



### 5.1.3.3 Training for LES

We must ensure that LES receive the training they need, just as CBS do. As we noted last year, without this investment, we cannot expect LES to advocate Canadian interests, to provide client service, and to manage resources in a way that meets Canadian standards and expectations.

A 1996 study conducted by CFSI and SPD confirmed the need to develop further the knowledge and skills of LES in several areas as follows: mission programs, operations, work practices and expectations; knowledge of Canada, its culture and its values; client relations; information management and technology; communications; and official languages. Drawing from the recommendations of the 1996 study, an integrated LES training strategy will be implemented over the next four years. Training programs will be designed to provide LES with the specific knowledge, skills and abilities necessary to do their jobs and to meet DFAIT performance expectations.

DFAIT will invest in training when employees need it most: either at the time of recruitment or when the employee is re-deployed to new positions within a mission. Programs will be developed to meet the core and job-specific competencies of the 17 main groups of LES. These groups are: Trade Officers and Assistants; Political/Public Affairs Officers and Assistants; Small and Micro Missions Corporate Services and Consular staff; Consular Officers and Assistants; Financial, Physical and Human Resources Administrators; SIGNET Administrators; Administration and Information Assistants; Immigration Officers and Assistants; CIDA Officers and Assistants.

The proposed LES training strategy will rely on a variety of complementary delivery mechanisms. Self-study modules supporting classroom-based programs will be delivered through the CFSI Virtual Campus as a pre-requisite to classroom training. Classroom training will take place in Canada to maximise exposure to Canada and to DFAIT subject matter experts. Tools will be developed to help supervisors ensure that the knowledge and skills acquired during formal training are applied on-the-job and to help them transfer their own knowledge and skills to employees. Missions will be asked to appoint a training co-ordinator who, under the direct authority of the Head of Mission, will act as a contact point for training, and oversee the management of official languages training (OLT) and information management and technology training (IMT). Finally, a tailored training program will help meet specialised training needs of individual employees.

In FY97/98, a pilot project involving 15 LES property and materiel managers was conducted. It involved a 40-hour self-directed study course which participants completed at the mission before coming to Canada for three weeks of intensive training tailored to their responsibilities at the mission. The in-Canada program included an "Orientation to DFAIT", "Property and Material Management", "Contract Management" and "Contract Negotiation". They also received training in "Leadership and Supervision", "Working in Teams", "Communicating Effectively", and "Leading Your Team for Quality Service". The evaluation of the pilot project revealed a high degree of participant satisfaction and