offset the original formula-driven cuts with economies elsewhere.

In general, when translated into actual potential savings based on numbers of LES to be released, actual salary costs saved, etc. the formula was quite close. While Branches had queries regarding individual posts, they have all agreed to meet their savings targets. Projected headquarters savings within A Branch might fall somewhat short of original expectations since the actual savings will accrue from salaries of staff being released under workforce adjustment rather than the salaries of those actually being relocated from missions abroad. It will be some time before the actual amount of savings is finally calculated.

#### Implementation:

As of April 1, 1993 the Department's reference levels will be reduced by \$18.7 million as a result of the December 2 operating budget cuts. Branch reference levels in turn will be reduced for 1993-94 and future years based on their savings targets. Because full savings will not be realized in 1993-94, Branches will have to be reimbursed the transition costs on a one-time budget transfer basis. The source of funding for these costs, as mentioned above, will be asset disposals (probably "financed" by Treasury Board until such time as revenues from sales are realized).

An analysis of reference level changes over the past year, including changes resulting from the MYOP, shows that as long as Branches meet their targets, the Department will be able to meet all its obligations, establish a PMB reserve of \$12 million and provide up to \$3.5 million for new initiatives, such as new missions in Central and Eastern Europe. This picture could change if costs of closing are greater than anticipated or if asset sales do not generate sufficient revenues.

An additional factor in the equation is the continued presence of OGD's abroad although some, such as CIDA, CEIC and DND, are going through their own versions of downsizing and rationalization. We are pursuing OGD's for their share of the

*CONFIDENTIAL*

three percent budget reduction that EAITC has to absorb. Based on the proportion of OGD program staff abroad, up to \$3 million of our \$18.7 million reduction can be attributed to OGD's. In addition, we will be seeking greater OGD cost-sharing where arrangements are not in place to properly compensate EAITC for the cost of supporting OGD operations. This applies particularly to National Revenue (Customs and Excise), Supplies and Services Canada and Public Archives. In the case of other OGD's Memoranda of Understanding are in place providing for the transfer of resources to EAITC's base to support those OGD operations.

Conclusions:

1. There is need to continue to update the data systems of the Department to provide on-line integrated information with respect to the costs of operating abroad.

2. The continued presence of OGD's abroad, the role of EAITC in supporting them, and the cost of that support is an issue requiring further examination.

3. The concept of a "basic model" mission needs to be further refined in terms of program priorities and administrative structure. Customization to meet geographic-specific needs is likely required.

4. Reduction of operations abroad can generate significant ongoing savings, but program considerations need to be kept in mind when targetting cuts (eg. deployment of trade versus non-trade resources, capacity to deliver consular programs, impact on deployment of personnel resources abroad by level and occupational category).

We will continue to work to resolve the above issues in the event that further cuts are required in the future.

Hugh Stephens  
Secretary  
Program Management Board



External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

*file*

MCBA/G. McAllister/944-1105

TO / À • **IAM**

FROM / DE • **MCBA**

REFERENCE / RÉFÉRENCE • **MCBA-0330 of May 14, 1991**

SUBJECT / SUJET • **February 1991 Budget Reductions  
Paris(UNESCO) and GENEVA(PERM/GATT)**

Security / Sécurité <b>UNCLASSIFIED</b>
Accession / Référence
File / Dossier <b>5-1-5-PESCO/GV GAT</b>
<b>← 2-1-7-2</b>
Date <b>March 9, 1993</b>
Number / Numéro <b>MCBA-1241</b>

ENCLOSURES  
ANNEXES

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APT  
ABL  
APSO  
ADAP

MFR

MCBA/  
Allard  
Rakmil

After reviewing your branch's position establishments we have discovered that our records reflected only the position reductions identified in our referenced memorandum but failed to identify the reduction of the locally-engaged positions for Paris(UNESCO) and Geneva(PERM/GATT) and the deletion of a third Canada-based position in Geneva(PERM/GATT).

2. Gordon McAllister of MCBA discussed this matter with you and confirmed that the following additional positions were identified for deletion in conjunction with the February 1991 Budget reductions for Paris(UNESCO) and Geneva(PERM/GATT), effective March 31, 1992:

<u>Geneva(PERM/GATT)</u>		<u>Paris(UNESCO)</u>	
EXTT 00646R	FS 02	EXT 06173X	GS 04
EXT 00231X	ASST 00		
EXT 02044X	ASST 00		
EXT 02047X	ASST 00		
EXT 02048X	ASST 00		

3. If you have any questions regarding this matter, please call Gordon McAllister at 944-1105.

*W. Graham*

Greg Graham  
Deputy Senior Advisor  
Resource Management and  
Planning Secretariat



External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

BICO

TO / A • MFR

FROM / DE • MCBA

REFERENCE / RÉFÉRENCE • ABL-0530 of February 26, 1993

SUBJECT / SUJET • ABL Resources for Downsize  
Workload Projects

Security / Sécurité <b>UNCLASSIFIED</b>
Accession / Référence
File / Dossier 2-1-7-2
cc 5-1-4-ACB
Date March 5, 1993
Number / Numéro MCBA-1239

ENCLOSURES  
ANNEXES

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MCBA/  
Ravnignat  
ABL  
ADA  
MCBX

In response to urgent resource requirements identified by ABL in order to complete LES Pension calculations, this is your authority to transfer \$4,500 from the PMB Reserve to ACB's Budget for the following FY 1992-93 purposes:

- a) \$1500 - software services contract (CV014 RC073)
- b) \$1000 for acting pay (CV024 RC113)
- c) \$2000 for overtime (CV015 RC073).

2. A separate memo will follow concerning resource requirements for 1993-94.

  
H.L. Stephens  
Senior Advisor  
Resource Planning and  
Management Secretariat

MAR - 8 1993

*Carry any idea what  
this is about?  
MCBA  
2-1-7-2  
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EA	_____
AMA	_____
SCY	_____
DG	_____
F	_____
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---DOWNSIZING SITREP

WE HAVE NO/NO PROBLEM WITH PROPOSED DATE. APV WILL REPLY RE  
PERSONNEL ISSUES.

CCC/130 041813Z LAM0345

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MAR 9 1993

*1648*

External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

TO / A • MFR  
FROM / DE • MCBA  
REFERENCE / RÉFÉRENCE •  
SUBJECT / SUJET • Transfer to UGB for Downsizing costs

Security / Sécurité <b>PROTECTED-MGT INFO</b>
Accession / Référence
File / Dossier 2-1-72
Date March 1, 1993
Number / Numéro MCBA-1215

ENCLOSURES  
ANNEXES

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UGB  
UAM  
MCB  
ADA  
MCBA/  
Ravignat  
MCBX

This is your authority to transfer \$ 370,000 from the PMB Reserve to the UGB Locally-engaged Salary budget.

These funds are provided to fill the immediate needs related to the downsizing/closing of Missions in the USA. This estimated amount is to cover the payment of three months' salaries (in lieu of notice) to 38 locally-engaged staff who have to be laid off as a result of the downsizing.

Additional funds may have to be identified later to cover other aspects of our obligations to these employees.

  
Hugh L. Stephens  
Senior Advisor  
Resource Planning and  
Program Management

*file*

ISSA/K.J.MERKLINGER/992-7996

To / À . RBR  
FROM / DE . ISS

REFERENCE / RÉFÉRENCE .  
SUBJECT / SUJET .

BUCAST TELS UYGR 5068 OF 26FEB93 AND UYGR 5518 OF 29DEC92

DEPARTMENTAL DOWNSIZING: BUCHAREST

ACC	DATE
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5-1-5-BUCST  
A7-8 ← 2-1-7-2.

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File / Dossier	10-7-BUCHAREST
Date	FEBRUARY 26, 1993
Number / Numéro	ISSA-0124

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- ISSK

We have reviewed points contained in the two referenced telegrams from Bucharest in the context of the current post reduction/closure exercise (in which ISS has been involved this week in providing advice to HOMs) and find the case for removing the fourth MSG in Bucharest is unconvincing. As envisaged by the Mission, a reduction to three MSGs would mean that no Canada-based guard would be present for the purpose of controlling access to the Chancery during normal working hours. This, according to our assessment, places the Canadian staff at undue risk in view of a number of recent incidents involving consular and visa cases with a potential for violence. It also places an additional burden on ISS in that the Mission is counting on us to provide temporary duty replacements during the 15-weeks per year leave entitlement of the remaining MSGs and possibly during other emergency or leave situations. This for savings that are at best marginal and possibly non-existent.

2. For your information, planning for the MSG Program in 1993/94 is already well advanced with a detailed Business Plan that has been reviewed by MCBA and forwarded to the Treasury Board Secretariat. The Plan, despite some new deployments, envisages overall net savings of 16 positions (including 4 from Kinshasa and 3 from Havana) or more that \$2 million, representing 17 percent of the Program as it now exists. It is our understanding that the Department, represented in this case by MCBA, was more than satisfied with the level of savings projected, including 9 positions in Eastern Europe, and that funding for the reduced Program would not be a problem so far as Treasury Board is concerned. This Plan envisaged retaining the current strength of 4 MSGs in Bucharest. If this is the case, then the only funds to be protected (or potential savings as the case may be) are the local costs to be borne by the European Branch, namely the cost of one Staff Quarter. If two single MSGs were sharing one SQ, or if the "transit flat" were occupied by an MSG, the cost to the Branch may even be zero.

3. As you may know, the Mission has consistently expressed the need for a full complement of 5 MSGs, which is the normal number required under DND regulations for 24/7 coverage. In view of the

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nature of the threat, both to personal safety and to security of information, as reported and analyzed in several telegrams and the recent RSO report (ISSA 1219 of November 20, 1992), we suggest that it would be a case of false economy, or no economy at all, to remove one of the current 4 Canadian guards. Both British and U.S. Missions have full home-based guard coverage in Bucharest.



D. R. Saunders  
Acting Senior Advisor for  
Security and Counter-Terrorism

*file*

External Affairs and International Trade Canada



Affaires extérieures et Commerce extérieur Canada

Canada

*2-1-7-92*

125 Sussex Drive,  
Ottawa, Ontario,  
K1A 0G2

February 23, 1993

Mr. Konrad Sigurdson,  
Director-General,  
Planning and Resource Management,  
International Service Group,  
Employment and Immigration Canada,  
Hull, Que

FAX 994-1986

Dear Konrad,

Further to your letter of February 19 and our conversation last night, I wish to confirm our understanding as to the nature of the "Class D" estimates that we have been asked to provide with respect to the average costs of severance, deletion and redeployment of Canada-based and Locally-engaged personnel abroad under the CEIC reconfiguration as identified in your letter.

As I mentioned to you, I am most reluctant to provide an estimate of generic "average costs" by region because there are just too many variables to be taken into account. Even within geographic regions the variables can be enormous (in the case of Asia, for example, how does one estimate average deployment costs in a region which encompasses posts ranging from Dhaka to Tokyo?) The issue of severance costs is even more difficult because each case has to be dealt with according to specific circumstances (ie. local laws, length of service etc.). This being said, I nevertheless recognize the necessity to move ahead quickly to access the funds earmarked by Cabinet so that your global reconfiguration can proceed in parallel with the adjustment to overseas representation being conducted by EAITC.

Your letter states that following receipt of our estimates, we will exchange correspondence confirming that the actual costs of reconfiguration will be established and discussed later as the implementation proceeds. I am frankly concerned that

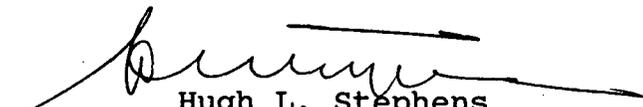
this approach is not sufficiently explicit to provide the protection to EAITC that I indicated we need. My concern is based on the fact that any estimates we provide will not be costed precisely and should actual costs exceed the estimated amount, the burden of shouldering the difference could fall on this Department. In short, EAITC will be bearing the risk, not EIC.

Under these circumstances, I have two options. One is to cost the estimates as precisely as possible but given the tight time frames and the fluid nature of the your reconfiguration exercise, we have both agreed that this is not practical. The second is to seek written assurances that EAITC will be held harmless from any shortfall. That is the nature of the commitment that I thought we had agreed to, not simply agreement to discuss actual costs later.

I accept that the amount of funding available from Treasury Board is fixed. If costs should exceed the rough estimates you are asking that we provide, you would have the option of either returning to the Board with a supplementary submission or tailoring the reconfiguration to stay within the funding available. In either case, EAITC would and should not be expected to absorb the difference.

In order to move this process ahead quickly, I would be grateful if you would confirm to me by return fax your acceptance of the conditions outlined above. In the meantime, we are working on developing the average costs you have requested in order to meet your February 24 deadline.

Yours sincerely,

  
Hugh L. Stephens  
Senior Advisor  
Resource Planning and  
Management Secretariat

.../2



Employment and      Emploi et  
Immigration Canada      Immigration Canada  
International Service      Service International

Your file      Votre référence  
2-1-7+2  
Our file      Notre référence  
OMA-0185

Ottawa-Hull, 23 February 1993

Mr. Hugh Stephens  
Senior Advisor (MCBA)  
EAITC  
Fax number: 944-9021

Dear Hugh:

This is further to your letter of February 23, 1993 regarding costings for the joint Treasury Board Submission our two departments are presently working on.

I appreciate your concerns that providing generic "average costings" by region with respect to the average severance, deletion and redeployment of Canada-based and Locally-engaged personnel may not be sufficiently explicit to provide the protection to EAITC from being held responsible for any shortfalls that could occur while implementing the re-configuration plan. This letter will provide you with written assurance that EAITC will not be held financially accountable for costs incurred above the amount earmarked for EAITC approved in the Treasury Board Submission.

I hope this letter clarifies the situation for you. I look forward to receiving the average costs we have requested as soon as possible.

Yours sincerely,

Konrad Sigurdson  
Director General  
Planning and Resource Management

Canada



Employment and Immigration Canada International Service

Emploi et Immigration Canada Service International

Security Classification - Classification de sécurité  
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Priority - Priorité 93 02 23

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944-9097

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Facs No - No de télécopieur  
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From  
De

Name - Nom  
Konrad Sigurdson  
Address - Adresse  
OMD - ISG

Telephone - No de téléphone  
997-5986

*EAITC - ETC relations.*

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COMMENTS - OBSERVATIONS

Please find attached our response to your letter of February 23, 1993.

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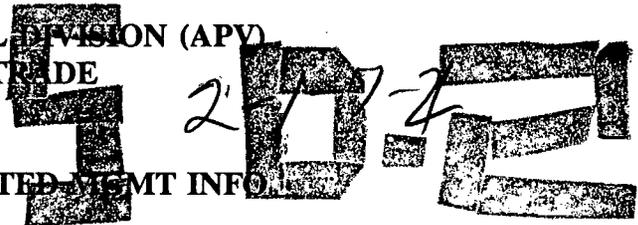
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Operator - Opérateur(trice)		Telephone - No de téléphone	

**File / Diary / CIRC / CC**

**ROTATIONAL ADMINISTRATIVE PERSONNEL DIVISION (APV)  
EXTERNAL AFFAIRS AND INTERNATIONAL TRADE  
992-3051**



**TO: APD**

**PROTECTED SIGNET INFO**

**FROM: M. Fine**

**DATE: Feb. 19, 1993**

**INFO: ADA APT APG ACB**

**SUBJECT: Position Cuts - HOM Workshop**

=====  
When speaking to the HOMs concerning Canada based administrative and technical employees, you may wish to make the following points:

1. We will be offering cross postings to those employees who have been abroad for a total period of less than two years.
2. Employees who were cross posted to a mission last year, will likely not be offered a posting if they have a total of more than two years abroad as of this summer.
3. The reason for this policy is that we expect the admin and technical employees to suffer a disproportionately large number of the position cuts. We are also expecting cuts as a result of CIDA recentralization. We simply have very few openings for assignments abroad this year.
4. Where we are able to offer employees a cross posting, there is likely to be little choice. If an employee declines an offer, we may not be able to offer another choice.
5. Any employee who returns to Ottawa will be found a position here. (NB. probably through a reduction in term employees or as a result of employees accepting the cash out).
6. The above points do not apply to CMs, who are in a special category as a result of SIGNET. They are likely to be returned to HQ since there are very few opportunities for assignments abroad.

Michael Fine,  
Director

MCBA/H.Stephens/990-9097/

*file*



External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

TO / À • GGB LGB PGB RGB UGB IFB

FROM / DE • MCBA

REFERENCE  
RÉFÉRENCE •

SUBJECT  
SUJET • Closure/Downsize Exercise:  
Cuts to Trade Resources

Security / Sécurité <b>CONFIDENTIAL</b>
Accession / Référence
File / Dossier <i>2-1-7-2</i>
Date February 18, 1993
Number / Numéro MCBA-1180

ENCLOSURES  
ANNEXES

1

DISTRIBUTION

- TFB
- TPD
- GAM
- LAM
- PAM
- RAM
- UAM
- IAM
- ADA
- MCB

As you are aware, a commitment has been given to Minister Wilson that the final results of the program cuts will not alter the existing balance of trade program resources versus political/economic program resources in the Department. Put simply, for every CB Political/Economic officer position cut, there is to be no more than one CB Commercial/Economic officer position and one LEP trade (Commercial Officer) position cut. According to our current calculations based on input from geographic branches and ADA, there are 9 political/economic positions cut, 11 trade commissioner positions cut and 21 LEP trade positions cut. This is a net figure which takes into account trade and non-trade redeployments into the former Soviet Union. The attached summary provides details.

(For RGB/RAM: attribution of the new resources to the FSU to the trade or political program has been based on initial information you provided in early February. An assumption was made that where a CB trade officer was assigned, there would also be an LEP commercial officer position. Please verify the trade/non-trade split for the new FSU positions).

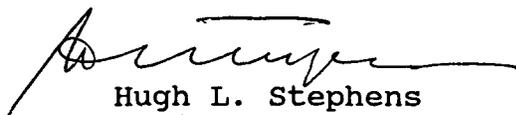
If these figures are confirmed, there will be a need to rebalance the trade/non trade ratio. We are currently in discussion with T Branch to identify costs of rebalancing, sources of funding and final deployment of the "restored" resources. Before this process can be finalized it is imperative to ascertain definitively what resources are being cut in each of the categories of CB Trade officer, LEP Trade officer and CB Political officer.

**CONFIDENTIAL**

~~PROTECTED~~

- 2 -

Since last minute changes are still being made, and it is essential to finalize the configuration of cuts prior to the meeting with HOMs next week, I would be grateful if you could review the attached summary and provide confirmation or corrections to Michael Stinson of MCBA (944-5714) by the close of day. Thank you.



Hugh L. Stephens  
Senior Advisor  
Resource Planning and  
Management Secretariat

**EAITC SAVINGS FROM PROPOSED REDUCTIONS  
IMPACT ON TRADE AND POLITICAL PROGRAMS**

18-Feb-93  
11:08 AM

MISSIONS		STATUS	TRADE		FOL / ECO
			CANADA-BASED DELETED POSITIONS	LEP DELETED POSITIONS	CANADA-BASED DELETED POSITIONS
Accra	GGB	DOWNSIZING		1.0	
Addis Ababa	GGB	DOWNSIZING			
Baghdad	GGB	CLOSURE			
Dar-Es-Salaam	GGB	DOWNSIZING		1.0	
Kinshasa	GGB	CLOSURE *		1.0	1.0
Lagos / Abuja	GGB	DOWNSIZING		2.0	1.0
Lusaka	GGB	DOWNSIZING		1.0	1.0
Windhoek	GGB	CLOSURE		1.0	1.0
Yaounde	GGB	DOWNSIZING		1.0	
<b>TOTALS GGB</b>			<b>0.0</b>	<b>8.0</b>	<b>4.0</b>
Vienna - NACE	IFB	DOWNSIZING			1.0
<b>TOTALS IFB</b>			<b>0.0</b>	<b>0.0</b>	<b>1.0</b>
Havana	LGB	DOWNSIZING		1.0	1.0
Lima	LGB	DOWNSIZING	1.0	1.0	1.0
Port of Spain	LGB	DOWNSIZING	1.0	1.0	
<b>TOTALS LGB</b>			<b>2.0</b>	<b>3.0</b>	<b>2.0</b>
Colombo	PGB	DOWNSIZING			1.0
Dhaka	PGB	DOWNSIZING		2.0	1.0
Melbourne	PGB	CLOSURE **	1.0	3.0	
Wellington	PGB	DOWNSIZING			1.0
<b>TOTALS PGB</b>			<b>1.0</b>	<b>5.0</b>	<b>3.0</b>
Berne	RGB	DOWNSIZING	1.0		
Brussels	RGB	DOWNSIZING			
Bucharest	RGB	DOWNSIZING			
CopenHagen	RGB	DOWNSIZING		1.0	
Dusseldorf	RGB	CLOSURE	2.0	3.0	
London	RGB	DOWNSIZING	1.0	1.0	1.0
Oslo	RGB	DOWNSIZING			
Paris	RGB	DOWNSIZING			1.0
Rome	RGB	DOWNSIZING			
<b>CLOSURES / DOWNSIZINGS SUBTOTAL</b>			<b>4.0</b>	<b>5.0</b>	<b>2.0</b>
Alma Ata	RGB	REDEPLOYMENT	(1.0)	(1.0)	(1.0)
Riga	RGB	REDEPLOYMENT	(1.0)	(1.0)	
Strasbourg	RGB	REDEPLOYMENT			(1.0)
St. Petersburg	RGB	REDEPLOYMENT	(1.0)	(1.0)	(1.0)
Zagreb	RGB	REDEPLOYMENT			(1.0)
<b>MISSION OPENINGS SUBTOTAL</b>			<b>(3.0)</b>	<b>(3.0)</b>	<b>(4.0)</b>
<b>TOTALS RGB</b>			<b>1.0</b>	<b>2.0</b>	<b>(2.0)</b>
Cleveland	UGB	DOWNSIZING	2.0	1.0	
Denver	UGB	CLOSURE	1.0		
El Segundo	UGB	CLOSURE ***		1.0	
Houston	UGB	CLOSURE	1.0	1.0	
San Francisco	UGB	DOWNSIZING	2.0		1.0
Orlando	UGB	CLOSURE	1.0		
<b>TOTALS PGB</b>			<b>7.0</b>	<b>3.0</b>	<b>1.0</b>
<b>GRAND TOTALS</b>			<b>11.0</b>	<b>21.0</b>	<b>9.0</b>

# PERS MNGT GESTION DU PERS

**ACTION**  
**SUITE A DONNER**

C O N F I D E N T I A L PERS MGMT

FM BONN ZQGR1519 17FEB93

TO EXTOTT ~~RGB~~ ~~RWT~~ *file*

INFO BAG DDORF DE BON

REF YOURTEL RGB0308 16FEB

ACC	DATE
	930217
FILE	DOSSIER
	2-1-7-2
L0C	
A7-	0-2

---GOVT REDUCTIONS/DEPT DOWNSIZING

OF FIFTEEN POSITIONS YOU HAVE DESIGNATED TO BE CUT, FIVE DO NOT

EXIST IN OUR OR DDORF RECORDS. THEY ARE:

EXT 0555X            EXT 5322X

EXT 0388X            EXT 5323X

EXT 1107X

2. ADVISE.

CCC/125 171604Z ZQGR1519

*MIRD VAN  
Box 34  
DIV 5*

*Volume 1  
Jobs 2,68135*

External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

file

TO / A . ACB GGB LGB PGB RGB UGB IFB

FROM / DE . MCB

REFERENCE .  
RÉFÉRENCE .

SUBJECT . Post Closure/Downsize Exercise: Savings  
SUJET .

Security / Sécurité <b>PROTECTED</b>
Accession / Référence
File / Dossier 2-1-7-2
5-1-5
Date February 9, 1993
Number / Numéro MCB-1140

ENCLOSURES  
ANNEXES

DISTRIBUTION

- ADA
- GAM
- LAM
- PAM
- RAM
- UAM
- IAM
- MCBX
- MCBA
- USS
- DMT
- TFB

This memorandum is to confirm in writing certain basic principles related to the achievement of savings from the current closing/downsize exercise.

The exercise that ADM's went through to identify posts for closure or downsizing, subsequently approved by the Deputies and Ministers Wilson and McDougall, produced a list of 27 missions (10 closures, 17 downsizes). Minor modifications to this list were made by PCO, reducing the total to 26 (9 closures, 17 downsizes). Based on the formulas that MCBA had developed to produce savings estimates (ie. using the PUP's, FINEX mission budgets, attribution of support personnel to EAITC and OGD's based on respective percentages of program personnel at missions and certain formulas with respect to salaries, allowances and travel and removal), savings of \$25.4 million were identified, with approximately 70 CBS to be repatriated and 300 LES released. Ministers accepted the recommendations of Deputies with respect to closing and downsizing on the basis of these gross numbers.

These target savings based on PUP calculations were distributed to concerned AMA's by MCBX last week as an indication of savings targets. These PUP based figures have now been reworked based on actual positions and the revised savings targets calculated. These are attached in annex. Note that a portion of each Branch's target is attributable to HQ savings (salaries, allowances etc.) and as such will be realized by ACB. To these target figures must be added the requirements for anticipated savings of \$5 million from major mission downsizing, distributed as follows; RGB-\$3 million, PGB-\$1 million, UGB-\$1 million. Thus, for example, RGB's revised target is \$8.786 million of which \$1.182 is the responsibility of A Branch to produce.

In setting these savings targets, flexibility has been left in the hands of ADM's to make minor modifications to reflect program imperatives provided that the bottom line of required savings is met. While ADM's have the scope to modify the extent of downsizings at individual posts by

PROTECTED

- 2 -

finding offsetting savings elsewhere in their Branch, the list of posts to be closed or downsized cannot be changed as it has Ministerial approval. To be explicit, while ADM's may soften the downsizing impact on certain posts, they cannot take these posts off the downsize list altogether. Furthermore, in finding offsetting savings, care must be taken not to upset another principle required by Ministers, namely that the existing balance between trade and non-trade resources in the Department not be altered.

The original closure/downsize scenario as approved by Ministers maintained the same proportion of trade to non-trade resources, both CBS and LES, as existed before the cuts. Any modifications to the base scenario must take this factor into account. If, for example, the reduction to trade resources is disproportionate, a certain number of trade positions may have to "repurchased" by ADM's with Branch funds.

MCBA will work with Branches to cost out variations of the base scenario that are being brought forward to ensure that there is no double-counting (ie. CM savings have already been booked for Signet, certain MSG salary savings will accrue to ISS as part of its global redeployment exercise), that appropriate trade/non-trade ratios are maintained and that savings targets can be achieved. As explained to AMA's, Branch reference levels will be adjusted for targeted savings on April 1. Transitional costs and costs of closing will be subsequently provided to Branches as budget transfers as costs, and sources of funds, are identified.



