

### SPECIFIC ACTIONS:

- \* The management of training is being strengthened and decentralized. Each Branch has appointed a new training coordinator to coordinate job-related training for all categories of staff. Branch training centres are being reinforced. The Personnel Management Divisions for each category of staff will be responsible for career development and training for future assignments. APF is reorganizing to support this process with specialist training advice and administrative services.
- \* The training needs of all employees at missions are being identified and incorporated as part of the Branch training plans.
- \* Work is progressing toward the establishment of a new training centre or institute for EAITC. Studies have been launched to determine the elements of a curriculum. The new FSDIs have been particularly involved in this process and they have provided ACB with their concerns and comments regarding training requirements for new recruits to the FS group. Their input is now being used to refine the proposal.
- \* Parallel work is underway to define and update the training needs for administrative and support services categories which will also be offered at the new centre. Any group that may wish to contribute comments is invited to do so.
- \* Dave McCracken, former President of the Banff School of Advanced Management, is now working with the training division to help in the development of the new institute. The goal is to establish a centre that is protected from future resource cuts and that will provide access to training and development programs for all departmental employees. The school will also strengthen our ties to other government departments, provinces and the private sector by drawing on courses they offer and by inviting them to send students to future courses and seminars.
- \* A workshop for financial officers and those with financial responsibilities was held October 29 - Nov 1. This is the first workshop of this type to be offered in the Department. About 50 AMAs and SMOs from missions as well as staff in headquarters will be discussing current developments in financial management. In particular they were given an update on developments with our resource planning system, INFONNEL, COSICS and issues such as devolution of authority and other changes as a result of the Corporate Review.
- \* Foreign language training is now being planned and resourced on the basis of long-term operational goals. The language school (so far providing training in Japanese, Mandarin and Russian) has moved to Asticou Centre in Hull. This facility will give the Department much more space than previously available within the Pearson Building and allow for the expansion of these services.
- \* In response to the new emphasis on the quality of management in the Department, a new 9 element Executive Training Program has been established. The first element is the Leadership Colloque designed to assist senior managers in their critical role in the transformation of the Department. All EX category staff at headquarters and abroad will participate by the end of 1992. The first in the new series of events begins this January. Other elements include courses in the following areas: management in Ottawa, management in missions, management orientation programs, managing change, managing people, team building, as well various other specialized management training. All departmental managers will have participated in these colloquia by 1992. The first new series begins this January.
- \* The new catalogue of training courses to be offered for departmental staff will be out in November.

### OTHER ACTIONS:

- \* The new spousal employment policy has been released. Stay tuned - this is only a first step and more work is underway for improvements in this area.
- \* The number of Reciprocal Employment Agreements giving spouses and dependents access to more jobs in other countries has been increased to now affect 50% of missions abroad. This gives the Department the greatest number of agreements of this type of any country's foreign service.
- \* The Department has invited spouses at missions who are interested in a career as a rotational employee to either write the entry level ELOST Exam (AS group) or to communicate their interest to APSR (SCY/CR group). See telex APSR 0272, Oct.5/90.
- \* Increased authority will be delegated to HOMs for classification, compensation and full staff relations management of locally engaged staff. To accomplish this, and assure that HOMs have the tools and skills necessary to carry out these new authorities, a series of actions are underway:

— new classification standards are being developed and will be provided to HOMs as well as detailed "how to" instructions to assist missions in conducting salary and benefits surveys and new training modules on LES management.

— regional seminars will be held to train officers who will be directly involved in classification and compensation. The first of these is planned for later this fiscal year.

- \* Helene Simard-Andujar has been appointed as the Department's full-time Coordinator of the Incentive Awards Program. If you have suggestions or comments please call her at ABER 995-8753.
- \* The names of non-rotational employees who are interested in new assignments/appointments are now being made available to all managers (contact APSP for more information).
- \* The new division to strengthen and consolidate management of rotational AS, SCY, CR and CM categories has been established (APV Rotational Administrative Personnel Division). Michael Fine has been appointed the Director on an interim basis. His first priority will be to table a new cycle of appraisals/promotions for rotational administrative and support categories. (see telex APV3405, Oct. 22/90).
- \* Simplified rotational SCY appraisal forms have been developed and are at the printers. (see telex ACB0207 Oct. 26/90).
- \* A new single assignment policy for non-rotationals is being developed. The policy will also include a new approach for assignments which will allow and encourage the rotation of this group here in headquarters in order to provide opportunities for varied experience and improved career development possibilities (this was suggested by several of you through the Suggestion Box).
- \* A new Employment Equity Program office has been created and is part of the Employment Equity, Staffing and Classification Division (APS). The new office is planning an information session on discrimination in the workplace for all personnel officers November 6, 1990. As well, a new Employment Equity logo identifying the office will be fresh off the press November 2. Watch for future communiques on the Employment Equity Program and the services it offers. For more information, contact Marlene Picard at 992-0365.
- \* Gary Harman, past Ambassador to Damascus, has been appointed the first Departmental Ombudsman. We are only the second government department to introduce this new type of position. He can be reached at 996-0907. Stay tuned for more information on this function.

### WHO'S MOVE IS IT?

- \* In order to expand their space to plan for Seville 1992, the International Expositions Division (BTE) will be moving to the 12th floor of Tower A, Place Vanier.

### WORK FORCE ADJUSTMENT

In June, the Deputies announced the Department's commitment to minimize the impact of position reductions on employees. We can report back to you now that no employee has been laid off. In the final analysis over 100 employees "cashed out" voluntarily. Not all cash-out requests could be approved because of operational requirements, eligibility criteria set by Treasury Board and the fact that there were fewer position cuts at some group/levels. Several non-rotational employees whose positions were cut, but who wished to continue their career within the Department have now accepted an offer of re-appointment to another position. Less than ten affected and available employees now remain to be re-appointed and it is expected that a new job will be found for each of these employees as well. The Department is working with Treasury Board to obtain permission to handle future position reductions in the same way.

### OTHER IMPLEMENTATION UPDATES

- \* The Program Management Board (alias The Deputies) is now meeting weekly to review and advise on resource issues. In their meeting of October 18, they dealt with many of the resource needs coming from the implementation of Corporate Review Initiatives (eg. new visits management office, correspondence unit, creation of OFB, Departmental Ombudsman, requirements to meet demands in Personnel Branch, office moves etc.). With this new system, resource demands are reviewed by the Deputies to ensure that all decisions are based on departmental priorities and are part of a strategic approach to pressures.

As part of this approach, all new departmental initiatives, especially those requiring submissions to Cabinet and to central agencies, must now be submitted to the PMB before any discussions outside the Department. This will avoid any "surprise" requirements for policy changes or resources.