

- Four non-rotational employees are working abroad in positions in the Trade Stream and possibilities for assignment are being explored with the Social Affairs Stream. One non-rotational officer is in training now for taking up an assignment this summer.
- APSP has assisted more than 40 non-rotational employees in obtaining career enrichment and/or change, through secondments and transfers.
- The division has established a resource centre on careers and personal development. More than 100 books, cassettes and periodicals are available for self-study.

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Training

Exciting things have been happening in the training area. The big news is that plans are proceeding for the departmental Training Academy with a planned inauguration for January 1992. Throughout the next ten months research and consultation will continue, initial physical facilities will be established, staffing will take place, an Advisory Board will be established and the design and development of programs in both official languages for the inaugural group of FS-1Ds and ATs will be completed.

Last year, as a result of the Corporate Review, the training division received a large increase in resources. This has allowed them to maintain a priority for training in the department in spite of the cutbacks in other areas. There has been a significant increase in participation in training courses throughout the Department. In addition, there is also an increased recognition of the need to improve the training for people at the missions. Increased resources has allowed staff from abroad to be brought to Ottawa for training, including five managers from missions who were able to participate in the last Leadership Colloquium.

Departmental training plans have been revised with increased mandatory training courses established (e.g.: Leadership Colloquium for Directors and Directors General). Special training has been introduced to prepare staff for the new devolutions of authority. In addition to increased departmental funds allocated for training of employees, the number of PY's devoted to longer-term training has been increased from 35 to 95.

Training coordinators have been established in each Branch to manage and provide for job related training for employees. If you want to discuss the availability of courses or other issues related to training contact your Branch coordinator:

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|-------------------------|--------------------------|
| David Knowles (TFB) | Barbara Tink (UGB) |
| Suzanne Chartrand (EFB) | Joan Atkinson (OFB) |
| Cláude Bernard (IFB) | Peter Splinter (JCB) |
| Ken McNab (BCB) | Frank McGuigan (ACB) |
| B. Gooch (XDX) | Jean White (APE) |
| Dave Gauthier (MCB) | Bruce Levy (APG) |
| Dave Shaw (URB) | Susan Harper (APT) |
| Nicole Laróque (RGB) | Bill Bottomley (APC) |
| John MacDonald (PGB) | Barbara Sandilands (APM) |
| G.P. Poirier (GGB) | Theresa Ritchie (APV) |
| Margery Landeryou (LGB) | Wayne Read (APSP) |

Official languages

The wanderings of the Official Languages Division (APL) as part of the headquarters moves have now come to an end with the Division in permanent residence on B4. Although many employees have had the impression that this division exists only to root out those who don't comply with the regulations, its main role is, in fact, to facilitate the evolution towards more effective bilingual capacity and practices in the Department.

In order for its objectives and services to become better known, the division organized information days in the lobby of the Pearson building. During these days staff were able to visit various displays, pick up information and ask questions.

Another priority of the division is improved access to second language instruction. Recent changes by central agencies have resulted in the Department assuming all financial responsibility for rotational second language instruction, without proportional financial compensation. This temporarily reduced second language training in the final quarter of 1990, but things have now returned to normal. New measures are being implemented to improve the quality of training including regrouping basic second language instruction within the Department.

Did you know that:

- the BNA Act of 1867 included passages permitting the use of both French and English in parliamentary debates and in dominion courts
- bilingual stamps started to be used in 1927
- bilingual money started in 1936
- the first Official Languages Act was passed in 1969
- in 1973 Parliament passed a resolution on language of work within the Public Service
- in 1990, the departmental bilingualism rate was slightly higher than that of all public servants in the National Capital Region (56%). In the case of non-rotationals it stands at 57.9%, for rotationals 62.9%. However, this is still well below the objectives established for the Department so work continues in this area.

Organizational culture

The Deputies are also focusing special attention on an area many of you commented on in your submissions to the Suggestion Box. This is the issue of organizational culture, our values and our mission. Are our beliefs, assumptions and behaviours in support of the innovations and changes underway in the Department, or are they hindering this progress? Trying to accomplish real change without looking at these dynamics is very difficult, and as many of you pointed out, can result in no change or worse, only the appearance of change.

PS2000 has also recognized the importance of culture when a major change occurs. The Deputies want to ensure that the existing culture of our organization supports the changes underway, and if not, how much needs to be modified in order to do so. We all know that at times there can be a difference between the way things are supposed to be, and the way they really are. The Corporate Review pointed to structures and mechanisms within the Department that needed changes, but work must continue in making these changes real and effective.