Garrett Lambert  
Assistant Deputy Minister  
Corporate Management

02/09/93  
03:37:47 PMEATC SAVINGS FROM PROPOSED REDUCTIONS  
GEOGRAPHICS SUMMARY \*\* BASED ON ACTUAL POSITIONS \*\*

MISSIONS		STATUS	REDUCTIONS		TOTAL MISSION BUDGET	MISSION SAVINGS	HQ SAVINGS (ADA)	TOTAL SAVINGS (\$ 000)
			CB POSITIONS	LES POSITIONS				
Accra	GGB	DOWNSIZING	3.0	10.0	1,284.4	373.8	294.0	667.8
Addis Ababa	GGB	DOWNSIZING	2.0	23.5	1,167.4	386.9	196.0	582.9
Baghdad	GGB	CLOSURE	5.0	14.0	1,129.3	1,126.7	490.0	1,616.7
Dar-Es-Salaam	GGB	DOWNSIZING	4.0	11.0	1,397.9	164.7	392.0	556.7
Kinshasa	GGB	CLOSURE	5.0	25.0	1,193.6	802.8	490.0	1,292.8
Lagos / Abuja	GGB	DOWNSIZING	6.0	22.0	1,350.9	797.8	588.0	1,385.8
Lusaka	GGB	DOWNSIZING	4.0	7.0	1,069.3	716.0	392.0	1,106.0
Windhoek	GGB	CLOSURE	2.0	4.0	370.7	370.7	196.0	566.7
Yaounde	GGB	DOWNSIZING	2.0	22.0	2,301.8	842.6	196.0	1,036.6
<b>TOTALS GGB</b>			<b>33.0</b>	<b>138.5</b>	<b>11,265.3</b>	<b>5,582.0</b>	<b>3,234.0</b>	<b>8,816.0</b>
Vienna - NACE	IFB	DOWNSIZING	1.0	3.0	583.3	248.2	98.0	346.2
<b>TOTALS IFB</b>			<b>1.0</b>	<b>3.0</b>	<b>583.3</b>	<b>248.2</b>	<b>98.0</b>	<b>346.2</b>
Havana	LGB	DOWNSIZING	6.0	13.0	1,365.8	629.6	888.0	1,517.6
Lima	LGB	DOWNSIZING	2.0	12.0	2,575.3	827.9	271.0	1,098.9
Port of Spain	LGB	DOWNSIZING	1.0	11.0	2,524.7	413.4	98.0	511.4
<b>TOTALS LGB</b>			<b>9.0</b>	<b>36.0</b>	<b>6,465.8</b>	<b>1,870.9</b>	<b>1,257.0</b>	<b>3,127.9</b>
Bombay	PGB	CLOSURE	1.0	8.0	321.9	108.0	98.0	206.0
Colombo	PGB	DOWNSIZING	1.0	12.0	870.1	185.4	98.0	283.4
Dhaka	PGB	DOWNSIZING	1.0	30.0	1,398.9	312.9	98.0	410.9
Melbourne	PGB	CLOSURE	1.0	7.0	636.5	636.5	98.0	734.5
Wellington	PGB	DOWNSIZING	2.0	14.0	1,134.3	787.3	196.0	983.3
<b>TOTALS PGB</b>			<b>6.0</b>	<b>71.0</b>	<b>4,361.7</b>	<b>2,030.1</b>	<b>588.0</b>	<b>2,618.1</b>
Berne	RGB	DOWNSIZING	3.0	17.0	3,047.9	1,957.9	294.0	2,251.9
Bucharest	RGB	DOWNSIZING	3.0	11.0	1,732.3	807.6	594.0	1,401.6
Dusseldorf	RGB	DOWNSIZING	2.0	11.0	1,825.6	1,338.2	196.0	1,534.2
Vatican	RGB	DOWNSIZING	1.0	5.0	873.8	500.5	98.0	598.5
<b>TOTALS RGB</b>			<b>9.0</b>	<b>44.0</b>	<b>7,479.6</b>	<b>4,604.2</b>	<b>1,182.0</b>	<b>5,786.2</b>
Cleveland	UGB	DOWNSIZING	2.0	11.0	1,394.6	774.7	196.0	970.7
Denver	UGB	CLOSURE	1.0	0.0	79.0	39.5	114.6	154.1
El Segundo	UGB	CLOSURE	0.0	1.0	138.0	48.0	0.0	48.0
Houston	UGB	CLOSURE	1.0	1.0	200.0	100.0	98.0	198.0
San Francisco	UGB	DOWNSIZING	3.0	21.5	2,584.0	2,027.2	294.0	2,321.2
San Juan	UGB	CLOSURE	1.0	0.0	130.4	65.2	98.0	163.2
<b>TOTALS UGB</b>			<b>8.0</b>	<b>34.5</b>	<b>4,526.0</b>	<b>3,054.6</b>	<b>800.6</b>	<b>3,855.2</b>
<b>GRAND TOTALS</b>			<b>66.0</b>	<b>327.0</b>	<b>34,681.7</b>	<b>17,390.0</b>	<b>7,159.6</b>	<b>24,549.6</b>



External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

TO / A • APS/Mr. Denys Vermette  
FROM / DE • ABD  
REFERENCE / RÉFÉRENCE •  
SUBJECT / SUJET • WORK FORCE ADJUSTMENT  
CASH-OUT REQUESTS

Security / Sécurité <b>PROTECTED (SENSITIVE)</b>
Accession / Référence
File / Dossier Bico
Date 2-1-7-77 January 29, 1993
Number / Numéro ABD-0007

ENCLOSURES  
ANNEXES

DISTRIBUTION

ABM  
ABP  
ABL

The following employees have expressed an interest in resigning or retiring with a cash-out provision should cuts leading to a workforce adjustment situation materialize.

s.19(1)

<u>DIVISION</u>	<u>NAME/CLASSIFICATION OF EMPLOYEE</u>	<u>CLASS/POSITION NUMBER</u>
ABDE		EXT-3103R FS-02
ABDR		EXT-0102R AS-02
ABP		EXT-1081N CR-03
ABL		EXT-8655N PE-04
ABL		EXT-4565N PE-04
ABMH		EXT-1550N CR-04
ABMR		EXT-3520N SCY-02
ABMR		EXT-0113R CR-05
ABMR		EXTG-8317N AS-01

Original Original  
by [unclear]

F.M. Filleul  
Director General  
Personnel Administration  
Bureau

ABL/B. Brodie/996-2456/00

External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

**ASAP**

3:45 pm  
JAN 29 1993

le 5 Geographic  
ADMS  
TFB

TO / A

• ACB

FROM / DE

• ABD

28/1/93  
Excellent!!  
I love you.  
Please pass copies of  
ASAP to MCB (Fox) and  
Bohr

RECEIVED  
JAN 23 1993  
ACE No 035

Security / Sécurité PROTECTED
Accession / Référence (initial) and
File / Dossier 3-9-8-APD
<b>2-1-7-2</b>
Date January 27, 1993
Number / Numéro ABL-0258

REFERENCE  
RÉFÉRENCE

SUBJECT  
SUJET

• INFORMATIONAL PACKAGE FOR POSTS REGARDING  
L.E.S. LAY-OFF PROCEDURES

ENCLOSURES  
ANNEXES

2

DISTRIBUTION  
ADA

I attach for your attention two documents concerning the potential effects of downsizing vis-a-vis the locally engaged staff abroad.

2. The first document is not for general distribution (although I am sending a copy for information to ADA) and is a brief paper on the possible "pitfalls" of LES lay-off, as mentioned to you by Denis Smith of ABL in the last ACB meeting. I would suggest this as perhaps a "hip pocket" item, so that a cautionary note on possible hidden expenses could be introduced into meetings if you deem it prudent.

3. The second document is being sent to ADA by copy of this memorandum, with a goal to its inclusion as one component in their "InfoKit" for Missions abroad to prepare them for many aspects of this anticipated downsizing. Unlike the first paper which is for your private use, this would of course receive wide distribution.

2

F.M. Filleul  
Director General  
Personnel Administration

PLEASE P.A.

2-1-7-2

## PITFALLS IN L.E.S. LAY-OFF SCENARIOS

### SUMMARY

The following short paper has been produced to give a flavour of some of the major considerations that should be borne in mind when considering implications on Locally Engaged Staff in terms of Mission closure or downsizing.

These situations are given purely as examples, and the currency of some of them is currently being confirmed. The major point, however, is that in LES personnel matters of this kind:-

- a) any kind of "blanket" statement is probably of little use to Missions because of the variety of situations and legislation worldwide, and
- b) it is absolutely essential that MAOs administering such cutbacks deal directly with their appropriate Regional Personnel Adviser in ABL.

### ISSUES TO CONSIDER

Before finalising the lay-off of Locally Engaged Staff, management should be aware of a few potential pitfalls. Specifically, we foresee serious cost considerations, or potential challenges to the legitimacy of our actions, in the following areas.

#### 1. Severance Payments

There is a wide range of severance payments operative by law in lay-off situations. In Italy, the obligation is for one month of pay for each completed year of service, without any cap. Other countries favour a progressive system whereby the age of the worker as well as the years of service are factored in.

For example, the Locally Engaged in London are entitled to two weeks salary for each of the first five years service, plus three weeks salary for each of the next five years service, plus four weeks salary for each year of service after the first ten years, plus two weeks salary for each year of service after the fortieth birthday, to a maximum of two years salary. Thus a 55 year old employee with 25 years service would be entitled to a full two years salary upon termination.

The Barbadians, who formerly had the no-cap Italian scheme (four weeks per year of service) have recently switched to a similar scheme based on 2.5 weeks of pay for the first ten years, 3 weeks of pay for each completed year more than ten but less than twenty, and 3.5 weeks for each year beyond twenty but not exceeding thirty-three. A similarly aged and experienced person to the Londoner would therefore receive in Barbados seventy-two weeks of salary upon termination.

In Turkey, the Italian model applies, but with a cap of 28 years, that is 28 months pay, or potentially two years and four months of salary pay-out at termination.

In short, severance payments can be extremely high, especially in high salary cost areas.

## 2. Limitations on Lay Off

These vary from jurisdiction to jurisdiction, but some restrictions on management freedom of action can apply. In Barbados again, under their Maternity Leave Act, once a female employee lodges with the employer a doctor's certificate indicating the anticipated date of her confinement, no lay-off notice is operative on her until two months after the delivery date. Normally this is a sensible provision, designed to curtail the laying off of female staff just because they have inconvenienced the employer by becoming pregnant. But in our system of three months notice it could cause extra time, or pay in lieu of time, to be awarded. In Greece the situation is even worse: any LES staff member who is pregnant and who is informed of impending lay-off cannot have such severance of employment come into effect until one year after the birth, according to our Athens MAO.

It is said that in Germany no one can be laid off once they pass the age of fifty. This is being investigated by our Bonn office.

In some countries, Germany again being one, a person cannot be separated from their employment while on sick leave. Since in many parts of the world our employees enjoy a cumulative, Canadian-style sick leave plan, long service employees could delay their lay-off by months simply by taking to their beds while they use up all of their accumulated sick leave. Only then could they be laid off, and they would still have hefty severance payments at that point.

3. Work Force Adjustment

The Work Force Adjustment policy of the Government of Canada (which guarantees a reasonable job offer to surplus employees who are willing to train and relocate, and which also guarantees up to one year's retraining and all relocation costs) is not intended to apply to LES, nor has it ever been construed as so doing. However, recent decisions such as the legal opinion that LES are subject to the Public Sector Compensation Act have raised the issue of exactly what type of "public servants" LES in fact are. It is a possible - if remote - contingency that an LES, told he was being laid off due to Government cutbacks, might go to the Canadian courts on the grounds that when it suited the Government of Canada to consider him as a public servant (i.e. freezing his wages) he was so considered, but when it was inconvenient for the Government of Canada (e.g. ensuring his employment security) then he wasn't. We have had informal legal counsel from JDS that the Work Force Adjustment policy would probably not be held to apply to LES, but we might wish to pursue this with JDS for a definitive opinion. (The danger of this, as always, is that pursuing it with JDS or the Treasury Board Secretariat might result in them telling us what we don't want to hear. If we ask the question we cannot ignore the response.)

4. Bona fides of the lay-off situation

The LES Regulations clearly state that lay off can only occur due to lack of work or discontinuance of a function. In this regard, it is entirely possible that Missions that cannot prove the eradication of the function may find the lay-off held invalid by local tribunals. If the function has not discontinued but simply moved elsewhere (for example, if a driver-messenger had been laid off, but a Mission was now getting these services done by a private firm under a contract) it is conceivable that the Mission might be ruled against on the ground that the function had not in fact been discontinued. (Exactly this logic lay behind the famous Cantin decision which damaged the current Government's plans for greater contracting out, when the PSSRB held that public servants could not be laid off because their jobs had not been "discontinued", but merely been moved to a private contractor.) Care will need to be taken in this area.

5. Identification of specific individuals

Those communicating with Missions should take care to identify only positions, and not people, as redundant. The LES Employment Regulations and Guidelines require a reverse order of merit situation when redundancies occur. That is to say, if there are three secretaries in a Mission at the same classification level and doing similar work, the fact that one position is identified as being redundant does not automatically mean that the specific incumbent of that position is the person whose employment will be lost. A reverse order of merit competition should be held as per the Regulations and it is entirely possible that the incumbent of the job in jeopardy will not be the one to be laid off. Care should be taken to separate these concepts.

These are the major pitfalls we wished to bring to your attention.

1993/01/27

## **SALIENT POINTS IN PREPARATION FOR POTENTIAL LAY-OFF SITUATIONS INVOLVING LOCALLY ENGAGED STAFF**

This brief guide does not seek or purport to be all-inclusive or definitive. It's function is simply to work as a check-list for MAOs to remind them, in dealing with program managers and staff, of the various steps and procedures to be followed should redundancies occur at their Mission.

### **1. THE AUTHORITY TO LAY OFF**

- ◆ Totally delegated to Head of Mission
- ◆ Locally Engaged Staff Employment Regulations section 14

### **2. WHERE ALLOWABLE**

- ◆ Only where services are no longer required due to a "lack of work or discontinuance of a function" [LESER s. 14 (1)]

### **3. NOTICE PERIOD**

- ◆ No employee can be laid off until one month from the date he or she is notified of impending lay-off, or notice period is such period as is required by the law of the host country, whichever is the greater. [LESER 14.1.(a) and (b)]
- ◆ However, although the Regulations state a one month minimum, it has been established by practice and precedent for the last five years that three months is the normal minimum notice period.

4. PRIORITY FOR REHIRE

- ◆ A laid-off employee is entitled, for twelve months after lay-off, to enter any competitive process for which he or she would have been eligible had he or she not been laid off. [LESER 14(3)]

5. PROCEDURES FOR IDENTIFYING PERSON TO BE LAID OFF

- ◆ To be found in the Locally Engaged Staff Employment Guidelines at Section 14.
- ◆ Key elements are
  - When it becomes necessary to lay off employees, the Head of Mission shall consider such criteria as the reverse order of merit and seniority in determining which employees shall be laid off.
  - The notice of lay-off to the employee shall inform him of his eligibility to enter any competition at the Mission for which he would have been eligible had he not been laid off.
  - There should be maintained on file notices to employees of lay-off, and any supporting documentation.

NOTE

- Missions are not bound to a particular system of identifying which employees shall be laid off, but some defensible methodology should be employed, whether "reverse order of merit", "seniority", or some combination thereof.

- Just because a particular position is abolished does not necessarily mean that the position's incumbent will be the person to be laid off.
- When utilizing reverse order of merit, Heads of Mission must decide:-
  - how wide to "cast the net", i.e., all Level 4 secretaries, or just those in the one stream or section affected?
  - how to ascertain merit, i.e. by use of past appraisal comparison, by interview, by written examination?

#### 6. SEVERANCE PAY ENTITLEMENTS OF THOSE LAID OFF

- ◆ These will usually be as per the Mission's Employee Handbook, and reflect local law.

**NOTE -** in some countries severance payments on lay-off have recently changed and this should be checked with local experts.

- in some countries payments for redundancy from a total facility closure may differ from severance on "normal" lay off.

7. PENSIONS OR LUMP SUM EQUIVALENTS FOR THOSE "RETIRED"  
PREMATURELY BY LAYOFF

- ◆ See Regulations Relating to Pensions for Locally-Engaged Employees. (Chapter 7 of the LES Manual - EAIT 23)
- ◆ See also Chapter 6 "Pension and Death Benefits".
- ◆ Remember there are separate schemes for employees in the United States, United Kingdom, Republic of Ireland, Holland, and France.
- ◆ Section 6 (6) of the LEPR envisages those laid off before normal retirement age as receiving either
  - a) a deferred annuity payable at normal retirement age, or
  - b) an immediate reduced annuity, or
  - c) a lump sum payment.
- ◆ In terms of procedures to be followed and the effect of local social security benefits on the calculations, note carefully Section 6.4. concerning lay-off. Note that the steps for normal retirement contained in section 6.2. should be followed.
- ◆ Details regarding computation are in the LEPR Section 7 (1) to (4) and Section 14 (1) to (3). The "Application for Pension Payment" form is found in Section 6, Annexe A.
- ◆ When pensions under the Non-Contributory Pension Plan are calculated, the Canadian dollar guarantee is applied at that time.
- ◆ The pension contact in ABL is Ms. Sandy Green. All pension applications should be sent to her in ABL.

Treasury Board Secretariat must verify and approve all pension applications. Any amount discussed with LES should therefore be clearly described as an estimate only, pending ABL and Treasury Board audit, and no absolute commitments should be made.

**NOTE:** Attached you will find a check-list on pension preparation. Close attention to this list will greatly improve accuracy and speed of pension calculation and approval.

## 8. CONCLUSION

- ◆ Loss of employment is a traumatic and distressing experience. This may be even more so in lay-off situations, where no personal blame or incompetence is attached to the employee, and he or she may have been doing excellent work for many years, only to face unexpected redundancy.
- ◆ While nothing can shelter employees from the shock and distress, detailed preparation by Mission management, and the ability to convey accurate information to affected employees, can go some way to mitigate it.
- ◆ The Employee Assistance Program (ABDA) has acquired a videotape to assist Mission management in coping with lay-offs in a professional and humane manner.
- ◆ On all technical issues regarding lay-off, you should communicate directly with your appropriate Regional Personnel Adviser in ABL. On Pension issues alone, please communicate directly with Ms. Green.

Bernard Brodie  
Director  
Locally Engaged Staff Abroad

On-The-Job Reference

PENSION PREPARATION				
Question	Yes	No	N/A	Comments
1.	Do I have a stock of the following forms:			
	EXT 394 - Application for Pension Payment			
	CPP 1006 - Canada Pension Plan			
	EXT 208			
	NHW 365 - Early Retirement on Medical Grounds			
	EXT 394 (reverse side) - Declaration of Entitlement			
	Bank forms from HQ (if employee wants pension payments sent to a bank)			
2.	If the mission has been contributing to a local social security scheme on behalf of the employee, does the employee have an official statement from the local authorities indicating:			
	a. amount of the annuity or lump sum payable under the local plan			
	b. the effective date of this entitlement			
	c. the period of service used to calculate the benefit			
	d. the number of years of contribution by the post on your behalf			

On-The-Job Reference

PENSION PREPARATION				
Question	Yes	No	N/A	Comments
e.				
the percentage of employee and employer contributions to the pension portion of social security for the period in d.				
3.				
If the employee and the mission have been contributing to the Canada Pension Plan, have the employee and the mission completed form CPP 1006?				
4.				
If the employee wishes an estimate of pension or lump sum payable, have I requested one from HQ and have I included the following employee information:				
a.				
date of birth				
b.				
sex				
c.				
dates of service				
d.				
any periods of leave without pay				
e.				
salary details				
f.				
amount of the local pension (an estimate from the local authorities)				

**Orientation: Managing Locally-Engaged Staff**

**On-The-Job Reference**

<b>PENSION PREPARATION</b>				
<b>Question</b>	<b>Yes</b>	<b>No</b>	<b>N/A</b>	<b>Comments</b>
5.	Has the employee completed an application for pension payment (EXT 394) and included the following:			
a.	birth certificate or its equivalent (Declaration as to Age of Employee - reverse side of Form EXT-394)			
b.	if the employee is a married female who has taken her husband's name... her marriage certificate or some other document which links the name on the birth certificate to her current name			
c.	dates of any leave without pay during the employee's entire period of employment at the mission (these periods can't be counted for an employee's pension unless the employee is under the Contributory plan and elected to continue contributing while on leave without pay)			
d.	salary detail for the six consecutive years during which salary was the highest (usually the last six years)			

On-The-Job Reference

PENSION PREPARATION				
Question	Yes	No	N/A	Comments
e.				
f.				
g.				
h.				
i.				
j.				

On-The-Job Reference

PENSION PREPARATION				
Question	Yes	No	N/A	Comments
6.	Have I indicated the correct Struck Off Strength date on the EXT 394, i.e., the last date on which the employee received salary?			
a.	Have I indicated that Saturdays and Sundays were regular working days?			
b.	Have I indicated that the employee worked a six-day week?			
7.	Have I advised ABL, by telegram, that the employee has been struck off strength?			
8.	Have I forwarded the relevant EXT 208 to ABL?			



External Affairs and  
 International Trade Canada

Affaires extérieures et  
 Commerce extérieur Canada

ABL/D. Smith/996-8602/mu

TO / À • ABD  
 FROM / DE • ABL

REFERENCE / RÉFÉRENCE • Your Memo ABD-0006 of 22 January 1993  
 SUBJECT / SUJET • WORK FORCE ADJUSTMENT

Security / Sécurité UNCLASSIFIED
Accession / Référence
File / Dossier
2-1-7-2
Date January 27, 1993
Number / Numéro ABL-0261

ENCLOSURES  
 ANNEXES

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Just a short note in response to your memo on work force adjustment to let you know of my interest in this matter. It is understood that by making my interest known that there is no assumption of any obligation implied or otherwise on my part to participate in the work force adjustment program on other than a voluntary basis.

D. Smith  
 Regional Personnel Advisor  
 LES Abroad



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Commerce extérieur Canada

FILE CIRC DIV WF DIAJY

TO / A • ABM

FROM / DE • ADA

REFERENCE  
RÉFÉRENCE •

SUBJECT • Preparation of Information Package  
SUJET • for Employees

Security / Sécurité UNCLASSIFIED
Accession / Référence
File / Dossier
2-1-7-2
Date January 27, 1993
Number / Numéro ADA-0121

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ANNEXES

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ABD

We are presently drawing together the elements of the information packages which will go out to employees and management at the missions affected by the downsizing exercise. The interpretation and application of the FSDs will be of great interest and concern to our staff. We are suggesting that a question and answer format might be an effective way to deliver the information. A sample list of questions is given below. We ask that you prepare your input for the information package using this format. If you have any questions please contact me.

2. Sample Questions:

My position is being cut at this mission, or this mission is being closed:

- As I understand it, this is an "employer requested" move. What are the rules and guidelines? Are there any special policies being made for this exercise which will apply to everyone? Will the interpretation of the FSDs relating to my specific case be done in Ottawa or at the mission by the Admin officer? If I want to talk to someone about my case, whom should I call?

- I have been told that I'm returning to Ottawa and I accept the decision. I have a posting loan. Will I have to repay it immediately or continue regular payments? Without my allowances I don't know how I'll manage to repay my posting loan at the current schedule; are any special arrangements possible?

UNCLASSIFIED

- 2 -

- I am returning to Canada but have been gone less than five years. What about customs duties on things I have purchased, will the Department pay?

- I purchased an automobile which doesn't meet Canadian specs. Can I get it modified at Departmental expense so it will meet the specs? Will the Department help me if I can't bring my car back to Canada and have to sell it locally for a big loss? Further, what happens if I can't sell my car before I'm supposed to leave?

- I have a home in Ottawa but it's rented out. I presume that the Department will pay for breaking the lease and other expenses but I would like all the details.

- My children are in school here and it will cause great problems to take them back to Canada now. What are my options? Can we all stay in the country until the end of the school year at Departmental expense? Can my family stay even if I go back right away? What about my child who is studying at Upper Canada College? What about my child who is studying in a third country? Will the Department pay for schooling until the end of the year if I take WFAP effective 31 March?

- What services and financial assistance will be available to my spouse on return to Ottawa?

- What about my FSD travel entitlements? Will I have to pay back any monies because I didn't meet the normal time at mission for FSD 45 or 50? Can I carry over my FSD 50 entitlement to my next post even if it's after going back to Ottawa for a year or longer? Would the Department consider compensating me in cash for an FSD 50 foregone? Do I have to use or lose my FSD 50 before leaving even if operations at the mission suffer?

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UNCLASSIFIED

- 3 -

- I have heard all sorts of rumours about redundancies, cash-outs and WFAP? What is available for me and what are the terms and conditions? If I decide to leave the Service, what assistance and services will the department be able to offer, for example, retirement counselling seminars?



K. Hewlett-Jobes  
Director  
Personnel Policy and  
Planning Secretariat

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PROTECTED

TIME	HEADQUARTERS	MISSION MGMT	MISSION RETURNERS	MISSION SURVIVORS
IMMEDIATE	<ul style="list-style-type: none"> <li>-establish Working Group and prepare services and policies</li> <li>-contact EIC and CIDA</li> <li>-input to communications plan</li> <li>-provide data, forecasts and analyses on scenarios</li> <li>-assist planning with "master" list</li> <li>-initiate employee group consultations</li> </ul>	<ul style="list-style-type: none"> <li>-prepare and send info packages</li> </ul>		
SHORT TERM	<ul style="list-style-type: none"> <li>-provide situation reports</li> <li>-input to communications plan</li> <li>-consult Geographics on job redesign</li> <li>-consult senior mgmt on need for mission visits</li> <li>-provide tracking and accounting of costs and savings</li> </ul>	<ul style="list-style-type: none"> <li>-ACB follow-up telex with mission specific mgmt action plan</li> <li>-assist in preparing for and finalizing LES termination</li> <li>-assist in preparing for and finalizing CBS return</li> <li>-consult on job redesign</li> </ul>	<ul style="list-style-type: none"> <li>-ACB tel advising general plans and services available</li> <li>-employee specific tel advising on all aspects of return</li> <li>-EAP packages available</li> </ul>	<ul style="list-style-type: none"> <li>-ACB tel advising general info and services available</li> <li>-EAP packages available</li> </ul>
MEDIUM TERM	<ul style="list-style-type: none"> <li>-assist in integrating returnees</li> <li>-communications input</li> <li>-keep senior mgmt aware</li> <li>-assist AMAs on terminations</li> </ul>	<ul style="list-style-type: none"> <li>-assist in termination actions and monitor compliance with regs and procedures</li> <li>-assist with job redesign</li> </ul>	<ul style="list-style-type: none"> <li>-provide full support personnel services</li> <li>-EAP services available</li> </ul>	<ul style="list-style-type: none"> <li>-assist as required with coping, stress and, if needed training</li> </ul>
LONG TERM	<ul style="list-style-type: none"> <li>-assist in preparing final reports with emphasis on savings and analysis of process</li> </ul>	<ul style="list-style-type: none"> <li>-assist in any follow up action esp post closures, terminations and job redesign</li> </ul>		

12/01/93

## Downsizing: Personnel Branch Services

- The following is an outline of Personnel Branch services that can assist managers in effectively implementing downsizing.

- Personnel Branch will:

- provide advice, guidance and support which will strengthen managers at all levels who must make and follow through on difficult decisions;

- provide appropriate personnel and counselling services to CBS and LES;

- to provide input to departmental communications plan;

- to liaise with EIC and CIDA to ensure coordination and cooperation;

- to provide these services through "single window" especially for ADMs and HOMS.

- We have developed an action plan which will take effect over four time frames:

- 1) Immediate: pre-implementation and at time of announcement of details of downsizing;
- 2) Short term: period during which specific decisions about closures, terminations, redeployments, and other staff movements are made;
- 3) Medium term: period during which decisions made in (2) are put into effect;
- 4) Long term: period during which organization must be assisted to return to equilibrium and return to work.

- During each of these time frames, the Personnel Branch would deliver services to the target groups and/or take action as follows:

**IMMEDIATE:**

- establish Branch working group which will coordinate all our efforts and provide "single window" service and contact for Department. This working group will be able to deal with departmental clients on geographical Bureau and occupational category level as well as at the individual employee level. This would include such services as a "Help Line" for managers and a "Crisis/Info Line" for staff;

- establish points of contact to ensure coordination on personnel issues with EIC and CIDA especially and with OGD as required;

- arrange to provide input to BML for external and internal communications plan which will include ACB telexes to missions as required;

- continue to provide data, forecasts and analyses about downsizing scenarios from INFONNEL concerning salaries, allowances and other benefits. Use INFONNEL to assist departmental planning especially by tracking and "master listing" of staff moves and associated personnel costs and savings;

- prepare EAP services documentation (see ABDA memo 30 December), including services of ABMX, as well as interdepartmental consultations for reference materials and advice;

- prepare documentation on issues such as severance pay and detailed procedures to be followed by missions in terminating LES;

- prepare guidelines and detailed procedures concerning termination of term and contract employees at headquarters;

- formulate policies and guidelines, and prepare information packages for returning CBO on issues such as FSDs and early termination of posting at employer request;

- prepare for consultations with employee group representatives;

- prepare for return of CBO and implementation of special programs such as Workforce Adjustment Program, career counselling with emphasis on out-placement, temporary assignments and training/retraining plans;

**SHORT TERM:**

- Working Group will meet frequently to review situation, coordinate actions and provide situation reports to ACB and other senior management as required, including preparation of Q and A and input to BML;

- all affected missions, especially A and B list, will be given details of their "single window" contacts in Personnel Branch and services which will be extended to support managers and staff. This may include telexes from ACB supplementary to USS announcement;

- Missions will be assisted in preparing and finalizing LES termination plans and timetables. Special emphasis will be placed on tracking and accounting of costs and savings;

- CBS who are returning to Ottawa will be contacted and provided with comprehensive information on personnel issues including assignment, leave, relocation and other FSDs as well as other services including ABDA which are available;

- Missions will be assisted in preparing for and finalizing plans for departure of CBS. Special attention will be placed on timing of moves as well as on tracking and accounting of costs and savings;

- initial consultations will begin with geographic Bureaus and missions about job redesign. Lead group for Personnel Branch will be existing Working Group which did job redesign for Management and Consular Services restructuring;

- in consultation with geographic Bureaus, consider sending teams to selected missions to assist with all or only specific aspects of downsizing.

**MEDIUM TERM:**

- Working Group will continue to meet as required to ensure coordination of efforts with geographic Bureaus as returning CBS are integrated. This will include input to BML during this critical phase of downsizing;

- As CBS report for work in headquarters, they will be provided with access to full range of services and support from assignments to career counselling to training/retraining to EAP referrals. EAP services will be available to groups as well as individuals;

- Close tracking of and accounting for positions at missions and headquarters will be done using INFONNEL and to ensure senior management is aware of resourcing and expenditure situation through "snapshots", projections and forecasts;

- Missions will continue to receive assistance as required to terminate LES and, as well, there will be close monitoring in cooperation with geographic AMAs to ensure that correct procedures have been followed;

- Through job redesign techniques, missions will be assisted in deciding what and how the new and reduced set of services will be delivered. This may include training needs and assignment considerations.

LONG TERM:

- Working Group will be responsible for ensuring that all required personnel-related actions have been taken at each affected mission and that any necessary follow-up will be done, this is especially critical in cases where a mission has been closed;
  
- Data will be made available to assist in preparing reports showing costs before, during and after with emphasis on savings and analysis of process;
  
- Ongoing assistance with job redesign will be provided.

FILE CIRC DIV WF DIARY

TO / A . SEE DISTRIBUTION

FROM / DE . ADA

REFERENCE .  
 RÉFÉRENCE .

SUBJECT . First meeting of Personnel Branch  
 SUJET . Client Services Working Group

Security / Sécurité UNCLASSIFIED
Accession / Référence
File / Dossier
2-1-7-1 7
Date January 8, 1993
Number / Numéro ADA-0106

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- ABDA
- ABP
- ABE
- ABM
- ABL
- APS
- APE
- APG
- APV
- APT
- CFSI

As directed by ACB, a Working Group is to be formed to manage Personnel Branch involvement in the downsizing of the Department. ADA will chair the Working Group. Directors are requested to attend the first meeting which has been scheduled for Tuesday, 12 January at 1400 hours in Room D3-500. If you have any questions, please contact me at 996-2085.



K. Hewlett-Jobes  
 Director  
 Personnel Policy and  
 Planning Secretariat

External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

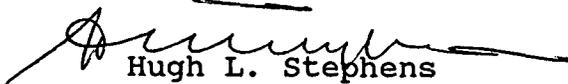
TO / A • O/MINT/Fawcett  
FROM / DE • MCBA  
REFERENCE  
RÉFÉRENCE •  
SUBJECT  
SUJET • Past Expenditure Reductions:  
Impact on the Trade Program

Security / Sécurité <b>UNCLASSIFIED</b>
Accession / Référence
File / Dossier 2-1-7-2
Date January 4, 1993
Number / Numéro MCBA-1004

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ANNEXES

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As promised, I am attaching a table showing the relative impact on the Trade program vis a vis total EAITC programs of the last two rounds of position cuts.

