

CFSI AND THE HUMAN RESOURCES STRATEGY

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The recommendations from the Champions have substantial implications for CFSI's program development. This paper sets out what CFSI is doing and will do to respond to Champions' recommendations.

A. Improving Leadership

1. CFSI has put in place a comprehensive and integrated approach to leadership development aimed at improving managerial skills. It consists of:
 - Supervisory Training
 - Middle Management training
 - Directors' Orientation Course
 - Strategic Leadership Course
 - Managing Staff Abroad Course
 - Program Managers Abroad Course
 - Head of Mission Pre-departure Course.

Each of these courses is structured to ensure that HR knowledge and skills appropriate for the respective management levels are included. This approach addresses recommendations from Champions for more attention to the HR competencies of departmental managers.

Two key new items in the above list are the Strategic Leadership course and the Program Managers Abroad course. Strategic Leadership, to start in the autumn, is largely for DGs and Directors, with some middle manager participation. This course will confront senior managers with the emerging requirements for improved HR-oriented management. The Program Managers Abroad course will address the needs for managers at mission below the level of Head of Mission.

2. CFSI has prepared a handbook on "Leadership in DFAIT" which provides information on management competencies and the learning opportunities for managers at all levels in the department. We believe this handbook will be a key tool for improved departmental leadership.

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