  
Hugh L. Stephens  
Senior Advisor  
Resource Planning and  
Management Secretariat

	TOTAL POSITIONS CUT ACROSS THE DEPARTMENT	TRADE/TOURISM POSITIONS CUT	TADE POSITIONS CUT THAT WERE REPLACED BY LEP
CORPORATE REVIEW (JULY, 1990)	154	17	9
HEADQUARTERS DOWNSIZING (MARCH, 1991)	295	45	10
<b>TOTALS</b>	<b>449</b>	<b>62</b>	<b>19</b>

2-1-7-2  
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CHART 1

Vol. 1. 13

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RESOURCES - U.S.A.

On December 1, 1992

MISSION	CBP	DIO	LES	TOTAL
Atlanta	2	1	4	7
Boston	2	1	6	9
Buffalo	4	5	13	22
Chicago	2	1	4	7
Dallas	1	1	3	5
Detroit	2	3	9	14
Los Angeles	3	3	10	16
Minneapolis	1	1	3	5
New York	5	6	21	32
Seattle	2	3	7	12
Washington	2	2	5	9
<b>TOTAL</b>	<b>26</b>	<b>27</b>	<b>85</b>	<b>138</b>



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**CHART 4**

**RESOURCES - EUROPE (WEST)**

**On December 1, 1992**

LOCATION	CBP	DIO	LES	TOTAL
Ankara	2	1	4	7
Athens	3	1	9	13
Berlin	1	--	--	1
Berne	2	1	3	6
Bonn	4	4	14	22
Brussels	2	1	5	8
BREEC	1	--	--	1
Copenhagen	--	--	3	3
Dublin	1	1	3	5
Geneva	1	--	--	1
Helsinki	--	--	1	1
Lisbon	6	1	14	21
London	10	6	31	47
Madrid	1	1	3	5
Oslo	--	--	2	2
Paris	6	5	31	42
Rome	5	2	20	27
Stockholm	3	1	5	9
The Hague	2	2	7	11
<b>TOTAL</b>	<b>50</b>	<b>27</b>	<b>155</b>	<b>232</b>

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**CHART 5**

**RESOURCES: ROME AREA OFFICE**

**CURRENT ESTABLISHMENT**

**December 1, 1992**

MISSION	CBP	DIO	LES	TOTAL
Rome	5	2	20	27
Athens	3	1	9	13
Tel Aviv	1	1	8	10
Ankara	2	1	4	7
<b>Total</b>	<b>11</b>	<b>5</b>	<b>41</b>	<b>57</b>

**NEW ESTABLISHMENT**

**October 1, 1993**

MISSION	CBP	DIO	LES	TOTAL
Rome*	6	3	20	29
Ankara	1	--	3	4
<b>Total</b>	<b>7</b>	<b>3</b>	<b>23</b>	<b>33</b>

\* Phase out of Immigration Points of Service: Athens, Tel Aviv

Savings: 4 CBP for ISG re-allocation  
 2 DIO/18 LES surplus

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**CHART 6**  
**PARIS AREA OFFICE**

**CURRENT ESTABLISHMENT**

**December 1, 1992**

MISSION	CBP	DIO	LES	TOTAL
Paris	6	5	31	42
Berne	2	1	3	6
Brussels	2	1	5	8
BREEC	1	--	--	1
Geneva	1	--	--	1
Madrid	1	1	3	5
Lisbon	6	1	14	21
Rabat	2	--	8	10
<b>TOTAL</b>	<b>21</b>	<b>9</b>	<b>64</b>	<b>94</b>

**NEW ESTABLISHMENT**

**October 1, 1993**

MISSION	CBP	DIO	LES	TOTAL
Paris*	8	8	38	54
Geneva	1	--	1	2
BREEC	1	--	1	2
Brussels	1	--	1	2
Lisbon	2	1	7	10
Rabat	1	--	3	4
<b>NEW TOTAL</b>	<b>14</b>	<b>9</b>	<b>51</b>	<b>74</b>

\* Phase out Immigration Points of Service: Berne, Brussels, Madrid

Savings: 7 CBP for ISG re-allocation  
 13 LES surplus

**CHART 7**

**RESOURCES: LONDON AREA OFFICE**

**CURRENT ESTABLISHMENT**

**December 1, 1992**

MISSION	CBP	DIO	LES	TOTAL
London	10	6	31	47
Dublin	1	1	3	5
Berlin	1			1
Bonn	4	4	14	22
The Hague	2	2	7	11
Stockholm	3	1	5	9
Oslo	--	--	2	2
Helsinki	--	--	1	1
Copenhagen	--	--	3	3
<b>TOTAL</b>	<b>21</b>	<b>14</b>	<b>66</b>	<b>101</b>

**NEW ESTABLISHMENT**

**October 1, 1993**

MISSION	CBP	DIO	LES	TOTAL
London*	12	7	40	59
Bonn	2	2	7	11
The Hague	1	--	1	2
Stockholm	1	--	2	3
<b>TOTAL</b>	<b>16</b>	<b>9</b>	<b>50</b>	<b>75</b>

\* Phase out Immigration Points of Service: Dublin, The Hague, Copenhagen, Helsinki

Savings: 5 CBP for ISG re-allocation  
 5 DIO/16 LES surplus

**CHART 8**

**RESOURCES: EUROPE (WEST)**

**CURRENT ESTABLISHMENT**

**December 1, 1992**

MISSION	CBP	DIO	LES	TOTAL
Rome*	11	5	41	57
Paris*	21	9	64	94
London*	21	14	66	101
<b>TOTAL</b>	<b>53</b>	<b>28</b>	<b>171</b>	<b>252</b>

**NEW ESTABLISHMENT**

**October 1, 1993**

MISSION	CBP	DIO	LES	TOTAL
Rome*	7	3	23	33
Paris*	14	9	51	74
London*	16	9	50	75
<b>TOTAL</b>	<b>37</b>	<b>21</b>	<b>124</b>	<b>182</b>

\* and their respective satellite offices

Savings: 16 CBP for ISG re-allocation  
 7 DIO/47 LES surplus

**CHART 9**

**RESOURCES: U.S.A. & EUROPE (WEST)**

**CURRENT ESTABLISHMENT**

**December 1, 1992**

MISSION	CBP	DIO	LES	TOTAL
U.S.A.	26	27	85	138
Rome*	11	5	41	57
Paris*	21	9	64	94
London*	21	14	66	101
<b>TOTAL</b>	<b>79</b>	<b>55</b>	<b>256</b>	<b>390</b>

**NEW ESTABLISHMENT**

**October 1, 1993**

MISSION	CBP	DIO	LES	TOTAL
Buffalo*	17	25	75	117
Rome*	7	3	23	33
Paris*	14	9	51	74
London*	16	9	50	75
<b>TOTAL</b>	<b>54</b>	<b>46</b>	<b>199</b>	<b>299</b>

\* and their respective satellite offices

Savings: 25 CBP for ISG re-allocation  
 9 DIO/57 LES surplus

2-1-7-2

*Handwritten initials and date:*  
n/a H/a 16-Sep-92 n/a

1992-93 POSITIONS TO BE REPATRIATED - Estimated salary for FY 1992-1993

POST	Pos. #	INCUMBENT	GR.& LEVEL	RAPATR. DATE	P.Y. UTIL.	ANNUAL SALARY	3%& A.INCR	1992-93 SALARY	EXTERNAL AFFAIRS	DIFF.	EXPL.
<b>AFRICA</b>											
Bamako	8517	Piche	AS 5	02-Sep-92	0.5781	54,292		31,385	51,934	2,358	3%
Ouagadougou	8523	Bain	PM 6	16-Sep-92	0.5397	67,529		36,447	57,721	9,808	
Maseru	8538	Spoerel	FS 1	01-Jun-92	0.8329	43,827	1,000	37,502	40,187	3,680	3%-INCR.
Harare	8557	Spearmen	EX 2	12-Sep-92	0.5507	92,500		50,938	74,200	18,300	
Harare	8559	Perlin	FS 2	01-Jun-92	0.8329	66,025		54,991	63,325	2,700	3%
Niamey	8569	Couturier	PM 5	10-Aug-92	0.6411	57,621		36,941	55,166	2,455	3%
Niamey	8570	Provost	PM 6	07-Sep-92	0.5644	67,529		38,112	65,979	1,550	
		SUB-TOTAL			4.5397	449,323	1,000	286,316	408,492	40,831	
<b>ASIA</b>											
Manila	8451	MacDonnell	PM 6	17-Aug-92	0.6219	67,529		41,997	0	67,529	
		SUB-TOTAL			0.6219	67,529	0	41,997	0	67,529	
<b>F&amp;CI</b>											
Bridgetown	8443	McGregor - FMA	FI 3	19-Aug-92	0.6164	63,200	744	39,703	62,400	800	B.B.
Manila	8457	Campbell - FMA	FI 3	31-Aug-92	0.5836	63,200	744	37,625	56,487	6,713	
San Jose	8474	Shepherd - FMA	FI 3	04-Aug-92	0.6575	63,200	744	42,300	57,835	5,365	BB+INCR
Bamako	8514	Vacant - FMA	FI 3	01-Sep-92	0.5808	63,200	744	37,452	0	63,200	
Ouagadougou	8522	Dubois - FMA	FI 3	17-Aug-92	0.6219	63,200	744	40,049	55,186	8,014	BB+INCR+3
		SUB-TOTAL			3.0603	316,000	3,718	197,128	231,908	84,082	
<b>OSB</b>											
Jakarta	8489	Garneau - Contr	PM 6	29-May-92	0.8411	67,529		56,798	68,218	(689)	
		SUB-TOTAL			0.8411	67,529	0	56,798	68,218	(689)	
<b>PSB</b>											
Bridgetown	8439	McCabe - PRO	ENG 5	21-Aug-92	0.6110	70,426	1,106	44,133	63,393	7,033	
Jakarta	8492	Kirch - PRO	ENG 5	06-Sep-92	0.5671	70,426	1,106	41,046	63,393	7,033	
Kigali	8501	Lévesque - PRO	ENG 5	01-Apr-92	1.0000	71,226	1,106	72,332	0	71,226	
Harare	8548	Malek - PRO	ENG 5	24-Aug-92	0.6027	71,226	1,106	44,036	65,114	6,112	
		SUB-TOTAL			2.7808	283,304	4,423	201,547	191,900	91,404	
		TOTAL			11.8438	1,183,685	9,141	783,787	900,518	283,167	

*Saving*

Total Positions	18										
Total Salaries						1,183,685	9,141	783,787	592,533		
Employee Benefit Plan						189,390	1,463	125,406	94,805		
Total Salary & EBP						1,373,075	10,603	909,193	687,338		
Average Salary & EBP per PY					0.6580	76,282	**				

\* 900,518x11.8438    \*\* 1,183,647

18

18

Annual salary. Based on actual salary of the incumbent of the position at the time of the repatriation.

EAITC salary. Salary Estimated based on PY's utilization and EAITC's salary schedule.

1992-93 POSITIONS TO BE REPATRIATED - Estimated salary for FY 1993-94

16-Sep-92

POST	Pos. #	INCUMBENT	GR.& LEVEL	RAPATR. DATE	P.Y. UTIL.	ANNUAL SALARY	01-Apr-93 SALARY	3%& A.INCR	1993-94 SALARY
<b>AFRICA</b>									
Bamako	8517	Piche	AS 5	02-Sep-92	0.5781	54,292	54,292	1,249	55,541
Ouagadougou	8523	Bain	PM 6	16-Sep-92	0.5397	67,529	67,529	1,558	69,087
Maaseru	8538	Spoerel	FS 1	01-Jun-92	0.8329	43,827	45,548	504	46,052
Harare	8557	Spearman	EX 2	12-Sep-92	0.5507	92,500	93,200		93,200
Harare	8559	Perlin	FS 2	01-Jun-92	0.8329	66,025	66,025	735	66,760
Niamey	8569	Couturier	PM 5	10-Aug-92	0.6411	57,621	57,621	1,327	58,948
Niamey	8570	Provost	PM 6	07-Sep-92	0.5644	67,529	67,529	1,558	69,087
		SUB-TOTAL			4.5397	449,323	451,744	6,929	458,673
<b>ASIA</b>									
Manila	8451	MacDonnell	PM 6	17-Aug-92	0.6219	67,529	67,529	1,558	69,087
		SUB-TOTAL			0.6219	67,529	67,529	1,558	69,087
<b>F&amp;CI</b>									
Bridgetown	8443	McGregor - FMA	FI 3	19-Aug-92	0.6164	63,200	65,072	766	65,838
Manila	8457	Campbell - FMA	FI 3	31-Aug-92	0.5836	63,200	65,072	766	65,838
San Jose	8474	Shepherd - FMA	FI 3	04-Aug-92	0.6575	63,200	65,072	766	65,838
Bamako	8514	Vacant - FMA	FI 3	01-Sep-92	0.5808	63,200	65,072	766	65,838
Ouagadougou	8522	Dubois - FMA	FI 3	17-Aug-92	0.6219	63,200	65,072	766	65,838
		SUB-TOTAL			3.0603	316,000	325,360	3,830	329,190
<b>OSB</b>									
Jakarta	8489	Garneau - Contr	PM 6	29-May-92	0.8411	67,529	67,529	1,558	69,087
		SUB-TOTAL			0.8411	67,529	67,529	1,558	69,087
<b>PSB</b>									
Bridgetown	8439	McCabe - PRO	ENG 5	21-Aug-92	0.6110	70,426	72,539	1,139	73,678
Jakarta	8492	Kirch - PRO	ENG 5	06-Sep-92	0.5671	70,426	72,539	1,139	73,678
Kigali	8501	Lévesque - PRO	ENG 5	01-Apr-92	1.0000	71,226	73,339	1,139	74,478
Harare	8548	Malek - PRO	ENG 5	24-Aug-92	0.6027	71,226	73,339	1,139	74,478
		SUB-TOTAL			2.7808	283,304	291,756	4,555	296,311
		TOTAL			11.8438	1,183,685	1,203,918	18,429	1,222,347

Total Positions	18								
Total Salaries						1,183,685	1,203,918	18,429	1,222,347
Employee Benefit Plan						189,390	192,627	2,949	195,575
Total Salary & EBP						1,373,075	1,396,545	21,377	1,417,922
Average Salary & EBP per PY						76,282			

Annual salary. Based on actual salary of the incumbent of the position at the time of the repatriation.



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Notre référence      Your file

le 13 mai 1992

C1941-2-92/93

Notre référence      Our file

M. Mark Romoff  
Directeur  
Gestion des ressources  
Affaires extérieures et commerce  
    extérieur Canada  
Edifice Lester B. Pearson  
Ottawa (Ontario)  
K1A 0G2

Objet : Programme d'aide : activités à réaliser

M. Romoff,

Cette lettre vise à passer en revue les aspects du compte rendu de la réunion des Plans de mission tenue le 18 février 1992 requérant des actions à court terme. J'aborde également des points discutés au cours d'une réunion et de téléphones, entre représentants de nos directions.

Je veux mettre l'emphase sur la réalisation de certaines activités à court terme pour une meilleure gestion du programme d'aide en 1992-1993 et dans les années futures.

### **Afrique**

Nous avons convenu du transfert d'une position du programme d'aide de Kinshasa à Amman. Un représentant de l'Agence prendra ces fonctions au cours de l'été 1992. La position 5371 sera donc transférée à Amman.

Nous vous avons fait part des besoins en ressources locales pour appuyer la livraison du programme d'aide à Kigali et Addis-Abeba. Il s'agit de deux postes de secrétaires, soit un à Kigali et un autre à Addis-Abeba, et d'un poste d'adjoint administratif pour Addis. Nous avons identifié trois positions de LES/LEP qui pourraient être transférés dans ces missions, soient: 10111X actuellement vacante à Abidjan et 2127X, 2129X que Dar-es-Salaam a identifié comme non requise.

2.

Quant au transfert de responsabilités pour Madagascar de Dar-es-Salaam vers Nairobi, l'agence souhaite qu'il s'effectue dans les meilleurs délais. Vous réalisez qu'il y a d'autres implications que celles d'un simple transfert des fonctions de l'agent de l'ACDI sur le terrain. L'ambassadeur du Canada accrédité à Madagascar et dont relève l'approbation des contributions aux fonds canadiens, a résidence à Dar-Es-Salaam. Il faudra regarder à cette situation de très près afin de s'assurer que tout ce qui est lié à l'aide canadienne soit coordonné d'un seul point.

Le budget fédéral présenté le 25 février 1992 est venu modifier certaines intentions exprimées ou annonces faites lors de la réunion du 18 février 1992 concernant les mini-postes de Gaborone, Lilongwe et Maseru. Tel que le mentionne la lettre (en annexe) de M. J. Copland à Mme V. Edelstein des AECEC datée du 3 mars 1992, l'Agence recommande que ces mini-postes soient fermés.

Au cours d'une conversation téléphonique entre MM. Allard et Dark, ce dernier a indiqué que le budget des communications des postes du Sahel serait de \$1,7 M en 1992-1993 alors qu'il approchait les \$ 2 M en 1991-1992. Afin d'évaluer l'impact d'une telle réduction, nous aimerions savoir si ce budget inclut le forfait pour la ligne dédiée. S'agit-il de l'allocation pour les trois postes de Niamey, Ouagadougou, Bamako?

J'aimerais revenir sur la question de l'installation des réseaux locaux de Bamako et Ouagadougou. Un point discuté à plusieurs reprises et, malgré des décisions d'aller de l'avant, remis à chaque fois depuis le début de la décentralisation des programmes. Selon les dernières informations qui me sont fournies, il en coûterait quelques \$ 25,000 par mission pour effectuer cette installation si on utilise les ressources disponibles sur le terrain. Étant donné: la plus grande utilisation de la ligne dédiée qui en découlera et de ce fait des réductions de coût d'opération; le maintien des activités à leur niveau actuel probablement jusqu'en 1994-1995; la nécessité d'affecter des représentants dans ces bureaux après la mise en place d'un nouveau mode de livraison; l'importance d'allouer à ces bureaux les mêmes outils que les autres postes pour la gestion de leur programme; nous vous demandons de considérer dans vos allocations 1992-1993 la réalisation de cette activité.

### Amériques

En ce qui a trait à Bridgetown, nous vous réitérons l'importance de prévoir des infrastructures adéquates pour la livraison du programme d'aide. Comme il nous faut prévoir des économies pour approvisionner l'Enveloppe d'aide internationale et que le budget décentralisation décroîtra de façon significative dans les prochaines années, il nous apparaît plus raisonnable que les fonds d'investissement proviennent du budget d'aide traditionnelle.

### Asie

A compter de l'été 1992, il y aura un représentant du programme d'aide à Hanoi. Une position actuellement vacante du programme décentralisé à Singapour sera transférée à Hanoi, soit celle portant le numéro 8460.

Le tableau annexé au compte rendu de la réunion de février 1992 signale le transfert d'un conseiller financier de Bamako à Dhaka. Cette décision a été reportée et le poste de Bamako sera transféré à l'ACDI.

Je veux vous assurer que les différents points identifiés dans cette lettre constituent et se limitent aux actions jugées nécessaires et importantes pour la bonne gestion de nos programmes d'aide à l'étranger.

Recevez, monsieur Romoff, l'expression de mes meilleurs sentiments.

Julian Payne  
Directeur-général  
Services aux opérations



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CANADA  
K1A 0G4

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CANADA  
K1A 0G4

*Cary  
As received let  
discuss this pm  
M.*

Votre référence Your file

Notre référence Our file

le 1er mai 1992

M. Mark Romoff  
Directeur  
Gestion des ressources  
Affaires extérieures et commerce  
extérieur Canada  
Edifice Lester B. Pearson  
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K1A 0G2

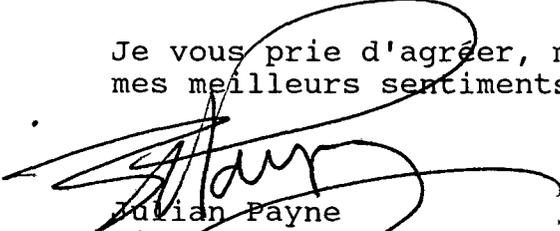
M. Romoff,

Vous trouverez ci-joint une série de tableaux qui nous permettent de voir l'évolution de la gestion du programme d'aide dans les missions décentralisées.

Le tableau I identifie les positions existantes dans les missions avant la décentralisation. Il nous dit également le nombre de positions et précise les fonctions qui furent décentralisées. Nous y avons inclus les réductions liées aux réductions de positions liées au streamlined et au budget de février 1992.

Les tableaux II, III, IV et V représentent la ventilation des éléments du Tableau I. Ces tableaux vous informeront des mouvements de personnel. Toutefois, l'ACDI pourra modifier, par exemple, certaines dates de retour pour refléter les besoins de gestion.

Je vous prie d'agréer, monsieur Romoff, l'expression de mes meilleurs sentiments.

  
Julian Payne  
Directeur général  
Services aux opérations

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POSTES DÉCENTRALISÉS

92 04 2

Personnes-années sur le terrain au 1er avril 1993

TABLEAU I

PAYS	P/A avant décentralisation/terrain	P/A ACDI vers le terrain	Transfert de nouvelles P/A - ACDI	Streamlined P/A coupées de 1990 au 31/03/1993	P/A rapatriées Téléx du 12/03/92	Réduction totale	Postes vacant	P/A Décentralisées au 01/04/93	P/A Décentralisées à rapatrier à l'ACDI en 1993/1995 ou avant
ASIE Manille Singapour Djakarta	7	6	P.D. *	8	(0)	(1)	(1)	(1)	7
			PRO's	5	(3)	(1)	(4)	1	
			FMA's	2	(0)	(1)	(1)	1	
			Contracts	1	(0)	(1)	(1)	0	
			S.T.	16	(3)	(4)	(7)	(1)	9
AFRIQUE ANGLOPHONE Dar-es-Salaam Harare	10	14	P.D.	23	(6)	(1)	(7)	16	
			PRO's	6	(2)	(1)	(3)	3	
			FMA's	2	(0)	(0)	(0)	2	
			Contracts	1	(0)	(0)	(0)	1	
			S.T.	32	(8)	(2)	(10)		22
AFRIQUE FRANCOPHONE Dakar/Conakry <sup>2</sup> Abidjan/Sahel	12	25	P.D.	24	(6)	(2)	(8)	(1)	16
			PRO's	14	(5)	(2)	(7)	(1)	7
			FMA's	5	(0)	(1)	(1)	(1)	4
			Contracts	1	(0)	(0)	(0)	1	
			S.T.	44	(11)	(5)	(16)	(3)	28
AMERICA'S Bridgetown San José/ Tegucigalpa	9	9	P.D.	11	(2)		(2)	(0)	9
			PRO's	8	(5)	(1)	(6)	(1)	2
			FMA's	2	(0)	(2)	(2)	0	
			Contracts	2	(0)	(0)	(0)	2	
			S.T.	23	(7)	(3)	(10)	(1)	13
Autres <sup>3</sup>		3							
TOTAL	40	57	115+2***	(29)	(14)	(43)	(5) <sup>4</sup>	72** + 2***	(68) + 2 ***
			Ajout C.T. ACDI	58 57+2***	(29) (0)	(0) (14)	(29) (14)		(29) (39) + 2 ***

\* P.D.: Program delivery

\*\* Incluant 4 postes vacants et excluant un des postes vacants qui sera doté.

\*\*\* Deux personnes-années ont été allouées pour régulariser la situation de Kigali.

1. Incluant Mbabane, Gaborone, Maseru, Lilongwe, Maputo.

2. Incluant Mali, Niger, Burkina Faso.

3. Deux personnes-années de la Direction des Finances et une des Services aux opérations.

4. Un poste n'a jamais été doté mais sera transféré à Hanoi et doté en septembre 92, deux autres sont vacants depuis 1991-1992. Un poste deviendra vacant avant le 1/09/92 et un autre le 28/02/93.

ASIE - POSTES DÉCENTRALISÉS

TABLEAU II-A

État de la situation des "personnes-années" avant et après la décentralisation

ASIE	P/A Existantes avant D	P/A D	P/A D coupées	P/A D rapatriées	P/A D vacantes	Dates de retour				P/A dotées en 92-93
						avant 31 03 92	92-93	93-94	94-95	
Manille	4017							15 08		
	6154								31 07	
		P.D.*8451		8451				18 08		
		P.D. 8452							09 08	
		P.D. 8453							07 08	
		PRO 8455							31 07	
Jakarta		PRO 8456	8456			28 06				
		CGF 8457		8457			15 08			
	1331						25 08			X
	5359								04 08	
	7337						25 07			X (Spur)
	5360						22 08			X
	5358						30 09			X
		PRO 8492		8492				01 09		
		PRO 8493		8493			10 07			
		CONT 8489		8489				01 06		
	P.D. 8490						15 08			X
	P.D. 8488								12 07	
	CGF 8491								28 07	

\* Program Delivery

ASIE - POSTES DÉCENTRALISÉS

TABLEAU II-B

État de la situation des personnes-années

ASIE	P/A Existantes avant D	P/A D	P/A D coupées	P/A D rapatriées	P/A D vacantes	Dates de retour				P/A dotées en 92-93
						Avant 31 03 92	92-93	93-94	94-95	
Singapour		P.D. 8458					15 08			X
		P.D. 8460			8460					X(Hanoi)
		P.D. 8459 PRO 8461	8461				15 06	31 07		
	7	16	3	4	1	2	10	4	6	7
		8 P.D. 5 PRO 2 CGF 1 Contrat	3 PRO	1 P.D. 1 PRO 1 CGF 1 Contrat						

AFRIQUE FRANCOPHONE - POSTES DÉCENTRALISÉS

État de la situation des "personnes-années" avant et après la décentralisation

TABLEAU III-A

AFRIQUE FRANCOPHONE	P/A Existantes avant D	P/A D	P/A D coupées	P/A D rapatriées	P/A D vacantes	Dates de retour				P/A dotées en 92-93
						avant 31 03 92	92-93	93-94	94-95	
Dakar	5368							11 09		
	7268							16 08		
	4028						08 09			X
		P.D. 8390					10 08			X
		P.D. 8394							19 08	
		P.D. 8407	8407			31 03				
		P.D. 8395						14 08		
		P.D. 8408	8408				10 09			
		PRO 8396	8396			31 03				
		P.D. - Laviades								19 08
		PRO 8397	8397			31 03				
		PRO 8398						04 11		
		PRO 8399						30 08		
	PRO 8401						31 07			
	CGF 8403						31 08			
Conakry	1350						12 08			X
	4601	P.D. 8413								
	5	13	4	0	0	3	4	6	1	3
		7PD, 5 PRO 1 CGF	2 PD 2 PRO							

AFRIQUE FRANCOPHONE - POSTES DÉCENTRALISÉS

TABLEAU III-B

État de la situation des "personnes-années" avant et après la décentralisation

AFRIQUE FRANCOPHONE	P/A Existantes avant D	P/A D	P/A D coupées	P/A D rapatriées	P/A D vacantes	Dates de retour				P/A dotées en 92-93
						avant 31 03 92	92-93	93-94	94-95	
Abidjan           (Kigali)	5363							28 07		
	5365							14 08		
	6160						09 03			X
	(nouvelle d'Abidjan)	P.D. 8570								X
		PRO 8507	8507					30 09		
		P.D. 8504							01 08	
		P.D. 8505						13 08		X
	(Nmy/Cont)	CONT 8573								X
		PRO 8501			8501			01 04		
		PRO 8500							14 08	
	P.D. 8502		8502			19 09				
	PRO 8496		8496			27 08				
	CGF 8494								21 08	
Bamako	5366							09 03		
	5367									X
		PRO 8515	8515			06 07	09 08			
		PRO 8518						09 03		
		P.D. 8513							19 08	
		P.D. 8355	8355				25 08			
		P.D. 8516							05 09	
	P.D. 8517			8517			24 08			
	CGF 8514				8514		01 09			

AFRIQUE FRANCOPHONE - POSTES DÉCENTRALISÉS

TABLEAU III-C

État de la situation des "personnes-années" avant et après la décentralisation

AFRIQUE FRANCOPHONE	P/A Existantes avant D	P/A D	P/A D coupées	P/A D rapatriées	P/A D vacantes	Dates de retour				P/A dotées en 92-93
						avant 31 03 92	92-93	93-94	94-95	
Niamey	5372								23 08	
	5373						14 08			X
		PRO 8571		8571			25 07			
		P.D. 8567							29 08	
	(Abidjan)	CONT 8573					17 08			
		P.D. 8569							29 08	
		CGF 8568							31 08	
(Abidjan)		P.D. 8570			8570		06 08			
		P.D. 8583	8583			29 07				
		P.D. 8521					22 08			X
		P.D. 8523		8523			16 09			
		P.D. 8524					22 08			X
		P.D. 8525							02 09	
		P.D. 8527							25 08	
	PRO 8529						30 07			
	PRO 8530	8530				01 09				
	P.D. 8528	8528				01 07				
	CGF 8522			8522			01 09			
	TOTAL 7	31	7	5	3	6	16	6	10	8
		17 P.D. 9 PRO 4 CGF 1 CONTRAT	4 P.D. 3 PRO	1 P.D. 2 PRO 1 CGF	1 P.D. 1 PRO 1 CGF					

AFRIQUE FRANCOPHONE - POSTES DÉCENTRALISÉS

TABLEAU III-D

État de la situation des "personnes-années" avant et après la décentralisation

AFRIQUE FRANCOPHONE	P/A Existantes avant D	P/A D	P/A D coupées	P/A D rapatriées	P/A D vacantes	Dates de retour avant				P/A dotées en 92-93
						31 03 92	92-93	93-94	94-95	
TOTAL : Cumulatif ABDJN/SAHEL et DAKAR/CNKRY	12	44	11	5	3	9	20	12	11	11
		24 P.D. 5 CGF 14 PRO 1 CONT	6 P.D. 5 PRO	1 P.D. 2 PRO 1 CGF	1 P.D. 1 PRO 1 CGF					

AFRIQUE ANGLOPHONE - POSTES DÉCENTRALISÉS

TABLEAU IV-A

État de la situation des "personnes-années" avant et après la décentralisation

Afrique anglophone	P/A Existantes avant D	P/A D	P/A D coupées	P/A D rapatriées	P/A D vacantes	Dates de retour				P/A dotées en 92-93	
						avant 31 03 92	92-93	93-94	94-95		
Dar-es-Salaam	1354							01 08			
	5382							19 08			
	5383								06 09		
	7385							24 08			
			P.D.*8379					09 08			X
			P.D. 8380					16 08			X
			P.D. 8381					29 07			X
		CGF 8382						04 09			
		CR **6175							06 11		
		P.D. 8384	8384								

\* Program Delivery

\*\* Poste commis d'aide non-décentralisé.

AFRIQUE ANGLOPHONE - POSTES DÉCENTRALISÉS

TABLEAU IV-B

État de la situation des "personnes-années" avant et après la décentralisation

Afrique anglophone	P/A Existantes avant D	P/A D	P/A D coupées	P/A D rapatriées	P/A D vacantes	Dates de retour avant				P/A dotées en 92-93	
						31 03 92	92-93	93-94	94-95		
Harare	1355								13 12		
	5388						01 07			X	
	6167						22 09			X	
	7124								05 08		
	7276								22 08		
			P.D. 8541					02 11			X
			P.D. 8542					31 10			X
			P.D. 8543						26 03		
			P.D. 8544						31 07		
			P.D. 8545					03 11			X
		P.D. 8546							29 08		
		P.D. 8547						31 07			
		PRO 8548		8548			26 08				
		PRO 8549						26 02			

AFRIQUE ANGLOPHONE - POSTES DÉCENTRALISÉS

TABLEAU IV-C

État de la situation des "personnes-années" avant et après la décentralisation

Afrique anglophone	P/A Existantes avant D	P/A D	P/A D coupées	P/A D rapatriées	P/A D vacantes	Dates de retour				P/A dotées en 92-93
						avant 31 03 92	92-93	93-94	94-95	
Harare (suite)		PRO 8550	8550				21 09			
		PRO 8552						18 10		
		PRO 8553						31 03		
		PRO 8554						10 08		
		P.D. 8556	8556			26 10				
		P.D. 8557						31 07		
		P.D. 8559						05 10		
		P.D. 8560						12 08		
		P.D. 8561						15 10		X
		P.D. 8562	8562*					22 04		
		P.D. 8564	8564					24 08		
	CGF 8555							02 09		
Gaberone		P.D. 8534	8534				12 08			
Lilongwé		P.D. 8535	8535				29 07			
Maputo		P.D. 8536							19 08	
Maseru		P.D. 8538		8538			01 09			
MBABANE		P.D. 8540	8540			31 03				
	10	32	8	2	0	2	16	15	7	9
		23PD, 6PRO 2CGF, 1CR	5 PD 2 PRO	1 PD 1 PRO						

\* Ce poste ne fut jamais doté.

AMÉRIQUES - POSTES DÉCENTRALISÉS

TABLEAU V-A

État de la situation des "personnes-années" avant et après la décentralisation

AMÉRIQUES	P/A Existantes avant D	P/A D	P/A D coupées	P/A D rapatriées	P/A D vacantes	Dates de retour				P/A dotées en 92-93	
						avant 31 03 92	92-93	93-94	94-95		
Bridgetown	5392							31 08			
	4069							15 09			
	5391						30 09			X	
	5393							01 09			
	5394							07 07			
			PRO 8419	8419			15 08				
			P.D.*8449	8449			31 03				
			PRO 8421	8421			05 04				
			P.D. 8422					16 09			X
			P.D. 8423							26 08	
			PRO 8424							14 10	
			CONT 8432							29 04	
			PRO 8439		8439				01 09		
			PRO 8440	8440			31 03				
		PRO 8442			8442			28 02			
		P.D. 8450							21 08		
		CGF 8443		8443				01 09			

\* Program Delivery

AMÉRIQUES - POSTES DÉCENTRALISÉS

TABLEAU V-B

État de la situation des personnes-années

AMÉRIQUES	P/A Existantes avant D	P/A D	P/A D coupées	P/A D rapatriées	P/A D vacantes	Dates de retour				P/A dotées en 92-93	
						avant 31 03	92-93	93-94	94-95		
San José	1306								30 08		
	4067							18 08			
	5396						11 08			X	
	6172 (Tegu)						13 10			X	
		P.D. 8476					02 09				X
		P.D. 8477							20 08		
		P.D. 8478					10 08				
		PRO 8479	8479				04 08				
		PRO 8480							01 06		
		PRO 8481	8481				18 08				
		CONT 8482						20 09			
		P.D. 8484 (TEGU)						30 06			
		P.D. 8475						18 08			
	CGF 8474			8474			01 09				
	P.D. 8473	8473				02 08					
	9	23	7	3	1	5	12	8	7	5	
		11 P.D. 8 PRO 2 CONTRATS 2 CGF	2 P.D. 5 PRO	1 PRO 2 CGF	1 PRO						



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Hull, Quebec  
CANADA  
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*Cary  
Dutto*

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le 30 avril 1992

M. Mark Romoff  
Directeur  
Gestion des ressources  
Affaires extérieures et commerce  
extérieur Canada  
Edifice Lester B. Pearson  
Ottawa (Ontario)  
K1A 0G2

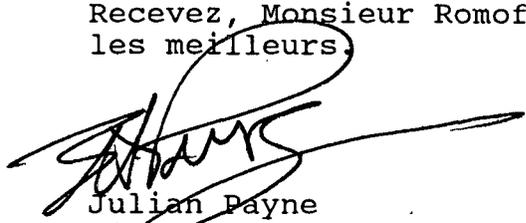
M. Romoff,

Il me fait plaisir de vous soumettre une nouvelle liste  
des positions coupées dans le cadre du streamlined.

Le 29 juillet 1991, nous vous avons soumis la liste des  
positions coupées ou qui devaient l'être dans les années  
financières 1991-1992 et 1992-1993. Les besoins de  
gestion ont amené des changements à la liste soumise en  
juillet 1991, d'où la présente liste.

Nous croyons que ceci devrait résumer la situation des  
positions à couper par rapport à l'option du streamlined  
dans la Revue de la décentralisation au Comité d'examen  
des dépenses.

Recevez, Monsieur Romoff, l'expression de mes sentiments  
les meilleurs.

  
Julian Payne  
Directeur général  
Services aux opérations

cc.    John Wood  
      Jean-Marc Métivier  
      John Copland  
      Brian Legris  
      Denis Briand

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MAY 11 1992

*2842*

28 avril 1992

**ANNEXE A**  
**OPTION DU STREAMLINED**  
**Postes coupés**  
**Personnel canadien**

POSTE	NUMÉRO DU POSTE	DATE DE RETOUR		CANDIDAT 1992/93
		1991-92	1992-93	
<b>AMÉRIQUES :</b> <b>Bridgetown</b>	EXTGA-8440R	*1990-91		Anderson
	EXT-8449R	*1990-91		Lawrie
	EXTGA-8421R	05 04 91		Powles
	EXTGA-8419R	15 08 91		Tuong, T.
<b>San José</b>	EXT-8473R	02 08 91		St-Jean, N.
	EXT-8481R		01 09 92	Beaulieu
	EXTG-8479R		04 08 92	Paterson
<b>AFRIQUE :</b> <b>Dakar</b>	EXTG-8397R	*1990-91		Pelletier
	EXTGA-8407R	*1990-91		Lefèbvre
	EXTGA-8396R	23 08 91		Bouchard, G.
	EXT-8408R		10 09 92	Chassé
<b>Abidjan</b>	EXTG-8496R	27 08 91		Jolicoeur, P.
	EXT-8502	19 09 91		Brodeur, T.
<b>Bamako</b>	EXTG-8515R	06 07 91		Robard, G.
	EXT-8355R		25 08 92	Greetham
<b>Ouagadougou</b>	EXT-8528R	01 07 91		Martineau, C.
	EXTG-8530R	01 09 91		Gauvin, J.
<b>Niamey</b>	EXT-8583R	29 07 91		Gagnon, L.
<b>Dar-es-Salaam</b>	EXT-8384R	*1990-91 (18 07 90)		Langstaff
<b>Lilongué</b>	EXTGA-8535		29 07 92	McCoy

**ANNEXE A**  
**OPTION DU STREAMLINED**  
**Postes coupés**  
**Personnel canadien**

POSTE	NUMÉRO DU POSTE	DATE DE RETOUR		CANDIDAT <i>1992/93</i>
		1991-92	1992-93	
Harare	EXT-8564R		24 08 92	Backman
	EXT-8556	26 10 91		Armstrong
	EXTGA-8550R		15 10 92	Sykes
	EXT-8562		22 04 92	Jamais comblé
Gaberone	EXTGA-8534R		12 08 92	Tovee
Mbabane	EXTGA-8540R	*1990-91		Jamais comblé
ASIE :				
Manille	EXTG-8456R	28 06 91		Goodine
Singapour	EXTG-8461R		15 06 92	Ironmonger
Jakarta	EXTG-8493R	10 07 91		Paradine, P.
<b>TOTAL Positions Coupées</b>		19	<b>10</b>	<b>29</b>

\* postes laissés vacants au départ des canadiens en 1990-91



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*Greg / Cary*  
*Background for our Web*  
*note with CSB. Let's*  
*discuss in advance pls*  
M.

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le 26 mars 1992

C1160-16

M. Mark Romoff  
Directeur  
Gestion des ressources  
Affaires extérieures et commerce  
extérieur Canada  
Edifice Lester B. Pearson  
Ottawa (Ontario)  
K1A 0G2

Sujet: Réduction de 3.11 p. cent soit 1 060 000 \$  
portant sur la portion du budget d'APD géré par  
les AECEC

M. Romoff,

Je vous remercie de votre facsimilé daté du 20 mars  
fournissant de l'information sur les budgets d'opération  
décentralisées et d'aide traditionnelle des trois  
prochaines années financières ainsi que sur les résultats  
de la réduction de 3.11 p. cent s'appliquant aux budgets  
de fonctionnement non salariaux.

En ce qui a trait au budget des opérations  
décentralisées, l'Agence souhaite limiter les dépenses  
liées au poste Capital en 1992-1993 particulièrement en  
ce qui a trait aux dépenses d'infrastructures. Nous  
demandons donc que toutes dépenses de cet ordre soit  
différées et le budget gelé pour le moment jusqu'à ce  
qu'une décision puisse vous être communiquée un peu plus  
tard.

Quant au partage du 1 060 000 \$ entre les deux budgets  
d'aide traditionnelle et décentralisé, nous vous  
proposons de l'appliquer selon le partage que vous nous  
avez déjà communiqué i.e. 441 000 \$ au budget des  
opérations décentralisées et 619 000 \$ à celui de l'aide  
traditionnelle.

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MAR 27 1992

1644

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2.

Pour aller chercher la réduction de 441 000 \$, et vous êtes priés de noter que ceci constitue pour le moment une intention et devra vous être confirmé par voie écrite avant de devenir la position officielle de l'ACDI, nous pensons utiliser le poste Capital du budget décentralisé pour absorber la réduction de 441 000 \$. Ceci permettra de laisser les autres postes à leur niveau actuel pour le bon déroulement des opérations décentralisées en 1992-1993.

L'Agence a décidé d'appliquer la réduction du budget d'aide traditionnelle que vous avez calculé soit 619 000 \$ à ce budget. Nous demandons que cette réduction soit ventilée entre l'administration centrale des AECEC et le terrain selon un calcul au prorata.

Pour la portion qui s'appliquera aux missions à l'étranger, un autre partage proportionnel à la valeur du programme d'aide devrait être à la base des calculs pour la répartition des réductions entre les régions géographiques. Une fois les budgets établis pour chacune des régions géographiques, il serait hautement apprécié par l'Agence que des consultations entre les sous-ministres adjoints de ces régions et les vice-présidents concernés à l'ACDI aient lieu avant la mise en application de ces réductions.

Nous élaborerons sur la réduction complémentaire qui nous est demandée soit celle "jusqu'à deux millions de dollars" par rapport au budget des opérations de la décentralisation dans un courrier séparé. Nous vous avons déjà communiqué la décision de rapatrier quatorze positions en 1992-1993 et, dans cet ordre d'idée, nous aimerions connaître les intentions des AECEC.

Je suis très satisfait qu'une réunion de partage d'information entre représentants de nos deux directions puisse s'organiser pour le 27 mars. La mise en application de ces décisions et de celles à venir sera facilitée par cette collaboration.

Je vous prie d'agréer, monsieur Romoff, l'expression de mes meilleurs sentiments.

  
Julian Payne  
Directeur général  
Direction générale des  
services aux opérations



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C1160-16

le 23 mars 1992

M. Mark Romoff  
Directeur  
Gestion des ressources  
Affaires extérieures et commerce  
extérieur Canada  
Edifice Lester B. Pearson  
Ottawa (Ontario)  
K1A 0G2

Cher M. Romoff,

Ceci pour donner suite à la rencontre du 19 mars 1992 ainsi qu'au facsimilé du 20 mars traitant de la réduction de 3.11 p.cent s'appliquant aux Opérations du budget d'Aide publique au développement géré par les AECEC.

Je voudrais tout d'abord vous remercier d'avoir organisé la rencontre du 19 mars 1992. Elle aura permis de clarifier les bases sur lesquelles doivent s'effectuer les différentes réductions qui nous sont demandées pour l'année 1992-1993.

En se référant à l'information que vous nous avez expédiée par facsimilé, nous comprenons que le chiffre de 1 060 000 \$ correspond au maximum de la réduction qui sera imputé au budget d'Aide publique au développement au titre de la réduction des budgets de fonctionnement non salariaux demandé par le Gouvernement.

D'autres échanges entre nos deux organisations seront requis avant de pouvoir vous confirmer si la réduction s'appliquera au budget des opérations de la décentralisation et/ou au budget du programme d'aide traditionnel. D'ailleurs sur ce sujet, je crois qu'une rencontre a déjà été sollicitée et je souhaite qu'elle puisse se concrétiser dans les meilleurs délais.

Je vous prie d'agréer, monsieur Romoff, l'expression de mes meilleurs sentiments.

Julian Payne  
Directeur général  
Services aux opérations

Canada

000378

## DÉCENTRALISATION

Tableau résumant le  
 mouvement de personnes-années

	<u>Impact sur le terrain</u>	<u>Impact à l'ACDI/Hull</u>
Selon le plan d'opération de la Déc.	117 = + 57 + 60	- 57
Streamlined model (31/03/93)	- 28*	0
Télex du 12/03/92	- 14**	+ 14
Postes vacants	- 3***	+ 3
1993-1994	- 60	+ 43
1994-1995	- 12	0
Résultat à la fin de l'exercice	- 117	+ 57

\* Au 31/03/93

\*\* Au 01/09/92

\*\*\* Au 01/04/92



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Hull, Quebec  
Canada  
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*Proz*  
① Could you pls  
have the resource  
having costed  
② Are their  
~~positions~~  
for pay closures  
which will result? *M*

Votre référence    Your file

C1160-16  
Notre référence    Our file

*Chry*  
for action  
but lets  
talk first  
*M*

le 19 mars 1992

M. Mark Romoff  
Directeur  
Gestion des ressources  
Affaires extérieures et commerce  
extérieur Canada  
Edifice Lester B. Pearson  
Ottawa (Ontario)  
K1A 0G2

Objet : Décentralisation

Monsieur,

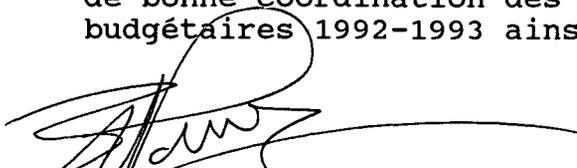
Je viens donner suite à notre réunion du 11 mars 1992. Vous trouverez en annexe A la liste des postes que l'ACDI rapatrie à la centrale dans le cadre de l'exercice de réduction 1992-1993 du budget décentralisation.

En fonction de la réduction pouvant s'élever jusqu'à deux millions \$ du programme décentralisé en 1992-1993, nous souhaitons obtenir des indications sur le type ainsi que l'envergure budgétaire des coupures envisagées par les AECEC et l'ACDI.

Je vous confirme également en annexe B les positions que l'Agence a décidé d'éliminer dans le cadre de l'exercice du Streamlined pour l'année 1992-1993.

Selon le rapport au Comité d'examen des dépenses, nous devons éliminer 29 positions de 1990 à 1993. Nous avons effectivement éliminé 20 positions en 1990-1991 et 1991-1992. En réduisant de 9 positions en 1992-1993, nous aurons atteint l'objectif fixé.

J'apprécie beaucoup la collaboration entre nos directions et elle devient encore plus importante dans un contexte de bonne coordination des actions liées aux réductions budgétaires 1992-1993 ainsi que 1993-1994.

  
Julian Payne  
Directeur général  
Service aux opérations

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MAR 20 1992

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**ANNEXE A**

<u>MISSION</u>	<u>FONCTION</u>	<u>N° POSTE</u>	<u>TITULAIRE</u>	<u>RETOUR</u>
<b>MANILLE</b>	ANALYSTE PROGRAMME	EXTA-8451R	MACDONNELL	09/92
<b>MANILLE</b>	CONSEILLER GESTION FINANCIERE	EXTA-8457R	CAMPBELL	09/92
<b>JAKARTA</b>	AGENT CONTRATS	EXTG-8489R	GARNEAU	09/92
<b>JAKARTA</b>	AGENT RESSOURCES PROFESSIONNELLES	EXTG-8492R	KIRCH	09/92
<b>BRIDGETOWN</b>	CONSEILLER GESTION FINANCIERE	EXTGA-8443R	MCGREGOR	09/92
<b>BRIDGETOWN</b>	AGENT RESSOURCES PROFESSIONNELLES	EXTGA-8439R	MCCABE	09/92
<b>SAN JOSE</b>	CONSEILLER GESTION FINANCIERE	EXTGA-8474R	SHEPHERD	09/92
<b>HARARE</b>	AGENT RESSOURCES PROFESSIONNELLES	EXTGA-8548R	MALEK	09/92
<b>MASERU</b>	AGENT DEVELOPPEMENT	EXTGA-8538R	SPOEREL	09/92
<b>ABIDJAN</b>	AGENT RESSOURCES PROFESSIONNELLES	EXTGA-8507R	MAILHOT	09/92
<b>BAMAKO</b>	AGENT DEVELOPPEMENT	EXTGA-8517R	PICHE	09/92
<b>NIAMEY</b>	AGENT RESSOURCES PROFESSIONNELLES	EXTGA-8571R	MONTCALM	09/92
<b>OUAGADOUGOU</b>	ANALYSTE PROGRAMME	EXTGA-8523R	BAIN	09/92
<b>OUAGADOUGOU</b>	CONSEILLER GESTION FINANCIERE	EXTG-8522R	DUBOIS	09/92

*Qui 11 septembre 1992.*

*2-1-7-2*  
*RJ*

1992-93 POSITIONS TO BE REPATRIATED

POST	Pos. #	INCUMBENT	GR.& LEVEL	RAPATR. DATE	P.Y. UTIL.	ANNUAL SALARY	3%-STAT. INCREASE	1992-93 SALARY
<b>AFRICA</b>								
Bamako	8517	Piche	AS 5	02-Sep-92	0.5781	54,292		31,385
Ouagadougou	8523	Bain	PM 6	18-Sep-92	0.5397	67,529		36,447
Maseru	8538	Spoerel	FS 1	01-Jun-92	0.8329	43,827	1,000	37,502
Harare	8557	Spearman	EX 2	12-Sep-92	0.5507	92,500		50,938
Harare	8559	Perlin	FS 2	01-Jun-92	0.8329	66,025		54,991
Niamey	8569	Couturier	PM 5	10-Aug-92	0.6411	57,621		36,941
Niamey	8570	Provost	PM 6	07-Sep-92	0.5844	67,529		38,112
		SUB-TOTAL			4.5397	449,323	1,000	286,316
<b>ASIA</b>								
Manila	8451	MacDonnell	PM 6	17-Aug-92	0.6219	67,529		41,997
		SUB-TOTAL			0.6219	67,529	0	41,997
<b>F&amp;CI</b>								
Bridgetown	8443	McGregor - FMA	FI 3	19-Aug-92	0.6184	63,200	744	39,703
Manila	8457	Campbell - FMA	FI 3	31-Aug-92	0.5836	63,200	744	37,825
San Jose	8474	Shepherd - FMA	FI 3	04-Aug-92	0.6575	63,200	744	42,300
Bamako	8514	Vacant - FMA	FI 3	01-Sep-92	0.5808	63,200	744	37,452
Ouagadougou	8522	Dubois - FMA	FI 3	17-Aug-92	0.6219	63,200	744	40,049
		SUB-TOTAL			3.0603	316,000	3,718	197,128
<b>OSB</b>								
Jakarta	8489	Garneau - Contract	PM 6	29-May-92	0.8411	67,529		56,798
		SUB-TOTAL			0.8411	67,529	0	56,798
<b>PSB</b>								
Bridgetown	8439	McCabe - PRO	ENG 5	21-Aug-92	0.6110	70,426	1,106	44,133
Jakarta	8492	Kirch - PRO	ENG 5	06-Sep-92	0.5671	70,426	1,106	41,046
Kigali	8501	Lévesque - PRO	ENG 5	01-Apr-92	1.0000	71,188	1,106	72,294
Harare	8548	Malek - PRO	ENG 5	24-Aug-92	0.6027	71,226	1,106	44,036
		SUB-TOTAL			2.7808	283,266	4,423	201,509
		TOTAL			11.8438	1,183,647	9,141	783,749

Total Positions	18							
Total Salaries						1,183,647	9,141	783,749
Employee Benefit Plan						189,384	1,463	125,400
Total Salary & EBP						1,373,031	10,603	909,149
Average Salary & EBP per PY						76,279		

*1,193*

1993-94 POSITIONS TO BE REPATRIATED

POST	Pos. #	INCUMBENT	GR. & LEVEL	RAPATR DATE	PY UTILIS.	ANNUAL SALARY	MAXIMUM SALARY	3% INCREASE	1993-94 SALARY	BIL. ONU
<b>AFRICA</b>										
Dakar	8394	Laviades	PM 5	01-Aug-93	0.6658	56,821	57,821	1,135	39,496	NON
Dakar	8395	Drouin	PM 5	01-Aug-93	0.6658	57,821	57,821	1,135	39,496	OUI
Conakry	8413	Lamonde	PM 5	01-Aug-93	0.6658	57,821	57,821	1,135	39,496	OUI
Bamako	8518	Spearber	PM 5	01-Aug-93	0.6658	57,821	57,821	1,135	39,496	OUI
Maputo	8536	O'Neil	PM 5	01-Aug-93	0.6658	57,821	57,821	1,135	39,496	OUI
Harare	8543	Sincere	PM 6	01-Aug-93	0.6658	67,529	67,529	1,333	46,291	OUI
Harare	8544	McWilliam	PM 5	01-Aug-93	0.6658	53,332	57,821	1,135	39,496	OUI
Harare	8547	Dunlop	AS 6	01-Aug-93	0.6658	62,271	63,071	1,244	43,233	NON
Harare	8560	Chaplin	EX 1	01-Aug-93	0.6658	74,300	84,000	1,678	57,601	
		SUB-TOTAL				5,3260	544,737	560,326	11,065	384,104
<b>AMERICA</b>										
Bridgetown	8450	Marquis	CR 5	01-Aug-93	0.6658	34,886	34,886	661	23,887	OUI
San Jose	8475	Matton	PM 1	01-Aug-93	0.6658	37,001	37,001	723	25,357	OUI
San Jose	8484	Schemmer	PM 5	01-Aug-93	0.6658	53,332	57,821	1,135	39,496	OUI
		SUB-TOTAL				1,3315	125,219	129,508	2,519	88,740
<b>ASIA</b>										
Manila	8452	Gwogdecky	FS 2	01-Aug-93	0.6658	55,540	66,025	735	44,691	NON
Singapour	8459	Melanson	PM 6	01-Aug-93	0.6658	59,913	63,071	1,244	43,233	OUI
		SUB-TOTAL				0.6658	115,453	129,096	1,978	87,924
<b>F&amp;CI</b>										
Niamey	8568	Charest	FI 3	01-Aug-93	0.6658	64,272	65,072	766	44,088	NON
Dar-Es-Salaam	8382	Campbell	FI 3	01-Aug-93	0.6658	65,072	65,072	766	44,088	OUI
Dakar	8403	Louli	FI 3	01-Aug-93	0.6658	65,072	65,072	766	44,088	OUI
Harare	8555	Morris	FI 3	01-Aug-93	0.6658	65,072	65,072	766	44,088	OUI
		SUB-TOTAL				2.6630	259,488	260,288	3,064	176,351
<b>OSB</b>										
San Jose	8482	St-Pierre	PG 5	01-Aug-93	0.6658	64,053	64,053	1,264	43,907	OUI
Abidjan	8573	Gagnon	PG 5	01-Aug-93	0.6658	63,253	64,053	1,264	43,907	NON
		SUB-TOTAL				0.6658	127,306	128,106	2,527	87,814
<b>PSB</b>										
Dakar	8398	Letourneau	FO 3	01-Aug-93	0.6658	65,399	67,337	793	45,623	OUI
Dakar	8399	Hounzanybe	CO 2	01-Aug-93	0.6658	64,236	66,963	990	45,571	NON
Dakar	8401	Granbois	EDS 3	01-Aug-93	0.6658	58,719	60,457	1,040	41,289	OUI
Manila	8455	J.C. Lorin	ENG 6	01-Aug-93	0.6658	78,976	81,321	1,264	55,404	OUI
Abidjan	8500	Leverdierre	FO 3	01-Aug-93	0.6658	65,399	67,337	995	45,825	OUI
Bamako	8518	Henery	AG 5	01-Aug-93	0.6658	69,633	71,698	1,061	48,794	OUI
Ouagadougou	8529	Tremblay	AG 5	01-Aug-93	0.6658	66,786	71,698	1,061	48,794	NON
Harare	8549	Shtenko	ENG 5	01-Aug-93	0.6658	70,426	73,339	1,139	49,964	NON
Harare	8552	Touzo	EDS 5	01-Aug-93	0.6658	66,823	68,628	1,199	47,554	NON
Harare	8553	Blais	PC 4	01-Aug-93	0.6658	72,496	73,296	1,448	50,245	NON
Harare	8554	Cote	PG 5	01-Aug-93	0.6658	61,705	64,053	1,264	43,907	OUI
		SUB-TOTAL				7.3233	740,596	767,127	12,253	522,970

Total Positions	31			
Total Salaries		1,912,801	1,974,451	33,406
Employee Benefit Plan		306,048	315,912	5,345
Total Salary & EBP		2,218,849	2,290,363	38,751
Average Salary & EBP per PY		71,576		

APM/J.Roberge/992-7480/dlg

BICO D2

External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

TO/A • ACB

FROM/DE • APM

REFERENCE  
RÉFÉRENCE •

SUBJECT  
SUJET • REMOVALS FY 92/93

Security / Sécurité <b>UNCLASSIFIED</b>
Accession / Référence 2-1-7-2
File / Dossier <del>2-1-7-2</del>
Date August 6, 1992
Number / Numéro APM-1134

ENCLOSURES  
ANNEXES

X

DISTRIBUTION

- APD
- ABD
- APE
- ADA
- APG
- APT
- ABDE
- APV
- ABMC

I have reviewed the issues discussed at our last meeting with a view to providing more information for your presentation to the PMB.

2. In terms of new positions, I have confirmed that incremental operating monies are included in Treasury Board Submissions. In the last two years, the Social Affairs Stream had over 30 positions added to our establishment abroad and in each case, ADA and MCBA had identified incremental funding. It would therefore appear incorrect to link the projected deficit with an increase in Social Affairs positions. By way of example, the Five-Year Plan Treasury Board submission resulted in 16 new PYs and positions abroad in FY 91-92 and 92-93 but the A Branch received \$425,000. in on-going operational monies from the same submission. Similarly, the Visitor Visa Initiative brought \$250,000. to the Branch with 10 PYs to the Stream. Evidently, a ratio of 25,000. per removal seems to have been the benchmark used in these submissions.

3. I have also attached a list of cash-out candidates as a result of the transfer to EIC. The 6 overseas cash-outs translate into 12 unplanned moves as the departing officers must be replaced. I would suggest that we should emphasize the one-time nature of the expenses related to this cash-out and to the Workforce Adjustment exercise when explaining the large numbers of moves this year.

Jean Roberge  
Director  
Social Affairs  
Personnel Division

CASHOUTS RESULTING IN A RELOCATION

<u>NAME</u>	<u>LOCATION</u>
T. DENHOLM	WSAW
P. LOCKWOOD	LDN
J. HIDDEMA	LDN
P. BENELL	PARIS
M. RYAN	PSPAN
R. LAPOINTE	PARIS

CASHOUT/NO RELOCATION

P. BECKETT	JPO
I. HAMILTON	JPO
H. FRAZER	OSGT
J.A. VELIN	OSME
T. LARKINS	C/O APM
G. PARENT	JPO
L. GAGNON	CPG

MIRD



External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

125 Sussex Drive  
Ottawa, Ont.  
K1A 0G2

125, Promenade Sussex  
Ottawa, Ont.  
K1A 0G2

2-1-7-2 - JUST.

Vol. 1.

FACSIMILE / TÉLÉCOPIE closed 93.

98

Security / Sécurité: Unclassified Date: June 12, 1992

To / A: P.M. Kremer, Justice, 954-7815 From / De: K. Morrill, 992-1990

City / Ville: Ottawa City / Ville: Ottawa

Fax No. / No de télécopie: 952-7370 Fax No. / No. de télécopie: \_\_\_\_\_

Number of pages including this page / Nombre de pages avec cette feuille: 4

COMMENTS / COMMENTAIRES: Mr. Solman advises me that you spoke to him yesterday and gave him to understand that, under a previous agreement, EAITC is to pay overseas support for work undertaken by Justice in the area of war crimes investigation. This being the case, a revised memorandum of understanding for collocating a Justice contractor in Bonn is attached in draft for your comments.

c.c. JLA/D. Smith

MCBA/M. Stinson, I.J. Solman ↗

RAM/J.-L. Vachon →

MFFP/R. Berniquez

If there is any problem upon receipt of this fax, please call / S'il y a des problèmes à la réception de cette télécopie, prière d'appeler:

Signature

Telephone No. / Téléphone No.

EXT 1507 (04/90)

Draft June 11, 1992

**MEMORANDA OF UNDERSTANDING BETWEEN  
EXTERNAL AFFAIRS AND INTERNATIONAL TRADE CANADA  
AND THE DEPARTMENT OF JUSTICE  
CONCERNING THE COLLOCATION OF A CONTRACTOR  
WITHIN THE CANADIAN EMBASSY  
IN BONN, FEDERAL REPUBLIC OF GERMANY**

The Department of External Affairs (hereinafter referred to as External Affairs and International Trade Canada or EAITC) and the Department of Justice (hereinafter referred to as Justice) have agreed to collocate within the Canadian Embassy in Bonn, Germany a consultant working for Justice under a personal services contract. The Contractor is expected to be in the mission for 15 hours per week over the one year duration of the contract. The locally-engaged Contractor shall have access to a furnished office in the Chancery and to necessary mission facilities and administrative support services.

1. The mandate of EAITC.

External Affairs and International Trade Canada is mandated by the Government of Canada to protect and promote Canadian interests abroad and to conduct Canada's external relations.

2. The supremacy of the Head of Mission.

The Head of Mission has the overall responsibility for all programs and activities undertaken by officers and staff of the mission, as well as employees of other organizations working within the mission. The Head of Mission may delegate authority to his/her Program Managers.

3. The work program of the Contractor.

The contract with Justice is appended hereto as Annex A and deemed to form part of this Memorandum of Understanding.

4. Official intervention with the Host Government.

The Head of Mission has been delegated responsibility by the Government of Canada to represent Canada to the government of the Host Country.

5. Expenses of the Contractor.

Applicable costs related to the role and activities of the Contractor shall be paid by Justice in accordance with its contract.

MCBA

Draft June 11, 1992

6. Mission procedures.

The Contractor will follow the normal mission work routine, procedures and code of conduct and will respect the laws of the Host Country. The Head of Mission retains the right to request replacement or removal of the Contractor for reasons of inappropriate conduct.

7. Security clearance

Justice will ensure that necessary documentation is provided to initiate the process of obtaining security clearance at the appropriate level for the Contractor. Failing to obtain the necessary clearance may preclude collocation of the Contractor in the mission.

8. Budgetary measures and costs

Incremental costs, both direct and indirect, involved in the assignment of the Contractor to the Canadian mission in Bonn are to be borne by EAITC.

9. Indemnification.

Justice will indemnify and save harmless EAITC, its agents and representatives, from and against all claims, losses, damages, costs, expenses, actions and other proceedings made, sustained, brought, prosecuted or threatened to be prosecuted, in any manner based upon, occasioned by or attributable to any injury or death of a person or damage to or loss of property arising from any wilful or negligent act on the part of the Contractor in performing his/her duties relating to his/her assignment in the mission.

11. Duration of Memorandum of Understanding.

The Memorandum of Understanding will begin on \_\_\_\_\_, 1992 and continue for the period of the contract. Justice shall notify EAITC of intent to renew at least three months prior to the expiry of the term.

12. Termination of the Memorandum of Understanding.

The Memorandum of Understanding may be terminated before the original expiry date by prior written agreement of the Parties. Each Party will also reserve the right to terminate the MOU unilaterally upon written notice of three months and after consultation with the other Party.

MCBA

3

Draft June 11, 1992

Annex A

Contract

MCBA

000389



TRANSMITTAL SLIP - NOTE D'ENVOI

TO/À ~~USS~~, DMT

FROM/DE MCB

SUBJECT/SUJET Government Streamlining  
(the de Cotret Study)

ATTACHMENT  
PIÈCE JOINTE Letter to Mr. N. d'Ombraïn,  
Deputy Secretary to the Cabinet,  
PCO

Security Sécurité	CONFIDENTIAL
File Dossier	2-1-7-2
Date	June 29, 1992

MCB-1175

DISTRIBUTION RECORD OF CONSULTATION  
(Names/Divisions)  
RAPPORT DE CONSULTATION  
(Noms des individus/Directions)

DMCR  
USS  
DMT

File

ACTION/SUITE À DONNER

For your signature, if you agree.

*Approved as per our conversations  
on Friday.*

REQUIRED BY/DEMANDÉ POUR

Garrett Lambert  
Assistant Deputy Minister  
Corporate Management Branch

29 JUN 92 15 03 D

L1085



External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

OTTAWA, Ontario  
K1A 0G2

CONFIDENTIAL

June 29, 1992

Mr. N. d'Ombraïn  
Deputy Secretary to the Cabinet  
Machinery of Government and Senior Personnel  
Privy Council Office  
Langevin Block  
Ottawa, Ontario  
K1A 0A3

Re: Government Streamlining  
*pick* (the de Cotret Study)

Dear Mr. d'Ombraïn,

Since a major restructuring in 1982 brought the mandate for international trade into the Department of External Affairs, Canada's foreign policy has explicitly incorporated both international trade policy and trade development. During the past decade, EAITC has also been heavily engaged in investment development and technology acquisition, two further important elements of a strong, competitive trading strategy.

Abroad, the efforts of trade, scientific, technological, economic, and political officers in embassies are integrated to achieve Canada's objectives cost-effectively. Indeed, since 1985, even provincial overseas representatives have been locating their operations within federal premises, and reporting through Heads of Mission to produce a much greater degree of coordination and cohesion. In Canada, however, the process of integration is incomplete. After 1982, other departments and agencies, 15 at last count, continued or developed their own international trade, investment, and technology programs.

While many departments do have a legitimate role in the promotion of Canada's global economic interests, this fragmented approach is wasteful of government resources, and the private sector, unsure of who does what, and where to go for information and assistance, spends scarce time travelling from one agency to another to receive a full range of services. Moreover, similar programmes with different rules for eligibility also encourage firms to shop around for the most advantageous assistance package.

- 2 -

Moreover, diminishing government resources require that proliferation and duplication be reduced, and that the federal resources Canadian exporters need to survive in a competitive global economy be marshalled effectively to deliver the Government's Prosperity Agenda. Concentrating these services in EAITC would optimize time and resources in both the bureaucracy and the private sector. It would also improve "Service to the Public" - a key element in the Government's PS 2000 policy initiative.

The Government agreed with recent EAITC recommendations to streamline the Department's operations through divestiture, and to transfer to other departments responsibility and resources for immigration, aid, culture, academic relations, international expositions and sports activities. In that vein, EAITC now recommends that the Government consider the merits of completing the domestic integration of trade, investment, and technology acquisition within EAITC as the obverse of its successful strategy overseas. This action would build a global program that, at no extra cost, would be superior to those of our competitor nations, and provide the one-stop-shopping approach the business community desires.

External Affairs has the legislative mandate, but its resource base is insignificant compared to what other Departments allocate to trade-related activities. For example, the \$68 million CIDA Industrial Cooperation Programme is by itself larger than all trade development funding at External Affairs. As for human resources, the "line branches" of ISTC originally formed an important domestic interface between Trade Commissioners and companies alike by providing information on potential Canadian suppliers in one direction and commercial intelligence in the other. That interface has disappeared, for ISTC has instead integrated forward, and through some 2,500 international trips per annum, officers of these branches now attempt to provide trade development services in competition with Trade Commissioners.

While Investment Canada played an important role in highlighting the Government's move away from the protectionist policies epitomized by the Foreign Investment Review Agency, the need for any review mechanism is likely to disappear in the aftermath of investment liberalizations in the FTA and NAFTA. One must assume further investment from OECD partners will also be sought rather than discouraged. EAITC has always had the responsibility for the promotion of investment into Canada from other countries. In recent years, the Department has significantly strengthened its allocation of resources and its management of this critical program through the creation of Investment Counsellors at key missions abroad, by greater analytical and communications effort domestically, and by increasing the level of cooperation with provinces whose overseas

- 3 -

resources are largely devoted to this activity. The policy of investment-led job creation will require selective identification and promotion of investment opportunities in particular areas of Canada and from particular companies and countries.

Similarly, while tariffs were once important to both trade policy and revenue generation, world and regional trade liberalization has significantly diminished their contribution to government income. What remains is the impact of tariffs on trade policy, clearly an EAITC mandate. Thus, the role of the Department of Finance in controlling the Canadian International Trade Tribunal and its associated legislation is no longer appropriate, and the function should be transferred to EAITC.

Given the structure of the Canadian economy and its dearth of applied research and development, international technology acquisition will continue to be the means through which most of our firms stay abreast of new discoveries and incorporate them into their product and service lines. Although the Department currently operates a modest technology program, it is clear that a significantly enhanced and better-focused effort will be required to meet the ever-accelerating pace of discovery.

The Government's allocation of resources to these functions is adequate, but their current disposition generates ineffectiveness instead of productivity, creates confusion instead of coordination, and promotes competition instead of cooperation, results which are intolerable in our current economic circumstances. The Prosperity Agenda's objectives are improved competitiveness and a larger pool of companies that are sensitive to global opportunities and more export ready. To achieve them, the Department proposes that streamlining generate a pool of combined resources which would be reallocated to create new programs and to establish a Trade Commissioner presence across the country, starting with secondments to provincial authorities for the management of regional trade development programs. (This would be the obverse of the arrangements abroad in which provincial representatives locate within Canadian embassies.) Since the Chamber of Commerce and other business organizations have offices throughout the country, the Department also proposes to second Trade Commissioners to them in strategic locations under the direction of the Senior Trade Commissioner assigned to the relevant provincial government.

With their international experience, these Trade Commissioners would be ideally placed to advise companies in situ on every element of selling abroad, or acquiring foreign investment or technologies. They would also offer direct access to a full range of international services from market intelligence to export insurance and financing. As provincial governments

- 4 -

would concentrate on education and domestic assistance to make firms "export ready" for the international marketplace, there would be no duplication and very little overlap. Instead, this domestic deployment of Trade Commissioners would forcefully demonstrate the Federal Government's direct support to provincial development of export competitiveness, and strongly signal the government's commitment to exporting as the basis for the country's prosperity.

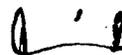
EAITC has already demonstrated its commitment to streamlining by having trimmed itself to the core elements of its mandate. Thus, we believe we are in a credible position to recommend to the Government that the Department be enabled to deliver its responsibilities in the most effective way possible, i.e. by completing the transfer of trade which began in 1982.

Appendix "A" describes trade programmes across the government, and Appendix "B" lists those elements the Department recommends be consolidated under its authority. The Department also believes the industry sector branches of ISTC would better serve both the public and Government were they part of a unified infrastructure in EAITC. Finally, the Canadian International Trade Tribunal and its associated legislation should be transferred to the authority of the Minister for International Trade.



D.W. Campbell  
Deputy Minister  
International Trade

Yours sincerely,



J.R. Morden  
Under Secretary of State  
for External Affairs

Attachments

**APPENDIX A**

**FEDERAL GOVERNMENT TRADE PROGRAMS**  
( \$ '000)

**1.0 AGRICULTURE CANADA**

COSTS      PY: 4      OPERATING: 698.8      PROGRAM: 1,190

**1.1 EXPORT EXPANSION FUND (EEF)**

Funds are used to support projects aimed at resolving technical constraints and barriers to the expansion of Canadian agri-food products and the diversification of international markets.

**1.2 Memoranda of understanding (MOUs)**

The International Strategies and Services Directorate administers fifteen MOUs that cover such matters as joint ventures, health and phytosanitary agreements, access to genetic resources, technical assistance and technology transfer. The MOUs provide a platform for industry partnerships in key target countries.

**2.0 ATLANTIC CANADA OPPORTUNITIES AGENCY (ACOA)**

COSTS      PY: 12      OPERATING: 628.4      PROGRAM: 20,000

**2.1 ACOA Action Program Innovation**

This program provides assistance for projects that could advance technology or develop new/improved products and services.

**2.2 Marketing Development**

This program assists in the development of new and improved packaging and promotional material.

**2.3 Tourism**

This program, delivered by Tourism Canada, provides assistance to promote the Atlantic provinces as tourism destinations.

## 2.4 Trade and Investment Section

The Trade and Investment Promotion initiative is a partnership with the private sector to renew the trading culture of Atlantic Canada.

ACOA conducts research on trade opportunities for Atlantic Canada, advocates the region's trade interests, and promotes the development of better co-ordination with federal and provincial bodies.

## 3.0 CANADIAN COMMERCIAL CORPORATION (CCC)

COSTS PY: 102 OPERATING: 7,334 PROGRAM: nil

CCC's principal objective is to facilitate export sales of Canadian goods and services by means of government-to-government transactions. In such transactions, CCC assumes the role of prime contractor and undertakes to deliver products or services to a foreign customer with a back-to-back obligation from a Canadian supplier.

## 4.0 CANADIAN INTERNATIONAL DEVELOPMENT AGENCY (CIDA)

COSTS PY: 34 OPERATING: 2,177 PROGRAM: 68,300

### 4.1 INDUSTRIAL COOPERATION PROGRAM (CIDA INC)

The Industrial Co-operation Program aims to: 1) strengthen the capacity and capability of the private sector in developing countries to contribute to sustainable development, and 2) strengthen the capacity of developing country governments to plan and implement infrastructure projects.

The program facilitates the increased participation of Canadian, international and developing country private investors, institutions, organisations and governments in the economic and industrial growth of developing countries by encouraging mutually beneficial business collaborations between Canadian organisations (mainly private sector) and their counterparts or clients in the developing countries.

## **5.0 DEPARTMENT OF COMMUNICATIONS (DOC)**

COSTS PY: 15 OPERATING: 1,143 PROGRAM: nil

### **5.1 International Cooperation, Technical Marketing and Economic Development Division (DMS)**

This division provides support and assistance to Canadian companies in the communications sector in their export marketing activities.

Specific support activities of the division include the following: introducing Canadian companies to opportunities provided by DOC equivalents around the world; providing market intelligence, gathered from all sources, relating to new opportunities and competition; providing information to industry regarding other government programs and resources such as funding, training and missions; organizing technical seminars in other countries to raise the profile and awareness of Canadian communications industry; and providing technical assistance, training, technology transfer and, where appropriate, program management expertise on major projects.

This is not a funding program. Support is given in the form of technical assistance, seminars, and training.

## **6.0 ENERGY, MINES AND RESOURCES**

COSTS PY: 23.5 OPERATING: 1,320 PROGRAM: 1,240

### **6.1 Surveys, Mapping and Remote Sensing (SMRSS)**

The objectives of this program are: promotion of Canadian goods and services for export; promotion of science and technology exchange; pursuit of agreements and MOUs which increase access to a particular market or which establish mechanisms for exchange of information of commercial benefit; preparation for and participation in bilateral or multilateral trade, technology, and/or investment negotiations or fora; and receiving/arranging for/sending delegations.

### **6.2 Geological Survey of Canada (GSC)**

The Geological Survey of Canada pursues few activities of which the primary goal is international business development. However, the interests of the private sector are promoted indirectly through a wide range of international co-operative research activities. Some of these take place under formal instruments such as MOUs or LOAs. Presently, such agreements are in place with the U.S.A., Germany, Czechoslovakia, China, Guyana, Australia, the United Kingdom, Indonesia, Israel, Poland, Yemen and Japan, among others.

### **6.3 Canadian Mineral and Energy Technology (CANMET)**

The main objectives for CANMET in international business development are to: promote industry participation in international joint ventures; encourage foreign scientists and engineers to participate in Canadian technology ventures and vice-versa; promote international acceptance of technology-intensive products through standards organizations; establish and maintain co-operative agreements with other countries; establish and maintain co-operative links on health, safety and environmental technology developments with other countries; promote awareness of scientific and technological developments to Canadian industry; and actively participate in international conferences, seminars, workshops and meetings.

### **6.4 Mineral Policy Sector (MPS)**

The objectives for international business development in this sector are: participation in international trade policy initiatives which have recently shown an increasing emphasis on the interaction between trade and the environment (e.g., UNCED, OECD, UNEP, ILO, IPCS); involvement in international trade negotiations (e.g., MTN, FTA, NAFTA); participation in international metals study groups with the objective of promoting market transparency; and involvement in bilateral working groups (e.g., Canada/EC Metals and Minerals Working Group).

### **7.0 EXPORT DEVELOPMENT CORPORATION (EDC)**

COSTS PY: 501 OPERATING: 24,361 PROGRAM: nil

The EDC facilitates and develops Canadian export trade by providing insurance, guarantees, loans and related financial services.

### **8.0 EXTERNAL AFFAIRS AND INTERNATIONAL TRADE CANADA (EAITC)**

COSTS PY: 1,726 OPERATING: 116,875 PROGRAM: 98,449

#### **8.1 Defence Programs**

##### **8.1.1 Canada-U.S. Defence Production Sharing Arrangements (DPSA)**

Under the terms of this arrangement, Canadian contractors are to be considered the same as domestic American suppliers. The U.S. buyer contracts with the Canadian Commercial Corporation which sub-contracts the work to the Canadian defence contractor. CCC guarantees the performance of the contractor. This is not a funding

program; the focus here is improved market access.

### **8.1.2 Canada-U.S. Defence Development Sharing Agreement (DDSA)**

This program promotes all the benefits of the DPSA but, in addition, projects under DDSA receive financial assistance from the Canadian government. Project agreements are negotiated for each effort and generally reflect a 50/50 cost sharing ratio.

### **8.1.3 RDP Agreements**

Research, development and production agreements with nine European partners provide mutual benefit for Canada's defence industry base.

### **8.1.4 NATO Market**

Participation in NATO infrastructure and co-operative armaments projects presents opportunities for Canadian companies to participate.

## **8.2 Export Orientation/Training Programs**

### **8.2.1 New Exporters to Border States (NEBS)**

NEBS is a multi-faceted, practically-oriented export education program introduced in 1984 and undertaken in co-operation with the provinces, export associations, and new exporters. NEBS is intended to provide Canadian companies, interested but inexperienced in exporting, with the essential knowledge, information sources and motivation to effectively plan and execute an export marketing strategy in appropriate segments of the U. S. market. The goal of NEBS is to assist the potential exporter through a focused educational program that will bring a company to the point where it is in a position to select an agent or distributor or otherwise embark on a planned marketing program in the United States. At briefings organized by the mission, participants are addressed by a variety of experts from the United States and Canada, including manufacturers' representatives, freight forwarders, customs brokers, bankers and others familiar with the process of selling Canadian goods and services in the United States.

### **8.2.2 New Exporters the U.S. South (NEXUS)**

NEXUS is aimed at small to medium-sized firms in every region across the country that have traditionally traded just over the U.S. border as a natural extension of their home markets. Under NEXUS, companies are encouraged to venture into other U.S. regional markets by participating in outgoing, sector-based missions, usually to a Canadian Trade Mission or a selected regional trade fair. Since the firms are already experienced exporters, emphasis on topics such as customs procedures or market access is limited.

Instead, the mission concentrates on outlining the market characteristics for the sector in question and on developing a program for increased distribution and sales exposure for the companies.

### **8.2.3 New Exporters to Overseas (NEXOS)**

NEXOS is an exporter educational program (co-funded from Going Global) aimed at small to medium-sized companies which have successfully exported but not to Europe. NEXOS missions are generally organized around major trade fairs in Western Europe in order to provide the best overview of what is happening in a given sector at a specific time.

The objective is to entice exporters to that market, to teach them the practicalities of doing business there, to expose them to marketing in a European context, and to uncover new opportunities. It has been very successful in attracting exporters new to Europe and is very popular with companies, provinces, ITCs and sector divisions in EAITC.

The program concentrates on providing information on customs procedures, market access, shipping, labelling, and other hands-on information. In addition, EAITC missions will arrange workshops and speakers to outline market characteristics for the sector in question and work with the companies to develop a program for increased distribution and sales exposure for them. Missions usually last one week.

### **8.2.4 Canadian International Trade Month (CITM)**

In a program called "Marketplace", EAITC funds visits to Canada by Trade Commissioners posted abroad (organized into sectoral teams) who visit exporters across Canada. Up to eight teams travel to Canada each year, mostly in the month of October which is CITM. As part of CITM, EAITC funds the Canadian Export Awards recognizing outstanding success in exporting.

### **8.3 Investment Development Program (IDP)**

Established in 1985, the IDP is a co-operative program combining the efforts of EAITC, ISTC, and Investment Canada. The three departments work with provincial and municipal governments and the private sector to identify Canada's advanced technology capabilities and requirements. The IDP helps Canadian companies find investment dollars while also contributing to making Canada more innovative and increasing its international competitiveness. The IDP actively promotes investments that take the form of new plants and equipment, joint ventures, or strategic partnerships and is especially interested in attracting investment that introduces value-added technology-intensive investment to Canada.

#### **8.4. Program for Export Market Development (PEMD)**

The major objective of PEMD is to increase export sales of Canadian goods and services. The program achieves this by sharing the costs of activities that companies normally could not, or would not, undertake alone. This reduces the risks firms face in penetrating a foreign market. Through refundable contributions, PEMD covers up to 50 per cent of participation costs in commercially-oriented trade promotion activities.

##### **8.4.1 Industry Initiated Activities**

International Trade Centres (ITCs) approve industry-initiated activities such as: participation in recognized fairs outside Canada; visits outside Canada to identify markets as well as visits of foreign buyers/sales agents to Canada; and marketing agreements aimed at medium-sized companies experienced in exporting.

In addition, ITCs can provide information and referral for companies interested in PEMD support for other industry-initiated activities, including: project bidding for specific projects outside Canada; special programs for non-profit, non-sales organisations, marketing boards and agencies (for the benefit of their members); innovative marketing projects; and establishment of permanent sales offices abroad.

##### **8.4.2 Government Planned Activities**

These include trade missions to markets outside Canada; visits of foreign business people and government officials to Canada or to trade shows where Canadian business participation is substantial, and trade fairs abroad.

#### **8.5 Going Global**

Going Global is a five-year, \$93.6 million package of initiatives aimed at boosting Canada's trade readiness with its three most important markets: the European community, Asia Pacific, and the United States. The U.S. portion is an integral part of the strategy but is funded through a previously approved \$57 million five year program.

Going Global is a jointly-managed program of EAITC, ISTC and IC. Unlike earlier initiatives, it emphasizes technology, investment and marketing linkages, and partnerships as foreign market penetration techniques. The program is designed to be a partnership between business and government.

### **8.5.1 Europe 1992**

The Europe 1992 Challenge Campaign was successful in meeting its stated objective of (a) providing a comprehensive assessment of the impact of Europe 1992 on Canadian trade and business interests and (b) stimulating the business community's awareness of Europe 1992 opportunities.

### **8.5.2 Pacific 2000**

This program includes several components to increase Canada's presence and ability to compete in the Asian markets.

The **Pacific Business Strategy** supports sustained promotional initiatives in key sectors, encourages the formation of strategic business linkages and has expanded Canada's trade representation in the region.

The **Asian Language and Awareness Fund** provides for programs to develop language training facilities, assists with curriculum development, provides incentives for Asian language training, encourages teacher training in Canada, and helps defray the cost of Asian studies conferences in Canada.

The **Pacific 2000 Projects Fund** is designed to strengthen Asian awareness and appreciation of Canada in order to ensure effective delivery of Canadian messages in the Asia-Pacific region. It includes targeted and focused events, facilitation of media broadcasts, and invitations to journalists, future leaders and parliamentarians to visit Canada.

The **Japan Science and Technology Fund (JSTF)** is designed to: increase the participation of Canadian scientists and engineers in relevant world-class Japanese research and technology development programs and projects; train highly-qualified personnel in state-of-the-art Japanese research facilities and thereby fill identified gaps in Canada's scientific and technological capabilities; facilitate access to Japanese technologies and industrial laboratories considered important to the competitiveness of Canadian industry; and, collaborate in research, standards setting and similar initiatives to facilitate exports to Japan.

### **8.5.3 Going Global Investment Program (GGIP)**

GGIP is a new initiative within the Investment Development Program and complements IDP sector-specific activities, profiling Canadian companies in promotional brochures for introduction to potential foreign investors. Specifically, GGIP will leverage contributions and participation from the private sector, universities, research institutions, other levels of government, and other federal departments engaged in investment development related activities.

#### **8.5.4 Science and Technology Program**

This program supports firms and research organisations in obtaining the most advanced technology using Science and Technology Counsellors posted to missions in the U.S., Japan, the United Kingdom, France, Belgium, the Netherlands, Germany and the European Community. In addition, Canada has eleven full-time Technology Development Officers (TDOs) and more than forty part-time trade officers abroad to assist small and medium-sized Canadian firms in acquiring foreign technology.

#### **8.6 National Trade Strategy (NTS)**

This is a geographic-specific allocation of funds for trade development in Asia and the U. S. Program funding is used for a variety of purposes but primarily for fairs and missions, market studies and support of satellite posts. This program, begun in 1985, has now been rolled into an A-based budget.

#### **8.7 World Market Development Funds**

This is an omnibus trade development fund used for both geographic and functional programs (for example, NEXOS, NEBS, fairs and missions, WIN).

#### **8.8 Renaissance Eastern Europe**

This trade and industrial development program is intended to increase the involvement of Canadian companies in the markets of Eastern Europe and the former Soviet Union.

#### **8.9 Technology Inflow Program (TIP)**

TIP promotes the acquisition of recent foreign technology needed by Canadian firms to develop new or improved products, processes or services. The program is delivered primarily by the Industrial Research Assistance Program (IRAP) within Canada and abroad by thirty-nine offices in the U.S., Europe, the Middle East, and Asia which provide services under TIP.

#### **8.10 Tourism Market Development Abroad**

EAITC works with Tourism Canada (of ISTC) and other public and private sector partners to promote Canada as a tourism destination. Twenty-five posts abroad have a full-time tourism officer and 102 other posts provide tourism marketing support.

## **8.11 Export Information Services**

### **8.11.1 WIN Exports**

The WIN (World Information Network) Program provides an up-to-date, accurate and easily accessible computerized source of information on Canadian exporters and their capabilities and is used by Trade Commissioners at home and abroad.

### **8.11.2 CanadExport**

This is a trade newsletter published twice per month and distributed to 33,000 addresses in Canada.

### **8.11.3 Directory of Trade Commissioners**

This directory is published annually.

### **8.11.4 Guides for Canadian Exporters**

This is a series of short guides on individual countries which provide factual information on the economy, business practices, local customs and foreign exchange.

### **8.11.5 International Trade Data Bank**

This provides up-to-date statistics to business, government and other interested parties based on trade information from the United Nations.

### **8.11.6 Market Studies**

These are available from a variety of geographic and sectoral divisions but most are available from InfoExport. They are in-depth reviews of the markets for specific products in specific countries.

## **8.12 Centres for International Business Studies (CIBS)**

This program funds, through grants, international business studies programs at seven different Canadian business schools.

## **8.13 Telecommunications Executive Management Institute of Canada (TEMIC)**

The Institute brings senior telecommunications officials from

developing countries to train them in telecom issues and to expose them to Canadian practices through courses designed and delivered by member companies. The Institute is a result of private-sector initiative and is funded by private sector (50%) and EAITC and DOC (sharing 50%), with travel assistance to get to Canada provided by CIDA. EAITC's funding is on a declining basis with the understanding that, by the end of 1995/96, the Institute will be self-sufficient.

#### **8.14 Fish and Seafood Products Promotion**

This funding falls under the Atlantic Fisheries Adjustment Program which is scheduled to sunset in 1995. Its objective is to upgrade the image of Canadian seafood and to promote the export of underutilized fish and shellfish species through the development of export marketing strategies and promotional tools, such as directories, surveys and market opportunity reports.

#### **9.0 FORESTRY CANADA**

COSTS      PY: 6      OPERATING: 319.7      PROGRAM: nil

Forestry Canada does not have any formal funding programs to provide financial assistance directly to companies or other groups for export market development or technology transfer. Their primary efforts are focused on supporting industry, trade associations, and other government departments.

Forestry Canada is very active within the international forestry community and participates in several organizations, including OECD, ITTO, ECE, FAO, ISO and the North American Forestry Commission. As well, they have been heavily involved in the current UNCED process. While not directly related to market development, these activities generate valuable market data, maintain and reinforce Canada's image as a major forest product producing nation, and develop contacts of significant benefit when dealing with market access issues.

#### **10.0 FISHERIES AND OCEANS (DFO)**

COSTS      PY: 11.5      OPERATING: 739.6      PROGRAM: nil

##### **10.1 Commercial and Market Analysis**

This is not a funding program but rather provides market analysis and research reports on trade developments to assist the fishing industry to market its output internationally.

## **10.2 Bilateral and Multilateral Trade Negotiations and Consultations**

This program, also non-funding, seeks to improve and enhance access to foreign markets for Canadian exports of fish and fish products, promote sales of Canadian fish and fish products through bilateral purchase undertakings and joint ventures and promote and defend Canadian fishery trade interests in international fora (for example, GATT, OECD, FAO).

## **10.3 Offshore Inspection Program (MOU)**

The objective of this program is to promote technology transfer to offshore producers, gain freer access of goods to the Canadian market, reduced DFO inspections and importer costs, and improved acceptance of Canada's Inspection Programs internationally to maintain Canadian access to offshore markets.

## **10.4 Trade Negotiations (GATT, NAFTA, CODEX)**

The objective of the program is reciprocal agreement and equivalent inspection systems with major trade partners and, thus, better access to markets for Canadian products.

## **11.0 INDUSTRY SCIENCE AND TECHNOLOGY (ISTC)**

COSTS PY: 635.5 OPERATING: 38,258 PROGRAM: 146,444

The objective of the department is to promote international competitiveness and excellence in industry, science and technology. Policy development and advocacy is undertaken to influence the policies of other government departments in order to enhance the business climate and promote international competitiveness and excellence. The international activities of ISTC include: **markets and marketing; science and technology; and investment.**

In the **markets and marketing** area, the main emphasis is on: promoting increased access for Canadian exports; supporting industry in assessing Canadian strengths and weaknesses in relation to world markets in order to help position Canadian firms to compete more effectively; working with industry and government departments in developing and implementing programs to promote exports to key markets; and, promoting tourism initiatives under the federal Tourism Policy Agenda.

ISTC promotes excellence in **science and technology** and assists industry to identify, acquire and apply technology by promoting

joint ventures and strategic alliances as well as through new investment in Canada, particularly investment which provides leading-edge technologies to Canadian firms.

ISTC promotes investment abroad by Canadian firms in order to establish or strengthen their position in emerging international markets. ISTC, in addition, advocates policies that ensure competitive financing and an improved capital base which are critical to the development of enterprises that will strengthen Canada's international competitiveness. Industry and Technology Development is conducted to support and promote the development of internationally-competitive Canadian industry.

#### **12.0 INVESTMENT CANADA (IC)**

COSTS PY: 40 OPERATING: 2,265 PROGRAM: nil

##### **12.1 Investment Development Division**

Working with other federal departments, the provinces and territories, and the Canadian business community, this division promotes beneficial investment in Canada. The division is the focal point for federal investment promotion, services to potential investors, and communications efforts and federal-provincial collaboration related to investment development.

#### **13.0 NATIONAL DEFENCE (DND)**

COSTS PY: 2 OPERATING: 110.4 PROGRAM: nil

##### **13.1 International Armaments Cooperation and Sales**

The department's activities are not directly related to promoting international trade but are an offshoot of defence-related activities. The International and Industry Program Division has as its mission to ensure that Canada's defence interests and objectives in international armaments co-operation are effectively formulated, represented and protected.

#### **14.0 NATIONAL RESEARCH COUNCIL (NRC)**

COSTS PY:143 OPERATING: 9,955.6 PROGRAM: 22,000

The Council promotes science and technology exchange both into and out of Canada and prepares for and participates in bilateral and

multilateral technology negotiations.

#### **14.1 Canada Institute for Scientific and Technical Information (CISTI)**

The Institute provides scientific, technical and medical information to the research community and to industry in Canada. The target clientele are industry, government and universities.

#### **14.2 Institute for National Measurements Standards (INMS)**

The Institute provides Canadian leadership in the field of measurement science; to represent Canada and participate actively at the international level in the field of standards of physical measurement; and to provide primary physical standard certification to Canadian firms and government departments. Primary clientele are firms and government departments requiring calibration services.

#### **14.3 Industrial Research Assistance Program (IRAP)**

The objective of the program is to assist Canadian firms to improve their internal capability and competence in developing and managing technology effectively, and to facilitate the development, access, acquisition and exploitation of technology.

#### **14.4 Institute for Research in Construction (IRC)**

The objective of this program is to support the Canadian construction industry through the provision of research and technical services, including standards and certification.

#### **14.5 International Affairs**

This program handles MOUs with foreign research organisations and is affiliated with more than forty international non-governmental scientific and engineering organisations.

#### **15.0 WESTERN ECONOMIC DIVERSIFICATION (WD)**

COSTS PY: 11 OPERATING: 823 PROGRAM: 7,200

WD assists western Canadian firms to access foreign markets and promote trade and investment in the West.

The International Marketing Initiative (IMI) program assists

western Canadian companies in participating in international marketing events at home and abroad with a view to opening up and developing new export market opportunities.

The Quality Assurance (QA) program, implemented in November 1989, assists western firms in upgrading quality control systems to comply with international standards.

In addition, WD makes a significant if more indirect contribution to Canada's overall international marketing effort through project activity under the Western Diversification Program (WDP). Over 3000 projects representing upwards of \$1 billion in government expenditures have been approved, 70% on the basis of taking western Canadian products and companies to new markets.

WD supports investment promotion/prospecting and strategic partnering activities.

<u>TOTAL COSTS (ALL PROGRAMS)</u>	PY: 3,266.5	OPERATING: 207,007
		PROGRAM: 364,819

**APPENDIX B**

**FEDERAL GOVERNMENT PROGRAMS**

**TO BE CONSOLIDATED UNDER EAITC**

**AGRICULTURE CANADA**

1. Export Expansion Fund

**ATLANTIC CANADA OPPORTUNITIES AGENCY**

1. Marketing Development Program
2. Science/technology and investment programs
2. Trade and Investment Program

**CANADIAN INTERNATIONAL DEVELOPMENT AGENCY (CIDA)**

1. CIDA Industrial Cooperation Program

**DEPARTMENT OF COMMUNICATIONS**

1. Trade program operated by the International Cooperation, Technical Marketing and Economic Development Division

**FISHERIES AND OCEANS**

1. Commercial and Market Analysis Program

**INDUSTRY SCIENCE AND TECHNOLOGY CANADA**

1. All trade, investment and science/technology related programs comprising \$146.44 million in funding and representing 635 person years

**INVESTMENT CANADA**

1. Investment Development Division

**WESTERN ECONOMIC DIVERSIFICATION**

1. International Marketing Initiative

2. Science/technology and investment programs



External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

MCBA/G. McAllister/990-9101

TO / A • RGB

FROM / DE • MCBA

REFERENCE  
RÉFÉRENCE • MCBA-336 of May 3, 1991

SUBJECT  
SUJET • Position Downsizing

RECEIVED - REÇU

OCT 28 1991

ADA

Security / Sécurité	UNCLASSIFIED
Accession / Référence	
File / Dossier	2-1-726
Date	October 22, 1991
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MCBA/  
Allard  
Andrews  
Markham

The purpose of this memorandum is to correct positions which were erroneously identified as reductions in the memorandum under reference:

<u>Position identified to be cut (May 3rd)</u>	<u>Actual Position to be cut</u>	<u>Effective Date</u>
EXTT 1195R (FS) in RBT	EXTT 1995R	09SEP91
EXT 3601R (EX) in RED	EXT 2224R	30SEP91
EXTT 5007R (FS) in Frankfurt	EXTTT 5407R	31AUG91

Please adjust your records accordingly.

Greg Graham  
Deputy Senior Advisor  
Resource Planning and  
Management Secretariat

External Affairs and  
 International Trade Canada

Affaires extérieures et  
 Commerce extérieur Canada

BICO D2

TO / A • ADA/Sigurdson/Oldham

FROM / DE • APM

REFERENCE  
 RÉFÉRENCE •

SUBJECT  
 SUJET • EX DOWNSIZING: TEC COUNT

Security / Sécurité UNCLASSIFIED
Accession / Référence
File / Dossier 2-1-72
Date October 4, 1991
Number / Numéro APM-1330

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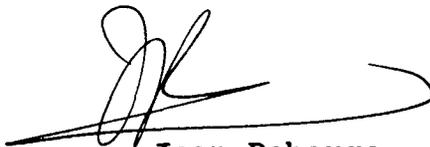
The Social Affairs EX positions which appear on your master list do not correspond to our own internal listing. I understand MCBA still has to update the database to reflect the new organization as approved by PMB.

2. As far as I can establish, the line up for the director-level and above EX positions in the O Branch should be the following:

<u>Unit</u>	<u>Position #</u>	<u>Incumbent</u>
OFB	02325	G. STEWART
OPD	00332	R. MACPHEE
OSD	06560	G. SCHROH
ORD	00028	P. GIGUERE
OSS	06882	J. BEAULNE
OSG	05011	D. MACKAY
OSM	02174	B. LUNDY
ORC	02489*	B. DAVIS
ORH	02493*	M. MOLLOY
ORA	02496*	C.M. SHAW

\* indicates new unclassified positions approved by PMB for which incremental TEC would be required. Our Branch position has been that ORA may not necessarily warrant an EX-level classification but the O Branch disputes this estimate. All three unclassified positions are currently staffed by EX(FS)2 officers.

3. The positions in the geographic branches are correct, including the three identified for downgrading in our earlier exercise.



Jean Roberge  
 Director  
 Social Affairs  
 Personnel Division



External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

BICO DZ

TO / A • APD

FROM / DE • APM

REFERENCE  
RÉFÉRENCE •

SUBJECT  
SUJET • EX DOWNSIZING

Security / Sécurité PROTECTED
Accession / Référence
File / Dossier 2-1-7-2
Date September 19, 1991
Number / Numéro APM-1262

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APE

Following our discussion in the recent APD meeting, I have prepared the following list:

EX officers who have left (as of Sep 28, 1991):

Gilles Durocher EX1 (retired effective 28JUN91)

EX officers who have indicated they will leave:

Nigel Thomson EX1 (will resign effective end December 1991)

EX officers who could be targetted again if cash out extends beyond September:

Cliff Shaw EX2: already approached several times, not interested, is seeking a posting in 1992. (58 years old and 31 years of service)

John Zawisza EX2: 62 years old but only 25 years of service, is seeking an extension in Georgetown or a cross posting as HOM in 1992.

Ernest Allen EX1: same reaction as C.M. Shaw. He is due out of Nairobi in 1992 and is seeking a cross-posting. (56 years old and 33 years of service)

Ernest Bergbusch EX1: has indicated he expects to retire at the end of his assignment in Vienna but he is not due out until 1994. (53 years old and 27 years of service)

Jean Roberge  
Director  
Social Affairs  
Personnel Division

ACC	DATE
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2-1-7-2  
A7-*HO* D-2

P R O T E C T E D - MANAGEMENT SENSITIVE

FM EXTOTT RGB0213 04SEP91

TO LDN

DISTR ACB MCB RWD RBD RAM

---REDUCTIONS IN EX COMPLEMENT

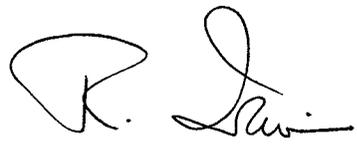
THE UNDER-SECRETARIAL GROUP INSTRUCTED US ON 10MAY TO REVIEW THE EX COMPLEMENT IN OUR BRANCH AND MISSIONS IN EUROPE IN ORDER TO PROCEED TO AN OVERALL REDUCTION OF 91 EX POSITIONS ACROSS THE DEPT. ELEVEN POSITIONS IN EUROPE BRANCH, BOTH AT HQ AND MISSIONS, HAVE BEEN RECLASSIFIED FROM EX(1) TO FS(2).

2. FOLLOWING VARIOUS DISCUSSIONS THAT WERE HELD AT HQ, THE DECISION HAS BEEN TAKEN TO REDUCE THE EX COMPLEMENT AT YOUR MISSION BY ONE, POSITION NUMBER EXTT 5547R HAS BEEN RECLASSIFIED AS FS(2).

3. THIS NEW CLASSIFICATION SHOULD BE USED IN ALL FUTURE ORGANIZATION CHARTS AND PUPS.

4 SEP 91 17 20z VOL 1  
A-3 ✓

2-1-7-2



D. WRIGHT

RGB

2-6149

D. WRIGHT

ADA/K. SIGURDSON/6-2085/bjb

FILE CIRC DIV WF DIARY

TO/À  APE/WHITE APS APV APM APT ADAR APC  
APD ACB

FROM/DE • ADA

REFERENCE •  
RÉFÉRENCE

SUBJECT • EX DOWNSIZING  
SUJET

Security/Sécurité	UNCLASSIFIED
Accession/Référence	
File/Dossier	2-1-7-2 R.G.
Date	September 4, 1991
Number/Numéro	ADA-0279

ENCLOSURES  
ANNEXES

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EX downsizing meeting will be on Monday, October 7 at 3:00 in D3, 500. Items for discussion will be:

- 1) Confirmation of EX position list;
- 2) Confirmation of the number of EXs (TEC);
- 3) Secondments
- 4) Next steps.

2. We are also going to discuss management of the pools. Unfortunately, however, we will not have a reconciled report by Monday.



Konrad Sigurdson  
Director  
Personnel Policy and  
Planning Secretariat

ACC	DATE
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TO GENEV/HOM  
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REF YOURTEL YTAP6075 23APR91

---MISSION DOWNSIZING/REPLACEMENTS

YOU WERE ASKED IN CONTEXT OF CORP REVIEW TO IDENTIFY THREE POSITIONS FOR DOWNSIZING TO WHICH YOU RESPONDED BY OFFERING TWO CONSISTING OF J WEEKES POSITION AND THAT OF HIS SCY. YOU SUGGESTED THAT POSITION OCCUPIED BY LEBLANC OF FINANCE COUNT AS THIRD ONE BUT THAT WAS NON-STARTER SINCE LEBLANC'S POSITION CAME FROM FINANCE. WE WERE ABOUT TO RETURN TO YOU FOR THIRD ONE WHEN WE DISCOVERED ONE FS POSITION ASSIGNED TO GENEVA HAD NOT/NOT BEEN USED FOR AT LEAST TWO YEARS BUT REMAINED IN PLACE. THIS POSITION, EXTT0646 HAS NOW BEEN ELIMINATED AND THEREBY CONSTITUTES GENEVA'S THIRD AND LAST CUT. MCBA ADVISED US YOU HAD RIORDON AGAINST 0646 BUT WE HAD HER AGAINST EXTT0644 WHICH WE INTEND TO USE FOR SALEMBIER. FOREGOING THUS SETTLES QUESTION OF MOST RECENT DOWNSIZING.

2. APT IS TRANSMITTING SEPARATELY NOMINATION TLEXES FOR G. SALEMBIER, A. MCCASKILL AND I THOMPSON. EACH WAS HELD BACK FOR DIFFERENT REASON BUT NOW THAT SOLUTIONS HAVE BEEN FOUND, WE SHOULD ISSUE PCF URGENTLY SO THAT ADMIN ARRANGEMENTS MAY PROCEED. APT WLD THEREFORE APPRECIATE YOUR CONCURRENCE TO THESE 3 NOMINATIONS BY RETURN TLX IF AT ALL POSSIBLE.

3. THOMSON'S ASSIGNMENT POSED PARTICULAR PROBLEM FOR US AS AGCDA

C LATOUR

APT

6-6956

K R HIGHAM

0846  
PAGE TWO APD0845 PROTECTED PERS INFO

(NOREAU) AGREED TO PROVIDE PY AND SALARY DLRS BUT REFUSED TO COVER ACCOMMODATION, FSIDS AND RELOCATION. SINCE YOU ALREADY HAVE A FULL COMPLEMENT, THESE EXPENSES ARE INCREMENTAL AND AS SUCH REQUIRED SPECIAL AUTHORIZATION. WE SUCCEEDED AS FAR AS FSIDS AND RELOCATION ARE CONCERNED BUT POST WILL HAVE TO COVER ACCOMMODATION OUT OF ITS EXISTING BUDGET. MOREOVER, IF POST OR AGCDA WISH TO EXTEND THOMPSON BEYOND 2 YRS, AGCDA WILL NEED TO COVER ALL EXPENSES.

**ACTION  
SUITE A DONNER**

P R O T E C T E D

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--- MISSION DOWNSIZING/REPLACEMENTS

THANKS FOR CONFIRMATION (PARA 1, REFTEL) THAT MOST RECENT DOWNSIZING ENCOMPASSED POSITIONS FORMERLY OCCUPIED BY (A) J.WEEKES AND (B) T.ADM, PLUS (C) QUOTE VACANT UNQUOTE POSITION 0646, LATTER BEING GENEV'S THIRD AND LAST CUT. MISSION OPERATIONAL PLANS OVER PAST COUPLE OF YEARS HAVE NOTED AVAILABILITY OF ONE SUCH VACANCY AND NO/NO INTENTION TO FILL IT. WE ARE ALSO SATISFIED WITH PROPOSED SLOTTING OF SALEMBIER AGAINST POSITION 0644, AGAINST WHICH YOU HAD PREVIOUSLY SLOTTED HORDON.

2. FOR APT: WITH REF TO PARA 2 REFTEL, PLEASE TAKE THIS AS MY FORMAL CONCURRENCE TO NOMINATIONS OF SALEMBIER, MCCASKILL AND THOMSON TO SERVE AT THIS MISSION. PLEASE PROCEED ASAP TO ISSUE RELEVANT POSTING CONFIRMATION FORMS.

3. ON SEPARATE POINT DISCUSSED EARLIER WITH EFB/FRECHETTE, HAVE REVIEWED MISSION'S REMAINING COMPLEMENT OF EX POSITIONS (IE. 5/5, COUNTING AMB) AND CONCLUDE THERE IS NO/NO POSSIBILITY TO CONTRIBUTE ANY OF THESE TO DEPTL PROCESS OF DOWNGRADING FROM EX TO FS.

SHANNON

CCC/221 151259Z UTAP6987

B100 02



External Affairs and International Trade Canada

Affaires extérieures et Commerce extérieur Canada

Canada

OTTAWA, ONTARIO  
K1A 0G2

June 18, 1991

2-1-7-1 4/1

Mr. Pat Napoli  
Director, Organization  
& Classification Policy  
Management Category  
Treasury Board Secretariat  
300 Laurier W., 4th floor  
L'Esplanade Laurier  
Ottawa

Dear Pat,

As we discussed last week, I am enclosing two papers on the EX downsizing which the Deputies announced today. The first is the package of material distributed at the open meeting for staff held today. I should point out that the organization charts for the new trade and economic branches are marked "subject to treasury Board approval" as requested. The second document is a table outlining the current status of the ADM titles we have in use and the changes involved in the current reorganization.

I would be grateful if we could meet after I get back on July 11 to discuss the best way of clearing these various changes with the Board and the other points you raised last week.

Have a good trip to the Island!

Peter F. Walker  
Assistant Deputy Minister  
Personnel Branch

17/6/91

**EXTERNAL AFFAIRS AND INTERNATIONAL TRADE**

**ADM TITLES**

**Current Permanent ADM Establishment**

UGB	Senior ADM, United States and Coordinator for Free Trade Agreement		
IFB	Political and International Security Affairs		
JFB	Legal Affairs		
BCB	Communications and Culture		
MCB	Corporate Management		
PGB	Asia & Pacific		
TFB	International Trade Development		
ACB	Personnel		
EFB	Economic and Trade Policy		
LGB	Latin America and Caribbean		
RGB	Europe		
GGB	Africa and Middle East		
		<b>SUB TOTAL</b>	<b>12</b>

**Sunset Titles**

OMTN	Multilateral Trade Negotiations (MARCH 31/92)		
HXB	Special Projects (already dropped)		
		<b>SUB TOTAL</b>	<b>2</b>

**Titles in use but not yet approved by TB**

URB	United States Relations		
OFB	Consular, Immigration and Passports		
		<b>SUB TOTAL</b>	<b>2</b>

**TOTAL**                      **16**

**Changes to be implemented**

- HXB eliminated in Corporate Review	( -1 )
- JFB changed to Legal Advisor	( -1 )
- URB disappears Summer 1991	( -1 )
- OMTN sunsets by March 31/92	( -1 )
- Trade Policy Branch to be added summer 1991	( +1 )

**FOLLOWING REORGANIZATION**                      **TOTAL**                      **13**

**EMBARGO**

**UNTIL 0800 18/06/91**



Ext. Affairs and International Trade Canada

Affaires extérieures et Commerce extérieur Canada

Canada

June 18, 1991

Dear Colleagues,

Today we are reporting back on the decisions that have been made since we last spoke to you in March, particularly with respect to a reduction in the number of senior executives and in a corresponding number of departmental EX positions. These reductions are in response to the government-wide requirement that the number of EXs be reduced by 12%. The results of our decisions are outlined in an attachment.

In arriving at these decisions we have focused on the strategic framework and guiding principles which we believe will build and strengthen our organization for the future. The management team decisions on EX reductions and consequential organization changes held to this strategy. This means we have not followed easy, across-the-board mathematical formulas in making these changes.

The pressures we are facing today on many fronts require difficult and complex responses. Every branch has unique, urgent and sometimes competing demands. Most recently, new Ministers and mandates have shifted our priorities. These changes are reflected in a reorganization of our trade development, as well as trade and economic policy functions. This includes the creation of a new Trade Policy Branch.

It is clear by the number of major changes we have announced to you over the course of the past two years that the future cannot be the status quo. What worked well yesterday is often less effective today, inappropriate tomorrow and obsolete the day after. There is no spontaneous solution to this never-ending evolution. Our job is to anticipate change and put in place processes, systems and a set of new operating "values" that will help us to adjust quickly and limit unsettling effects on you and on our department.

We want to thank all of you once again for your patience during these times and for all your support and hard work .

  
de Montigny Marchand

  
Raymond Chrétien

  
Don Campbell

EX REDUCTIONS  
AND REORGANIZATION

QUESTIONS AND ANSWERS

1. Q. Has the EX reduction produced another round of PY and position cuts?

A. No. By March 31, 1993 we will have to reduce the number of EXs in the Department to 429. At the same time, we want to bring the number of positions classified at the SM/EX level into line with the allowable number of EXs. During the March reduction exercise, a number of positions, including EX, were cut. In this exercise, however, the reductions will be met by converting existing EX positions to non-management positions. In most cases, this will mean to FS-2. The PYs and positions are, therefore, not lost.

2. Q. How many EXs will have to leave and how will this be done?

A. In order to reach our TEC (Target Executive Complement of 429), about 60 EXs (people) will have to leave before March 31, 1993. Workforce Adjustment provisions apply and we had hoped that most departures would be voluntary. However, we are still far short of the number required and may, therefore, have to resort to involuntary departures through reverse order of merit. The mechanism is similar to a promotion board except that the purpose is to identify the bottom ranking individuals who would eventually be declared surplus to requirements. A final decision will be taken in September.

3. Q. How many positions were affected?

A. We have 505 TEC consuming positions. We therefore need to reduce the number by 76 (positions) to reach our TEC. In March, 19 of the 310 cuts were SM/EX positions. In addition, we have 15 EX positions (OMTN/NAFTA) that will sunset. These 34 are included in the reduction number. That leaves a requirement of 42. ADMs identified 48 positions for conversion. The additional 6 allows for anticipated incremental EX positions, e.g., the head of the Foreign Service Academy.

4. Q. How were the positions for conversion identified?

A. This was done in two ways. First, EX positions were reviewed to confirm a requirement for classification at the management level. EX positions which created situations of more than four layers of management under the DM came under close scrutiny and most were converted (e.g. Deputy Director positions at the SM/EX level). Positions abroad which were classified many years ago but are in areas where managerial responsibilities have decreased or program priorities have shifted were also looked at carefully and a large number converted. Secondly, ADMs were asked some time ago to examine their organizations with a view to streamlining

operations and meeting the principles of delayering, broadened spans of control and increased delegations. In the process, the number of EX positions used was reduced.

5. Q. What positions have been converted?

A. This information will not be released until everyone affected by the decisions has been informed.

6. Q. Doesn't the number of positions identified abroad run counter to the March principle of protecting our overseas operations?

A. No. All the positions abroad were converted. Therefore, the number of staff on strength at missions will not be changed. Because, over the years, the need for an EX classification changed, many of these positions have been underfilled for some time. In the same way, if warranted for a particular reason, we can overfill.

7. Q. What is the timing for the conversions and reorganization?

A. Timing will be influenced by a number of factors. First of all, we are required to submit to Treasury Board by September 1, 1991 organization charts and other information that show how we will be using our TEC. Secondly, we have until March 31, 1993 to reach our TEC. Thirdly, ADMs have operational exigencies that will bear on the timing. The objective is to have changes introduced as quickly as possible but not later than summer, 1992 and with the least amount of disruption.

8. Q. Why were changes made to the trade and economic areas? When will these changes be implemented?

A. It was decided during the Corporate Review that a further study would be made of these functions. With government-wide resource constraints continuing at a time when we were facing additional requirements for major bilateral, trilateral and multilateral negotiations, rationalization of trade policy resources had become essential. Increased pressure for restructuring arose from the high priority being given to the competitive/prosperity issue by the government, and the priority being given to trade development by Mr. Wilson. The changes will be put into place as soon as possible and will be included in staffing actions this summer

9. Q. Why have you added the title Chief Trade Commissioner to the ADM Trade Development? Is this a return to the old Trade Commissioner Service?

A. The title Trade Commissioner has a long and honourable history in the foreign service. It is believed that giving the additional title to the ADM Trade Development heightens the

emphasis that the Minister and the government are putting on our international marketing and trade development efforts. This comes in time for the 100th anniversary of the Trade Commissioner Service. It is not a return to the old days. It is more an indication of the revitalization of our total trade agenda.

10.Q. Why has management of the competitiveness issue been situated in the Economic Policy Branch?

A. The new prosperity agenda of the government is a key element in support of national unity and is based on building a strong economy. Canada, which exports approximately thirty percent of its production, is dependent on being able to compete effectively in a complex international market. Many of the policy functions that are important to the development of a strong national and global economy are already being performed in the Economic Policy Branch. Competitiveness is a natural adjunct to this work.

11.Q. How will these reductions in EX positions and the TEC affect future promotion into and within the senior executive group?

A. Having annual promotions continues to be our objective. However, it is too early to say whether there will be any at the EX level next year. We have to carefully examine the effects of the EX reduction as well as the impact of implementing the Corporate Review decisions to destream the EXs and create an extended professional stream.

12.Q. What will happen to bifurcation?

A. We remain committed to achieving bifurcation. However, fewer EX positions in the system and a much lower number of authorized EXs will mean a smaller professional group paralleling the EX levels. Another factor is that Treasury Board has recently changed the definition of EX and is proposing two kinds of EXs, managerial and professional. This has to be looked at.

13.Q. Have the conversions been made in an equitable fashion?

A. We have tried to be equitable and fair. But our principal objective was to base our decisions on priorities and strategic considerations for the future. As it turned out, because the priority shifts affected nearly everybody, the impact of the decisions is generally well distributed. An attached chart shows the effect by stream and another by Branch. In addition, the HQ/Abroad split in conversions is about 45%/55%, somewhat lower than the current distribution but in line with our goal to preserve positions abroad in relation to positions at headquarters.

**REDUCTION IN EX COMPLEMENT**

The breakdown by stream (and non-stream) based on the ADM proposals is as follows:

**MARCH 21, 1991**

	<b>HEADQUARTERS</b>	<b>16</b>	<b>ABROAD</b>	<b>2</b>
Streamed EXs	P/E	2		
	TRADE	6	1	
	SOCIAL	1		
	NON-ROT	3		
EX 3/4		4	1	

**JUNE 18, 1991**

	<b>HEADQUARTERS</b>	<b>14</b>	<b>ABROAD</b>	<b>34</b>
Streamed EXs	P/E	5	15	
	TRADE	2	12	
	SOCIAL		3	
	AID		1	
	NON-ROT	4		
EFB TO BE CONFIRMED			3	
EX 3/4		3		

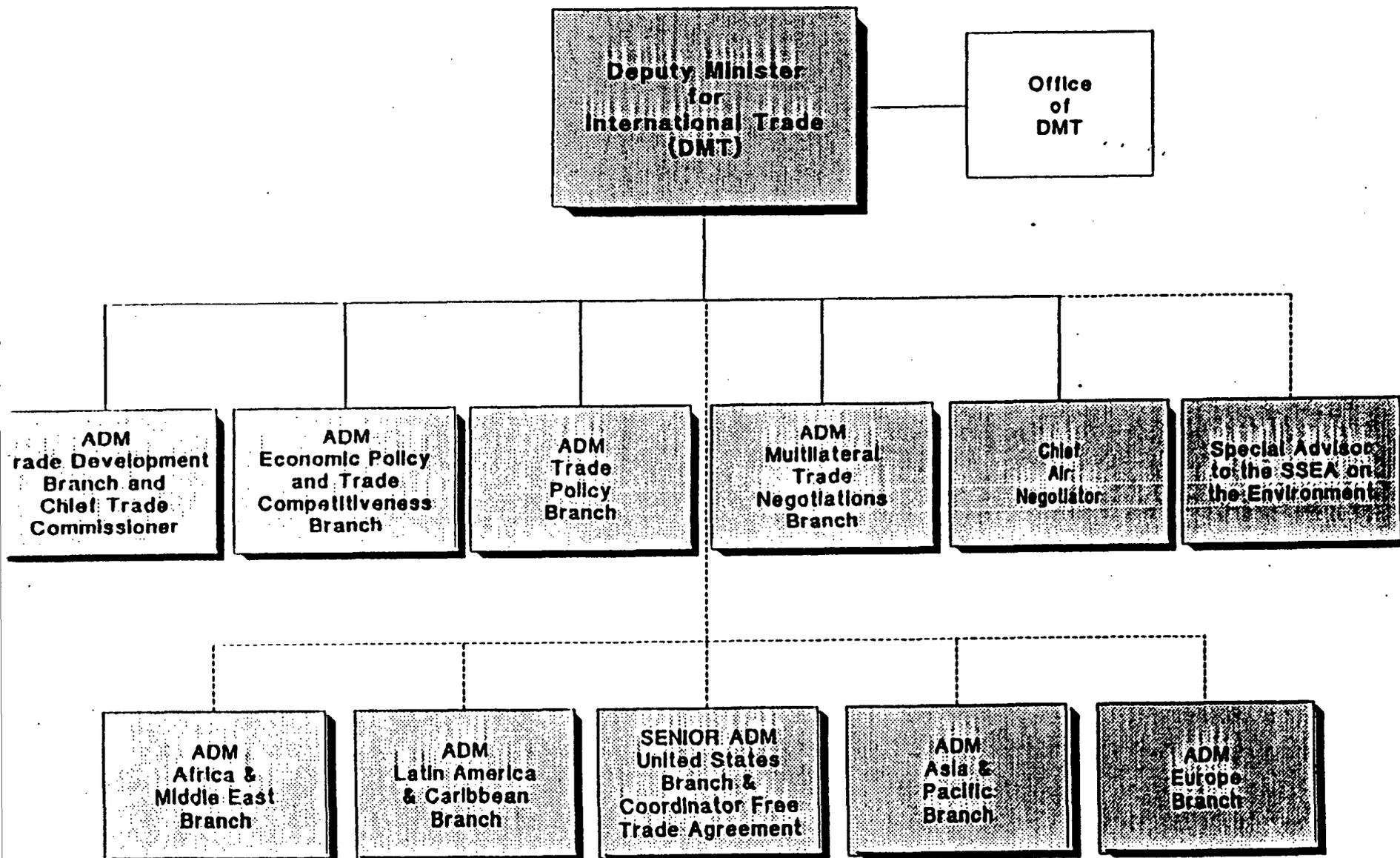
**CONSOLIDATED 66**

P/E	22
TRADE	21
SOCIAL	4
AID	1
NON-ROT	7
EX 3/4	8
TBC	3



MCBA/JUNE 12, 1991

**PROTECTED - PERSONNEL MANAGEMENT**  
**(Subject to Treasury Board Approval)**

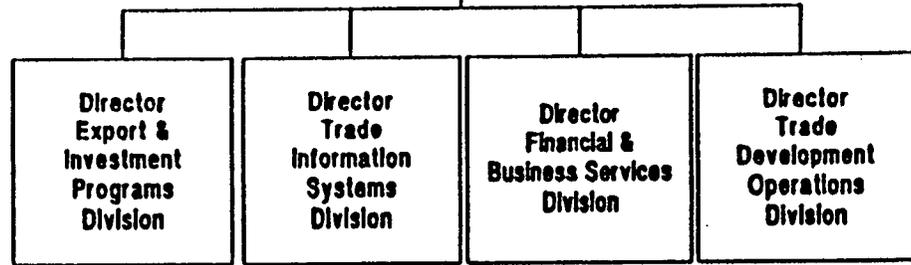
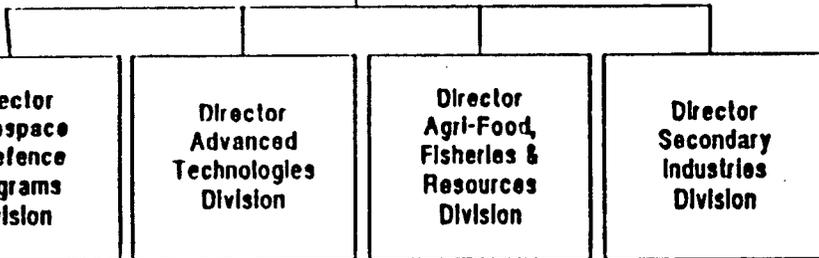


**PROTECTED - PERSONNEL MANAGEMENT**  
**(Subject to Treasury Board Approval)**

**Assistant Deputy Minister  
Trade Development Branch  
and  
Chief Trade Commissioner**

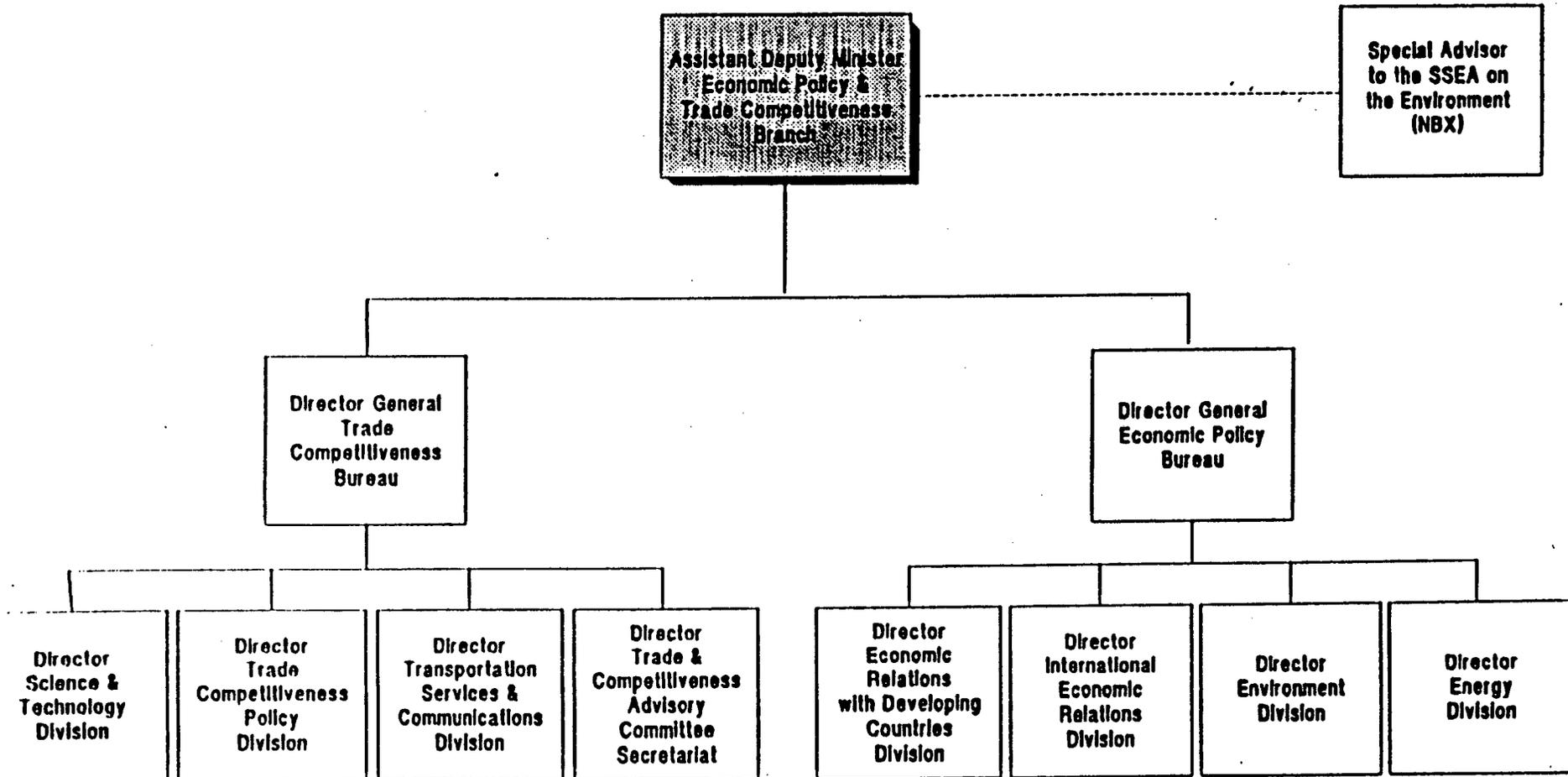
**Director General  
International  
Marketing  
Bureau**

**Director General  
Trade Programs  
& Services  
Bureau**



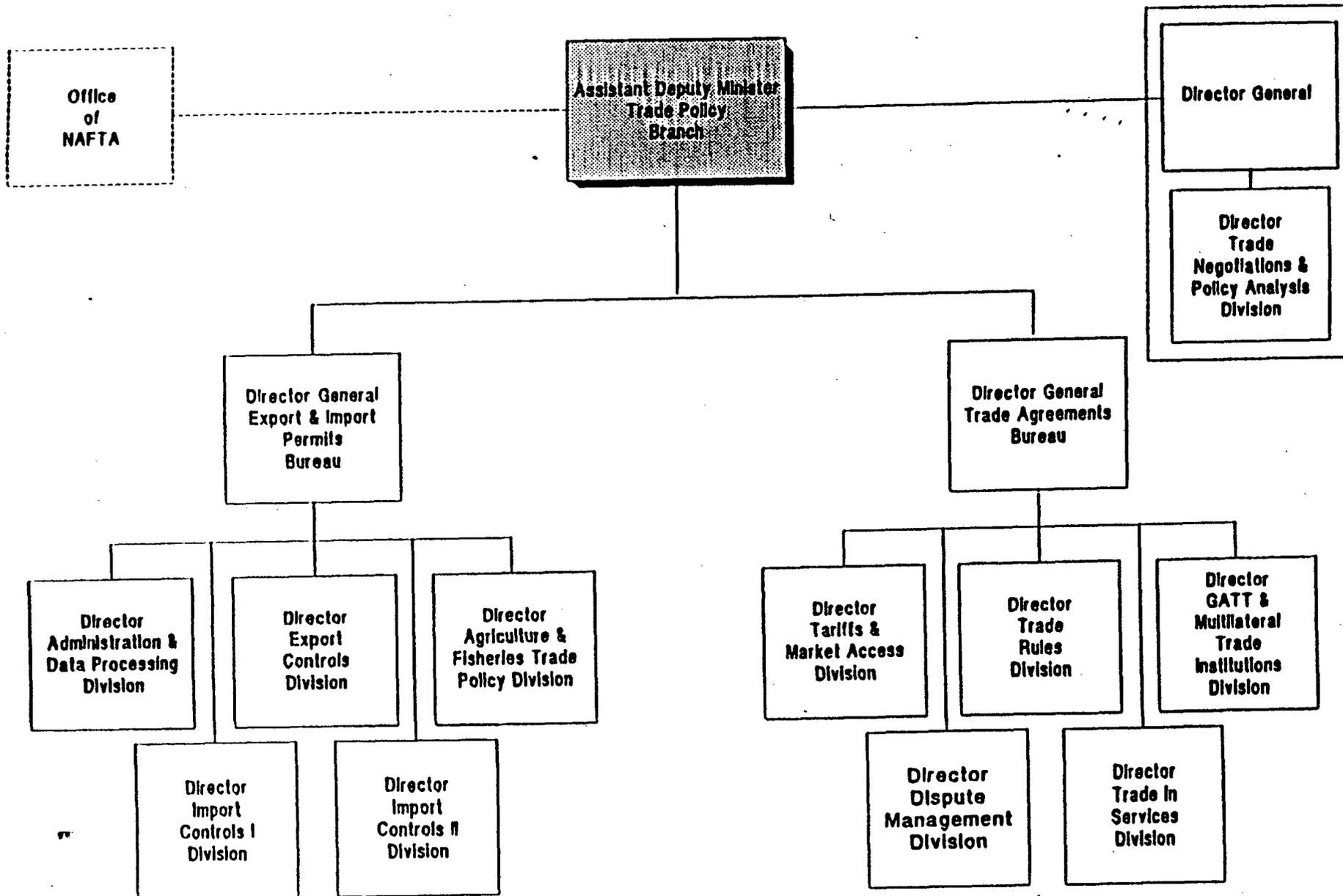
MCBA/JUNE 12, 1991

**PROTECTED - PERSONNEL MANAGEMENT**  
**(Subject to Treasury Board Approval)**



**PROTECTED - PERSONNEL MANAGEMENT**  
**(Subject to Treasury Board Approval)**

MCBA/JUNE 12, 1991



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NON CLASSIFIE

1/4 | FAX  
2-1-7-1  
431-2367

UNCLASSIFIED

FM EXTOTT APG0799 14MAY91

BY FAX (011-34-1)

TO MDRID/R FRANCIS

16MAY 16:30

DE WRIGHT

---REDUCTION OF MANAGEMENT CATEGORY

16 MAY 91 14 10Z

(COMCENTRE PLEASE FAX ATTACHED 3 PAGES)

D PRESTON

APG

~~FAX 995-6073~~ David Preston  
992-7098 J R WRIGHT



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NON CLASSIFIÉ

2/4

External Affairs and International Trade Canada

Affaires extérieures et Commerce extérieur Canada

Canada

Ottawa, Ontario  
K1A 0G2

May 9, 1991

Mr. Ross Francis  
Department of National Defence

Dear Mr. Francis:

Further to your interest in being considered under the Work Force Adjustment Policy (WFA), the Department is pleased to confirm that your name has been accepted subject to your formal agreement.

Consequently, if you accept, you will be entitled to the benefits applicable under the WFA as detailed below:

- (a) cash out of six months, applicable to all employees.
- (b) a separation benefit of one week's pay for each year of service up to a maximum of fifteen weeks providing the employee is at least fifty years of age.
- (c) a severance pay calculated on the basis of one week's pay for each complete year of continuous employment with a maximum entitlement of twenty-eight weeks.
- (d) for those employees who are fifty-five with a minimum of ten years of full time employment in the Public Service, a waiver of reduction (i.e. a pension without penalty) will be granted.

A request for cash out is attached for your signature which, once signed and returned to us, will be considered as your official resignation notice under WFA. A formal letter accepting your application for Work Force Adjustment will follow as soon as all appropriate signatures are received.

By accepting this offer, you also agree that your last day with the Department will be a date not later than June 27, 1991.

As soon as we have received confirmation of your

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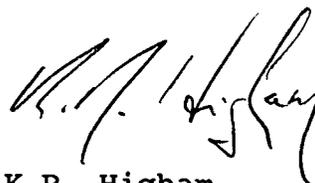
3/4

- 2 -

resignation under the WFA, we will inform the Pay Section (ABP) and Superannuation Section (ABPS). You should however, contact them immediately to ensure all appropriate documents are completed. It may require for pension purposes from two to three weeks processing time with the Department and an additional six to ten weeks once the pension application leaves the Department.

A reply addressed to APE/Jean White (992-9253) with a copy to your stream management is required not later than June 24, 1991.

Yours sincerely,



K.R. Higham  
Director General  
Personnel Operations Bureau

**Page 435**

**is withheld pursuant to section  
est retenue en vertu de l'article**

**19(1)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**



External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

TO / A • CRX/Edwards, MCB, MCBA/Romoff

FROM / DE • APG

REFERENCE  
RÉFÉRENCE •

SUBJECT  
SUJET • DELAYERING AT EAITC

Security / Sécurité <b>PROTECTED PERS INFO</b>
Accession / Référence
File / Dossier <b>MIRP</b>
<b>2-1-7-1</b>
Date March 28, 1991
Number / Numéro APG-0495

ENCLOSURES  
ANNEXES

X

DISTRIBUTION

ACB

Attached is a draft letter from DMC to Ian Clark at Treasury Board regarding the Department's compliance with the Government's new delayering policy. Your views on this text are requested by the start of business on Tuesday, April 2 at the latest. Thank you.

James R. Wright  
Director  
Political/Economic  
Personnel Division

**DRAFT**

Mr. Ian D. Clark  
Secretary of the Treasury Board  
L'Esplanade Laurier  
140 O'Connor Street,  
9th floor, East Tower  
Ottawa, Ontario  
K1A 0R5

Dear Mr. Clark,

The February 26 Budget announced, among other things, a reduction of 10% in the number of Management Category personnel. This reduction in personnel is to be accompanied by a system-wide delayering exercise that is to reduce the number of levels of the executive management between the deputy/associate deputy and the working level to three.

As part of the Budget, Treasury Board instructed that by September 1, 1991 departmental organizational structures are to be delayered to meet this new three-tiered management structure. You also asked that by March 31, 1991 each Department affirm to you that a plan is in place to delayer by the September 1, 1991 deadline.

External Affairs and International Trade Canada has reviewed its management structure both at headquarters and at its posts abroad and has determined that, with the exception of a few historical anomalies, our organization already is consistent with the delayering policy. At headquarters, below the level of deputy/associate deputy, we have only three levels of management: ADM's, Director Generals and Directors. There are a very few positions (two or three) below the level of Director that are classified at the EX level. These few anomalies will be brought in line with the new policy by September 1, 1991.

.../2

- 2 -

The Department at present has only a few management positions at headquarters that are filled with corporate staff advisers who do not "manage" in the sense of having significant program, human resource and budgetary management responsibilities. I believe that EX positions fitting this narrow position profile would include our Ambassador for Marine Conservation, our Chief Air Negotiator, our Ambassador for Disarmament, our Special Advisor on the Environment and our Departmental Ombudsman. As requested in your guidelines, in our September 1 report to you these few positions will be identified with an asterisk.

As regards the management structures at our missions overseas, here again we are for the most part in full compliance with the delayering policy. At our small and medium sized posts we generally have two layers of management (i.e. Head of Mission and Head of Sections/Programs). At our largest missions, particularly in the G-7 capitals, we have three levels of management (i.e. Head of Mission, Ministers or Minister Counsellors and Head of Sections/Programs).

The few anomalies abroad are found in our largest missions. In Paris and London historically we have had four levels of management, the added layer being a Deputy Head of Mission position at both missions. This structure has evolved because of the longstanding tradition to appoint non-foreign service officers and non-public servants as Heads of Mission there. This practice of having "Deputy Head of Mission" positions in London and Paris had proven to be a very successful formula that benefits not only the smooth running of these very large and important missions, but also the Heads of Mission who are unfamiliar with the management of our posts abroad. I believe these two exceptions to the rule are warranted and that these Deputy Head of Mission positions could be viewed as equivalent to the associate deputy level.

At our missions in Washington DC and Tokyo, while there are principally three levels of management, there are several very specialized EX positions representing an added layer. These positions provide key technical guidance to Ottawa on matters such as international finance, agriculture, energy and metals and minerals. Historically these positions are filled by senior officers from other line Departments (e.g. Finance). Indeed these assignments form an integral part of this Department's ongoing secondment program to involve other government departments and agencies in our international affairs activities. This secondment program is also consistent with PS 2000's push for more mobility and flexibility.

.../3

- 3 -

We shall, however, be reviewing these few anomalies overseas in light of the new delayering policy. Consistent with the Treasury Board's guidelines relating to our September 1, 1991 report to you, we may well be identifying these specialist EX positions abroad with an asterisk. The asterisk will denote that these few positions are focussed on policy and are staffed with specialists from other government departments who do not manage in the sense of having significant program, human resource and budgetary management responsibilities.

The Department is reviewing its organizational structure in light of the Budget requirement to reduce its number of Management Category personnel by 12%. In our September 1, 1991 report to you we shall provide you with:

- an attestation that our new delayed structures have been implemented;
- a copy of the former organizational charts;
- a copy of the new implemented organizational charts; and
- documentation related to job descriptions, rationales and classification action forms for positions in the implemented structures.

The Department is also proceeding with its plans to create a parallel stream to the Management Category in the Foreign Service (FS) occupational group. We do not expect to have this parallel stream up and running before the summer of 1992. We shall of course keep you apprised of our work in this regard as it proceeds.

Sincerely,

Raymond Chrétien

APM/J. Roberge/992-7480/dlg



External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

*File - MRP*

TO / A • MCBA/Romoff

FROM / DE • APM

REFERENCE  
RÉFÉRENCE •

SUBJECT  
SUJET • DEPARTMENTAL DOWNSIZING: STREAM UPDATE

Security / Sécurité UNCLASSIFIED
Accession / Référence
File / Dossier <i>2-1-7-1</i>
Date March 27, 1991
Number / Numéro APM-0420

ENCLOSURES  
ANNEXES

X

DISTRIBUTION

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- APG
- APT
- APC
- APV
- APS
- ADAR

As per our recent discussion, we are providing our best advice concerning Social Affairs Stream position cuts and an up-to-date list of secondments which will be lapsing in 1991.

Jean Roberge  
Director  
Social Affairs  
Personnel Division

ANNEX A  
to APM memorandum 0420  
of March 27, 1991

SOCIAL AFFAIRS

POSITION CUTS

<u>BRANCH</u>	<u>POSITION NO.</u>	<u>INCUMBENT</u>	<u>STATUS</u>
GGB	EXTS-2177R	Vacant	02 Apr 91
IFB	EXTS-4124R	Vacant	02 Apr 91
LGB	EXTS-5015R	J. Kleniewsky	02 Apr 91
OFB	EXTS-2175R	D. Foreman	01 May 91
OFB	EXTS-2102T	Vacant	02 Apr 91
PGB	EXTS-5019R	Vacant	02 Apr 91
RGB	EXTS-5013R	M. Stone	01 Jul 91
RGB	EXTS-5037R	C. Charbonneau	01 Jul 91

ANNEX B  
to APM memorandum 0420  
of March 27, 1991

SOCIAL AFFAIRS

SECONDMENT CUTS

<u>LOCATION</u>	<u>POSITION NO.</u>	<u>INCUMBENT</u>	<u>STATUS</u>
KNGTN	EXTS-5115R	N. Arthur	23 Jul 91
HKONG	EXTS-5051R	R.F. Barliszen	31 Aug 91
HKONG	EXTS-5107R	M.K. Berry	22 Aug 91
RBP	EXTS-5037R	C. Charbonneau	31 Aug 91
DELHI	EXTS-5160R	N. Cochrane	23 Jul 91
SJOSE	EXTS-4839R	M.J.H. Gagne	28 Jul 91
DELHI	EXTS-5161R	J.P. Kimmell	01 Sep 91
BFALO	EXTS-5085R	S.M. Kramer	14 Aug 91
ISBAD	EXTS-5111R	P. Lapointe	07 Aug 91
IMH	EXTS-5030R	D. Marantz	31 Oct 91
BONN	EXTS-0911R	H. Mueller	30 Jul 91
MANIL	EXTS-5142R	S. McKale	12 Jun 91
PSPAN	EXTS-1733R	S.L. Nester	31 Aug 91
DELHI	EXTS-1084R	W. Ploshynsky	31 Aug 91
KNGTN	EXTS-3967R	G. Spence	31 Aug 91
VIENN	EXTS-1105R	T. Tass	06 Jul 91

APG/J.R. Wright/992-5317/11

External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

*MUP*

TO / A • ACB, A/APD/Giroux, ADA/Hartman,  
ADAR/Sheppit, APS/Vermette, APE/White  
FROM / DE • APG

REFERENCE  
RÉFÉRENCE •  
SUBJECT  
SUJET • DELAYERING AT EAITC

Security / Sécurité <b>PROTECTED PERS INFO</b>
Accession / Référence
File / Dossier <i>2-1-7-1</i>
Date March 27, 1991
Number / Numéro APG-0484

ENCLOSURES  
ANNEXES  
  
X  
  
DISTRIBUTION

Attached is a draft letter from DMC to Ian Clark at Treasury Board regarding the Department's compliance with the Government's new delayering policy. Your views on this text are requested by the end of business on Thursday, March 28. The letter is required at Treasury Board by Friday March 29.

James R. Wright  
Director  
Political/Economic  
Personnel Division

DRAFT

Mr. Ian D. Clark  
Secretary of the Treasury Board  
L'Esplanade Laurier  
140 O'Connor Street,  
9th floor, East Tower  
Ottawa, Ontario  
K1A 0R5

Dear Mr. Clark,

The February 26 Budget announced, among other things, a reduction of 10% in the number of Management Category personnel. This reduction in personnel is to be accompanied by a system-wide delayering exercise that is to reduce the number of levels of the executive management between the deputy/associate deputy and the working level to three.

While as part of the Budget, Treasury Board has instructed that by September 1, 1991 departmental organizational structures are to be delayered to meet this new three-tiered management structure, you also asked that by March 31, 1991 each Department affirm to you that a plan is in place to delayer by the September 1, 1991 deadline.

External Affairs and International Trade Canada has reviewed its management structure both at headquarters and at its posts abroad and has determined that, with the exception of a few historical anomalies, our organization already is consistent with the delayering policy. At headquarters, below the level of deputy/associate deputy, we have only three levels of management: ADM's, Director Generals and Directors. There are a very few positions (two or three) below the level of Director that are classified at the EX level. These few anomalies will be brought in line with the new policy by September 1, 1991.

.../2

- 2 -

The Department at present has only a few management positions at headquarters that are filled with corporate staff advisers who do not "manage" in the sense of having significant program, human resource and budgetary management responsibilities. I believe that EX positions that fit this narrow position profile would include our Ambassador for Marine Conservation, our Chief Air Negotiator, our Ambassador for Disarmament, our Special Advisor on the Environment and our Departmental Ombudsman. As requested in your guidelines, in our September 1 report to you these few positions will be identified with an asterisk.

As regards the management structures at our missions overseas, here again we are for the most part in full compliance with the delayering policy. At our small and medium sized posts we generally have two layers of management (i.e. Head of Mission and Head of Sections/Programs). At our largest missions, particularly in the G-7 capitals, we have three levels of management (i.e. Head of Mission, Ministers or Minister Counsellors and Head of Sections/Programs).

The few anomalies abroad are found in our largest missions. In Paris and London historically we have had four levels of management, the added layer being a Deputy Head of Mission position at both missions. This structure has evolved because of the longstanding tradition to appoint non foreign service officers and non public servants as Heads of Mission there. This practice of having "Deputy Head of Mission" positions in London and Paris had proven to be a very successful formula that benefits not only the smooth running of these very large and important missions, but also the Heads of Mission who are unfamiliar with the management of our posts abroad. I believe these two exceptions to the rule are warranted and that these Deputy Head of Mission positions could be viewed as equivalent to the associate deputy level or to the functional Head of Mission level.

At our missions in Washington DC and Tokyo, while there are principally three levels of management, there are several very specialized EX positions representing an added layer. These positions provide key technical guidance to Ottawa on matters such as international finance, agriculture, energy and metals and minerals and historically these positions are filled by senior officers from other line Departments (e.g. Finance).

.../3

- 3 -

We shall be reviewing these few anomalies in light of the new delayering policy. Consistent with the Treasury Board's guidelines relating to our September 1, 1991 report to you, we may well be identifying these specialist EX positions with an asterisk. The asterisk will denote that these few positions are focussed on policy and are staffed with specialists from other government departments who do not manage in the sense of having significant program, human resource and budgetary management responsibilities.

The Department is still reviewing its organizational structure in light of the Budget requirements to reduce its number of Management Category personnel by 12%. In our September 1, 1991 report to you we shall provide you with:

- an attestation that our new delayed structures have been implemented;
- a copy of the former organizational charts;
- a copy of the new implemented organizational charts; and
- documentation related to job descriptions, rationales and classification action forms for positions in the implemented structures.

The Department is also proceeding with its plans to create a parallel stream to the Management Category in the Foreign Service (FS) occupational group. We do not expect to be in a position have this parallel stream up and running before the summer of 1992. We shall of course keep you apprised of our work in this regard as it proceeds.

Sincerely,

Raymond Chrétien





External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

Under-Secretary

Sous-secrétaire

March 6, 1991

Mr. Ian D. Clark  
Secretary of the Treasury Board  
L'Esplanade Laurier  
140 O'Connor St, 9th Floor, East Tower  
Ottawa, Ontario  
K1A 0R5

Dear Mr. *Ian* Clark:

I am writing in response to your letter of February 27, 1991 concerning the implementation of the recently announced spending cuts and management initiatives which follow from the Budget. I would like to make the point very strongly that the process used to establish target management complements particularly disadvantages External Affairs and International Trade Canada because of our personnel management system and results in disproportionately high reductions in our complement. The process also has serious implications for government-wide mobility and interchange programs which need to be urgently examined.

As you are aware, our appointment-to-level system uses a single annual promotion exercise to fill vacancies in rotational Management Category positions. This means that vacancies accumulate during the year and are filled on one date, i.e., January 2 every year. This year's EX promotion exercise, involving some twenty-five new appointments, was concluded before both the budget and the January 28th date used to determine our complement base. In fact, the appointments were approved by the Commissioners of the Public Service Commission on January 23, 1991. Although documentation is not yet complete, these appointments have effectively been made, as of January 2, 1991. The establishment of a target complement based on the payroll for January 28 ignores these appointments and, therefore incorrectly, depresses our base by twenty five positions. I cannot believe that it is the Board's intention to penalize EAITC because we operate an appointment-to-level system. I would ask, therefore, that you add these twenty-five names to our base before calculating the reductions.

Secondly, by using the payroll rather than current complement usage to establish base complement, no account is taken of the large number of secondments or Interchange arrangements into EAITC. Secondments and Interchanges are vital staffing tools in this department and, with the active

- 2 -

encouragement of the Board and the Public Service Commission, this program has been expanded considerably in recent years. The implications for EAITC as, I expect, the largest user of secondments in the government, are very serious. Our current imbalance between outgoing and incoming management category secondments and interchanges is twenty-three. We have received no complement for these twenty-three and will now be required to find complement for them from within our reduced base. If no change to our base is made to take these into account, we must find a way to balance the books immediately. Given the current environment, the only realistic option will be to substantially reduce secondments and interchanges into EAITC. This puts in real jeopardy such programs as the Finance, Investment and Science Counsellors' secondment arrangements which we use to bring people into the Department from the Public Service and the private sector. The cuts also raise significant complications in our relations with CIDA. In order to redress the inequities resulting from our management of a large secondment program, I would ask that the current imbalance of twenty-three positions be added to our base complement before calculating the reductions.

The process used to make these reductions also has serious longer term implications for the secondment program of the government as a whole. Departments will not be able to undertake exchanges except on a one for one basis, a recipe for gridlock and paralysis in terms of secondments and interchanges at the SM/EX level. This is surely not what the Government had in mind with the Budget changes. Nor is it consistent with the principles of flexibility and mobility stressed by PS2000.

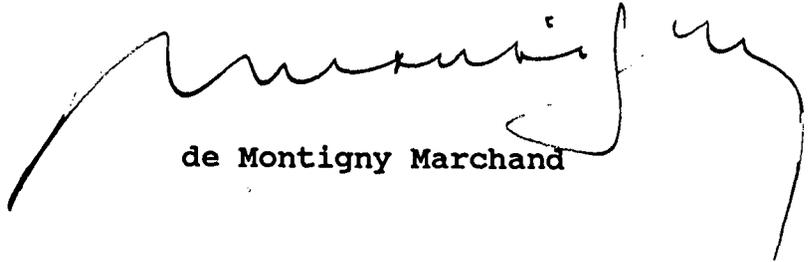
Thirdly, when we discussed this last week, we agreed that our management category positions overseas should not be subject to the 12% cut. Two hundred and eighty (280) out of 467 or approximately 60% of these positions are overseas. Unfortunately, in calculating the size of our reduction, the ratio was reversed and 40% was used as the figure for overseas positions with a resulting increase of 12 in the cuts to our complement.

I am very conscious of the tight constraints the Treasury Board is under in applying this particular element of the budget. For our part, we are within days of finalizing a major downsizing and reorganization process in the Department and reaching agreement on the number of our management category positions is absolutely central to further progress in this area. Indeed, we have a public announcement planned for March 21st.

- 3 -

I was encouraged by what you said at SPAC yesterday with regard to the possibility of obtaining adjustments to deal with the secondment problem and the inopportune timing selected for determining our pre-reduction base. I am looking forward to an early opportunity to discuss this with you.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'de Montigny Marchand', with a long horizontal flourish extending to the left and a vertical flourish extending to the right.

de Montigny Marchand

APG/J.R. Wright/992-5317/1c

External Affairs and  
International Trade Canada

Affaires extérieures et  
Commerce extérieur Canada

TO/A • ACB  
FROM/DE • APG

REFERENCE  
RÉFÉRENCE •

SUBJECT  
SUJET • ROTATIONAL POSITION CUTS

Security / Sécurité <b>PROTECTED MGMT INFO</b>
Accession / Référence 2-17-1
File / Dossier MIRP
Date March 4, 1991
Number / Numéro APG-0382

ENCLOSURES  
ANNEXES

X

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Attached is the latest breakdown of rotational position cuts at HQ (and abroad) due to the 11% downsizing of headquarters' activities. I have updated the data in OFB, MCB and RGB.

2. In RGB, M. Vlad's position in REM was selected in part because the incumbent is due to go on posting. It is RBD's hope that Donna Allen, a term SCY filling a rotational SCY position in RBP that is to be cut, can be placed quickly elsewhere in the Department. Apparently Allen is a good SCY. You will note that Y. Miller, a non-rotational SCY filling a non-rotational SCY position in REP that is to be cut, will be looking for a new job. RGB would like to see her placed in RGP (the new acronym for RWP/RBP), where there is currently a vacant rotational SCY position. I made no promises but said APS/APV would look into this. Lastly Sharon O'Regan, a non-rotational AS-4, will be looking for a new assignment as her term in RWP is up and her position there is being cut. O'Regan has good administrative and consular skills and speaks at least 4 languages. As she is interested in a single assignment abroad, APM and APV should be reviewing options for her that would suit the operational needs of these streams.

3. I am also told that GGB is expected to revise his headquarters cuts list. Further precision is also required from CPD, IFB, XDX, EFB and Geneva GATT. I will keep you posted.



James R. Wright  
Director  
Political/Economic  
Personnel Division

PROTECTED MGMT INFO

04/03/91

ROTATIONAL POSITION CUTS AT HQ AND ABROAD

EX 3-5:	2
FS P/E:	26
FS trade:	51
FS social:	7
FS aid:	1
CR:	11
SCY:	22
AS:	2
GS PRC:	4
CM:	10
EL:	<u>9</u>
	145

N.B.: FS trade figure of 52 includes 11 tourism positions abroad (some which are to be cut in 91 and the rest in 92) and 8 positions in Sub Sahara Africa (2 of which were to terminate this year due to Corporate Review).

**These figures are subject to change.**

**Areas requiring further guidance:**

- CPD
- IFB (INI, INP/INE, ISS, IDD, IMD)
- RGB (especially RWP/RBP)
- Geneva GATT
- XDX (XDS in particular)
- EFB (especially EPD, EEF)
- MCB
- GGB

**A) EX 3-5 position cuts (2)**

EX 3: 2 (RED, LCD)

**B) FS Political/Economic position cuts (26)**

FS-1: 10  
FS-2: 7  
EX-1: 0  
EX-2: 1 (CPG Director)  
Unclass: 5  
Unclass EX: 1 (J. Weeks/GVGATT)  
Other: 2 (probably FS-1 + 2)

**C) FS Trade position cuts (51)**

FS-1: 4  
FS-2: 32 (N.B. 6 of the 30 FS-2 positions are to be  
cut in '92)  
EX-1: 5  
EX-2: 0  
Unclass: 7  
Unclass EX: 1 (REDF/Comeau; UJXA/Valle)  
Other: 2 (probably FS-1 + 2)

**D) FS Social position cuts (7)**

FS-1: 3  
FS-2: 1  
EX-1: 1  
EX-2: 0  
Unclass: 2  
Unclass EX: 0  
Other: 0

**ROTATIONAL POSITION CUTS - ACB**

<u>Division</u>	<u>Position No.</u>	<u>Level</u>	<u>Incumbent</u>
ABMR	EXT-8318R	CR-4	R. Leduc (CM-6; NR)
ABMR	EXT-417R	CR-5#	D. Lamadeleine (CR-4)
APV	EXT-2364R	Unclass AS	S. Walsh (AS-3)

**Total:**

- 26 rotational and non rotation cuts;
- 3 rotational position cuts including:
  - 2 CR's
  - 1 AS (Corporate Review position)

**ROTATIONAL POSITION CUTS - BCB**

<u>Division</u>	<u>Position No.</u>	<u>Level</u>	<u>Incumbent</u>
BAM	* EXTP-3292R	FS-2	A. Dion (X/G)
BPF	EXT-0265R	SCY-2	H. Goyette (CM-4)
BMM	EXT-6030R	SCY-2	J. Desjardins (term)
BKA	EXT-4145R	SCY-2	Vacant/Agency
BKA	EXTP-8096R	FS-2	B. Hutton (X/G)
BPT	EXTT-1205R	FS unclass	R.F. Désamoré

**Total:**

- 16 rotational and non rotational cuts
- 6 rotational position cuts, including:
  - 2 P/E FS positions (one was scheduled for conversion to AS)
  - 3 SCY's
  - 1 trade FS
- \* This position was scheduled to be converted to a rotational AS position.

**ROTATIONAL POSITION CUTS - CPD**

<u>Division</u>	<u>Position No.</u>	<u>Level</u>	<u>Incumbent</u>
CPG	EXTP-1642R	EX-2	R. Belliveau
CPG	EXTT-3455R	FS-1	Vacant
	EXT		

**Total:** - 3 rotational position cuts, including:

1 P/E FS (Director position)  
1 trade FS position  
1 position to be designated

**Restructuring:** CPG is eliminated as a separate Division leaving the correspondence unit as a stand alone organization.

**ROTATIONAL POSITION CUTS - DEPUTIES**

<u>Division</u>	<u>Position No.</u>	<u>Level</u>	<u>Incumbent</u>
DMC	EXT-0523R	CR-3	G. McQueen (CR-4)
<b>Total:</b>	-	1 position	

**ROTATIONAL POSITION CUTS - EFB**

<u>Division</u>	<u>Position No.</u>	<u>Level</u>	<u>Incumbent</u>
EFB	EXT-9524R	CR-2	P. D'Aoust (term)
EPD	* EXT-9381R	SCY-4	D. Berndt (AS N.R)
EPT	* EXT-3211R	SCY-2	Vacant/Agency
ESF	EXT-6240R	CR-4	W. Robinson (CR-4)
EST	EXTT-3361R	FS-2	M. Nepinak
EEF	EXTT-7426R	EX-1	B. Hage (EXFS1)X/S
EPD/EPR	* EXTT- ?	FS	
EPD/EPR	* EXTP- ?	FS	
EEF	EXTT-3616R	FS-2	D. Forsythe
ESN	EXTP-6581R	FS-1	B. Miller (FS1)
EEF	* EXTP- ?		
<b>Total:</b>	-	23 rotation and non rotational cuts	
	-	11 rotational cuts, including: 2 SCY's (subject to change) 2 CR's 4 trade FS (1 Director position) (subject to change) 3 P/E FS (subject to change).	
<b>Restructuring:</b>	-	EEF abolished with some resources redirected to EEA	
	-	EPD is to be reorganized with number of divisions reduced possibly from 5 to 3.	
	*	these position cuts need to be confirmed with EFB	

**ROTATIONAL POSITION CUTS - GGB HQ**

<u>Division</u>	<u>Position No.</u>	<u>Level</u>	<u>Incumbent</u>
GAM	EXT-2046R	AS unclass	Vacant
GGBS	EXTP-2269R	FS unclass	D. George (FS2)
GGBS	EXTP-2270R	FS unclass	A. Brown (FS1)
GGBS	EXT-5965R	SCY-2	S. Pajunen (SCY3)
GRP	EXTS-2177R	FS unclass	Vacant
GAF	EXT-0297R	SCY-2	L. Beauchemin (SCY2)
GAT	EXTT-3030R	EX-1	B. Dussault
GAT	EXT-4576R	SCY-2	Mongrain (SCY2)
GMT	EXTT-3032R	FS-2	M. Wooff
GMT	EXT-5300R	SCY-2	Palmer (SCY2)

**Total:** - 13 rotational and non rotational cuts

- 10 rotational cuts, including:  
2 P/E FS  
1 social FS  
2 trade FS (including 1 Director)  
4 SCY's  
1 AS

**Restructuring:** - GMT and GAT are combined into one Division.

**ROTATIONAL POSITION CUTS - GGB ABROAD**

<u>Post</u>	<u>Position No.</u>	<u>Level</u>	<u>Incumbent</u>
Abidjan	* EXTT-5442R	FS-1	B. Préfontaine
Harare	EXTT-5607R	FS-2	M. Siig
Kinshasa	EXTT-5532R	FS-2	R. Catellier
Lagos	EXTT-5537R	EX(FS)1	R. Merrick
Lagos	EXTT-5538R	FS-2	M. Donagher
Nairobi	EXTT-5573R	FS-2	M. Esselmont
Yaoundé	EXTT-5272R	FS-2	J.Y. Dionne
Yaoundé	* EXTT-5503R	FS-2	M. Lebleu

**Total:** - 8 trade FS positions

\* these 2 positions were already slated to be cut in 1991 via Corporate Review

ROTATIONAL POSITION CUTS - IFB

IFB was asked to cut a total of 24 positions. Many of the cuts are still being discussed. 4 PRC positions are likely to be cut in ISSG. The rotational FS position in ISSA which oversees the 8 RSO's (who may be cut) might be moved to MRD. INI (10 non rotational positions) may be cut. Some cuts may take place in INE/INP and in IDD/IMD. The list of cuts below is thus not complete and will be subject to change.

<u>Division</u>	<u>Position No.</u>	<u>Level</u>	<u>Incumbent</u>
ISSG	EXT-3993R	GS PRC7	A.J. O'Malley (PRC7)
ISSG	EXT-3801R	GS PRC7	M.G. Durocher (PRC5)
ISSG	EXT-1917R	GS PRC7	
ISSG	EXT-1916R	GS PRC7	J.F.X. Bouchard (PRC5)

**ROTATIONAL POSITION CUTS - JFB**

<u>Division</u>	<u>Position No.</u>	<u>Level</u>	<u>Incumbent</u>
JLA	EXTP-0872R	FS-2	D. Ehinger (FS1D)
JLE	EXTP-4704R	FS-1	K. Woroner (FS1D)
JLO	EXT-5829R	SCY-2	C. Dubois (SCY2)
JCD	EXT-302R	SCY4	M. Bellemare (SCY3)

**Total:** - 6 rotational and non rotational cuts  
- 4 rotational cuts including:  
2 P/E FS  
2 SCY's

**ROTATIONAL POSITION CUTS - LGB**

<u>Division</u>	<u>Position No.</u>	<u>Level</u>	<u>Incumbent</u>
LCR	EXT-5839R	SCY-2	J. Elliott (term)
LGP	EXTS-5015R	FS-2	J. Kleniewsky (FS2)
LCT	EXTT-1956R	EX-1	M. Stolarik
LCD	EXT-6721R	EX-3	R. Davidson (EX3)
LCD	EXT-6101R	SCY-3	Rutherford (SCY2)

**Total:** - 7 rotational and non rotational positions

- 5 rotational cuts including:  
1 EX-3  
1 trade FS (director level)  
1 social FS  
2 SCY's

**Restructuring:** - combine LST and LCT  
- cut LCD

ROTATIONAL POSITION CUTS - MCB

<u>Division</u>	<u>Position No.</u>	<u>Level</u>	<u>Incumbent</u>
MRPA	EXT-3570R	CR-4	D. Benjamin (CR-4)
MRD	EXT-9538R	SCY-2	Agency/Vacant
MIT	EXT-1292R	EL	Vacant
MIT	EXT-3503R	EL-6	R. Fortin (EL-6)
MIT	EXT-6268R	EL-4	L. Manns (EL-4)
MIT	EXT-0757R	EL-6	D.G. Henkell (EL-3)
MIT	EXT-2058R	EL-5	D.H. Kenny (EL-5)
MIT	EXT-3326R	EL-5	J.B. Marsden (EL-5)
MIT	EXT-4093R	EL-5	J.G. Craig (EL-5)
MIT	EXT-1305R	EL-5	G. McNamara (EL-5)
MIT	EXT-8641R	EL-4	Vacant
MIT	EXT-0026R	CM-5	F. Barrow (CM-4)
MIT	EXT-0027R	CM-5	H. Abbott (CM-5)
MIT	EXT-0029R	CM-6	Vacant
MIT	EXT-0574R	CM-6	Vacant
MIT	EXT-0577R	CM-6	Vacant
MIT	EXT-1165R	CM-6	Vacant
MIT	EXT-1704R	CM-6	G. Hildebrand (term)
MIT	EXT-1708R	CM-5	J. Krithof (DAPRO5)
MIT	EXT-3317R	CM-5	J. Hagemeyer (CM-5)
MIT	EXT-3321R	CM-5	J. Koradi (CM-5)
MIV	EXT-1097R	CR-5	H. Vincent (term SCY3), G. Bergeron (CR-4)
MIV	EXT-1310R	SCY-3	M. Beaulieu (SCY3)
MRPL	EXT-3570R	CR-4	D. Benjamin (CR4)

**Total:** - 90 rotational and non rotational positions  
- 24 rotational positions including:  
3 CR  
2 SCY  
9 EL  
10 CM

**N.B.:** these totals are still subject to change and to further precision.

**ROTATIONAL CUTS - OFB**

<u>Division</u>	<u>Position No.</u>	<u>Level</u>	<u>Incumbent</u>
OSS	EXTP-0127R	FS-1	B. Rosenes (CR-5)
OSS	EXTP-6275R	FS-1	E. Grodde (X/S S/A)
OSM	EXTS-2175R	FS-1	D. Foreman (FS-1)
OSM	EXTS-2102T	Unclass	Vacant
OSS	EXTP-6638R	FS-1	G. Magill (FS1D)

**Total:** - 8 rotational and non rotational position cuts  
- 5 rotational position cuts, all FS, including:  
2 social affairs FS  
3 P/E FS

**ROTATIONAL POSITION CUTS - PGB**

<u>Division</u>	<u>Position No.</u>	<u>Level</u>	<u>Incumbent</u>
PAM	EXTG-8302 T	CR-3	A. Beausoleil (term)
PGP	EXTS-5019 R	FS-1	B. Lockleaw (FS1D)
PGP	EXTP-1610 R	FS-1	Vacant
PNC	EXTT-3006 R	EX-1	M. Perrault
PNC	EXTT-4646 R	FS-1	J. Rosenfeld
PNJ	EXTT-1887 R	FS-2	S. Neidy
PNJ	EXT-3257R	SCY-2	L. Lessard (SCY2)
PST	EXTA-3022 R	FS-2	L. Acorn (SCY2)
PST	EXT-3433R	SCY-3	
PST	EXT-2096R	SCY-2	C. Richer (term)

**Total:** - 11 rotational and non rotational cuts  
- 10 rotational cuts, including:  
1 social FS  
1 aid FS  
3 trade FS (including 1 Director position)  
1 P/E FS  
3 SCY's  
1 term CR

**Restructuring:** - PNC and PNJ combined to form PNT.

**ROTATIONAL POSITION CUTS - RGB**

<u>Division</u>	<u>Position No.</u>	<u>Level</u>	<u>Incumbent</u>
RED	EXT-3601R	EX-3	A. Blum (EX3)
REDF	EXTT-1737R	unclass	P. Comeau (EX1) (Secondment FANDO)
REP	EXTT-4712R	FS-2	F. Leclair (FS2)
REP	EXTT-3689R	FS-2	A. Landry (FS1)
RBT	EXTT-0970R	FS-2	Vacant
RBP	EXTS-5037R	FS-1	C. Charbonneau (Secondment)
RBP	EXTS-5013R	EX-1 (Director)	M. Stone (EX1)
RBP	EXTP-0619R	FS-1	P.H. Anderson (FS1)
RBP	EXT-0162R	SCY-3	D. Allen (Term)
RWP	EXTP-1192R	Unclass	S. O'Regan (AS4 N.R.)
REM	EXTT-1872R	FS-2	M. Vlad (FS2)

**Total:** - 13 rotational and non rotational cuts  
- 11 rotational positions including:  
1 EX-3  
5 trade FS (including 1 Director position)  
2 P/E FS  
2 social FS (Director position)  
1 SCY

**Restructuring:** - RED as a Bureau disappears  
- REM becomes RWN  
- REP disappears and is folded into RWT  
- RWP and RBP collapsed into 1 division

**ROTATIONAL POSITION CUTS - RGB ABROAD**

<u>Post</u>	<u>Position No.</u>	<u>Level</u>	<u>Incumbent</u>
Paris UNESCO	EXTP-7253R	FS-2	M. Meunier (EX2)
Paris UNESCO	EXT-8574R	CR-4	A. Racine (CR3)
Paris UNESCO	EXT-1831R	SCY-3	A. Dubois (SCY3)
Geneva	EXTP-6148R	unclass	J. Weeks (EX4)
Geneva	EXT- ?		
Geneva	EXT- ?		
<b>Total:</b>	-	6 rotational positions, including: 2 P/E FS 1 SCY 1 CR 2 others to be determined	

**ROTATIONAL CUTS - T BRANCH**

<u>Division</u>	<u>Position No.</u>	<u>Level</u>	<u>Incumbent</u>
TFXL	EXTT-1946R	FS-2	M. St-Laurent
TFBA	EXTT-4781R	FS-2	M. Frosst
TAR	EXTT-3701R	Unclass	N. Villeneuve
TAR	EXTT-3618R	Unclass	Vacant
TAR	EXTT-3697R	Unclass	Vacant
TPE	EXTP-7427R	FS-2	A. Tait (Secondment)
TPP	EXTT-3116R	FS-2	Vacant
TAA	EXTT-3606R	FS-2	Vacant
TDT	EXTT-3119R	Unclass	F. Oxtoby
TAC	EXTT-3876R	Unclass	D. Bourgon
TDA	EXTT-3077R	FS-2	Vacant (?)
TDA	EXTT-3102R	FS-2	G. Brazeau (Secondment)

**Total:** - 20 rotational and non rotational positions  
- 12 rotational position cuts (all FS)  
- 11 trade FS  
- 1 P/E FS

**Restructuring:** - combine TFBA and TFXL  
- dismaintle TAR

**TOURISM POSITIONS ABROAD TO BE CUT**

<u>Post</u>	<u>Position No.</u>	<u>Level</u>	<u>Incumbent</u>
Boston	* EXTT-5275R	FS-2	J. Duval (ISTC secondment ends '91)
Chicago	* EXTT-5279R	FS-2	D.C. Morrow
Los Angeles	* EXTT-5292R	FS-2	J. Schofield
Minneapolis	EXTT-5295R	FS-2	B. Verner
New York	EXTT-5297R	FS-2	J. Kern
San Francisco	EXTT-5342R	FS-2	A. Lyons
Washington	EXTT-5346R	FS-2	H. Van Der Veer
Frankfurt	* EXTT-5007R	FS-2	A. Pascal
London	EXTT-5411R	FS-2	P.A. Cusson
Tokyo	* EXTT-5405R	FS-2	G. Simser (ISTC secondment ends '91)
Paris	EXTT-5413R	FS-2	L. Poisson

**Total:** - 11 FS trade positions

**N.B.:** - 5 of the above 11 positions (including 3 in USA) are to be cut in 1991 (\*)  
- the remaining 6 are to be cut in 1992

**ROTATIONAL POSITION CUTS - UGB**

<u>Division</u>	<u>Position No.</u>	<u>Level</u>	<u>Incumbent</u>
UJXA	EXTT-1471R	unclass	C. Valle (EXFS1)
UJXA	EXTP-1472R	FS-2	D. McJanet (X/S trade)
UJXA	EXT-1386R	SCY-3	B. Glenn (SCY3)
UAM	EXTP-3420R	FS-2	Vacant
UEE	EXTP-1449R	unclass	D. MacKay (FS2)
UGM	* EXTP-1466R	unclass	Vacant

**Total:**

- 7 rotational and non rotational positions
- 6 rotational cuts, including:
  - 4 P/E FS
  - 1 trade FS (Director position)
  - 1 SCY
- \* position was to have been converted to rotational AS

**ROTATIONAL POSITION CUTS - URB**

<u>Division</u>	<u>Position No.</u>	<u>Level</u>	<u>Incumbent</u>
URR	EXT-0845R	SCY-2	Vacant
URR	EXTP-7401R	FS-1	H. Massoud (FS1D)
URR	EXTP-6626R	FS-1	R. Palmer (FS1)
URE	EXTP-7365R	FS-1	J. Bulsara (FS1D)
UTO	EXTT-1911R	Unclass	J. Cogné (FS1)
UTO	EXTT-5280R	FS-1	D. Marsan (CO-2) (secondment)
UTI	EXTT-2078R	FS-2	P. Egyed

**Total:** - 8 rotational and non rotational positions  
- 7 rotational positions, including:  
3 P/E FS  
3 trade FS  
1 SCY

ROTATIONAL POSITION CUTS - XDX

<u>Division</u>	<u>Position No.</u>	<u>Level</u>	<u>Incumbent</u>
XDS	EXT-3441R	CR-4	A. Lajeunesse (term SCY2)
XDS	EXT		
<b>Total:</b>	-	5 rotational and non rotational positions	
	-	1 rotational position (CR)	
	-	1 position in XDS to be identified	
<b>N.B.:</b>	-	There remains some doubt as to how XDX will achieve its resource reductions. XDX has spoken about privatizing some services and this could create legal problems.	

1/3

PROTECTED  
PROTÉGÉ

25 JUN 90 22 11z

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---RESOURCE REVIEW: POSITIONS

WE COPY BELOW OUR REPLY TO CME REQUEST TO IDENTIFY SPECIFIC POSITIONS TO BE CUT FROM THE LONDON ESTABLISHMENT.

PROTECTED  
PROTÉGÉ

*C. Court*

C. COURT

RWR

5-5172

*G. Landry*

G. LANDRY/DIRECTOR 000475

PROTECTED  
PROTÉGÉ

RWR/C. Court/5-5172  
FILE/DIARY/CIRC/CHRON

TO/À • CMD (Via RGB)  
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Security/Sécurité	UNCLASSIFIED
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Date	June 25, 1990
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REFERENCE •  
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SUBJECT • LONDON: REDUCTIONS  
SUJET • Identification of CB Positions

ENCLOSURES  
ANNEXES

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1. We list below positions which have been identified in discussions with London as the Canada-based positions to be cut from the High Commission in line with the recommendations of the Darling Report.

2. In listing the specific position numbers, we wish to note that these cuts will have serious effects of the ability of the post to perform some of its functions. We must urge that no final decisions be taken to carry out these changes until thorough discussions have been held with those offices best able to judge what the actual affects on the post will be, especially as regards the capacity of the Comcentre to maintain an acceptable level of service and of the records unit to serve the High Commission and, by arrangements for handling Canadian bags destined for third countries through the British courier service, to posts in Eastern Europe, Africa and the Middle East. The effect on technical services to regional posts resulting from combined cuts in London and elsewhere should also be clearly assessed.

3. The positions tentatively identified for reduction are as follows:

Consular Passport Clerk	EXT-6006R CR-5	A. Labreche
Immigration	EXT-5128R	P. Harland (who occupies position EXT 5126R (FS-2) will not be replaced when she leaves this summer. The incumbent of position EXT-5128(FS-1) will take over the 5126 position).
Administration		
Finance	EXT-5724R (FI-1)	J. Reid
Personnel	EXT 878R (CR-5)	S. Reid
Registry	EXT 963R (CR-3)	A. Watts
	EXT- 797R (CR-3)	A. Fogarty
Communications	EXT-3225R (CM-6)	Zarzowski
	EXT-0807R (CM-4)	Dionne
	EXT-3427R (CM-4)	McLachlan
Technical	EXT-3393R (EL-6)	Cole

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4. In most cases these are individuals who have either left or will shortly leave the post on re-assignment or retirement.

  
J.-P. Juneau  
Director General

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LSR/P.D. DURAND/992-2480/me

**UNCLASSIFIED - MEMORANDUM**

TO: UTD/CLARKE April 4, 1990

FROM: LSR LSR-0486

DISTR: LGP/CUPPLES PND/PERRON ESE/FINE CMA/STEIDLE  
CME/MACDONALD

SUBJECT: **THE MICRO-EMBASSY CONCEPT**

As agreed at our last meeting, I attach a brief description of the micro-embassy concept, backed up by operating costs and "Pros and Cons", for discussion on Friday, April 6.

  
Paul D. Durand  
Director  
South America Relations  
Division

### THE MICRO-EMBASSY CONCEPT

A micro-embassy would provide Canadian political representation at minimal cost in countries where Canadian interests are substantial but do not warrant the personnel and financial costs inherent in a full-scale embassy. Typically, it would feature the following:

- a maximum of two or three Canada-based staff (HOM plus a secretary and/or admin officer);
- HOM at junior or middle officer level, i.e., senior FS-2 or EX-1;
- significantly reduced HOM "perks", which would require revision of HOM Regulations to accommodate a new category;
- limited mandate, e.g., political relations plus one other program such as aid, trade, etc. (some consular duties are considered a "given");
- effective use of LES to support HOM.

Micro-embassies would be appropriate in the following circumstances;

- where existing, full-scale embassies are no longer justifiable when weighed against Canadian interests. **Examples of this would include Georgetown, Lusaka, Addis Ababa, Colombo and Amman.**
- where there is no Canadian representation but growing or potential interests warrant some presence. **Candidates might include Montevideo, Central American countries, Windhoek and (eventually) Hanoi or Phnom Penh.**
- to replace/upgrade existing consulates, bureaux d'ambassades, satellite trade offices, etc. **Examples: Quito, Santo Domingo, Conakry and Kathmandu.**

### MICRO-EMBASSIES - PROS AND CONS

#### PROS:

- cost-effective representation "on the ground" in countries/regions that otherwise would not have a Canadian presence;
- host country perception very positive, much more than in the case of consulates and "bureaux d'ambassades".
- down-grading to a micro-embassy (where a full embassy exists) much easier and more acceptable to host country than closing down completely.
- enhanced career prospects/greater opportunities for job satisfaction (especially when chances of becoming a full-fledged "ambassador" are getting increasingly slim);
- improved access and better quality reporting resulting from in-depth knowledge of local organizations; and,
- modern communications facilities (e.g., secure COSICS) facilitate reporting from micro-embassies to HQ.

#### CONS:

- no real savings; small missions have historically been in addition to (rather than in place of) existing infrastructure;
- small missions tend to expand and take on more activities/responsibilities than their limited resources are designed to accommodate.

**COMPARATIVE OPERATING COSTS**  
**(000's)**

	<b>Basic Costs (Including <u>LES)</u></b>	<b><u>CBS Costs</u></b>	<b><u>Total</u></b>
Lusaka (9 CBS)	\$ 758	\$1,800	\$2,558
Georgetown (12 CBS)	913	2,400	3,313
Quito (1 CBS)	111	200	311
S. Domingo (1 CBS)	114	200	314
Conakry (4 CBS)	1,001	800	1,801
Amman (9 CBS)	776	1,800	2,576
Colombo (10 CBS)	674	2,000	2,674
Addis Ababa (10 CBS)	1,351	2,000	3,351

This table combines basic costs with CBS expenses to give the total cost of operating each mission. For this purpose, the annual cost of one CBS at the EX-1 level was estimated to be \$200,000.

The examples of Quito and Santo Domingo best approximate the costs of a micro-embassy. Even if a micro-embassy were to come in at double this cost, i.e., \$600,000, the savings - compared to the other (small) embassies - would be substantial.

## Personnel Utilization Profile

	CB	LE	SOURCE
Lusaka	9	14	1990/91 (CMA)
Georgetown	12	34	1990/91 (CMA)
Quito	1	3	(LAM)
Montevideo		1	(LAM) (HonCon)
Santo Domingo	1	5	(LAM)
Conakry	4	34	
Amman	9	17	
Colombo	10	36	
Katmandu	1	1	(PAM) CB-Based in New Delhi
Addis Ababa	10	58.5	

## Budget Allocation (90/91)

	CB O/T	LES	OPS	CAP	TOTAL
Lusaka	\$26,000	\$127,000	\$525,000	\$80,000	\$758,000
Georgetown	\$10,000	\$55,500	\$725,600	\$122,000	\$913,100
Quito	\$500	\$37,000	\$63,100	\$10,000	\$110,600
Montevideo (HonCon)			\$16,000		\$16,000
Santo Domingo	\$500	\$38,000	\$71,700	\$3,500	\$113,700
Conakry	\$4	\$270,200	\$671,000	\$60,000	\$1,001,204
Amman	\$31,000	\$185,000	\$495,000	\$65,000	\$776,000
Colombo	\$6,500	\$95,500	\$397,600	\$174,400	\$674,000
Katmandu		\$1,400	\$28,800		\$30,200
Addis Ababa	\$26,000	\$255,000	\$950,000	\$120,000	\$1,351,000

### Notes:

Quito - 1st year Budget Allocation was \$195,500

Santo Domingo - 1st year Budget Allocation was \$246,920.

Landeryou (LAM)

Katmandu - does not include travel costs to/from New Delhi.