

II TRAINING AND DEVELOPMENT OF FSOs

R-27

That the apprenticeship training of the junior foreign service officer should continue to emphasize "on-the-job" training but would be extended and strengthened as follows :

Apprenticeship
training

(a) The apprenticeship period, during which the FSO Training Officer will be closely concerned with the new officer's development, will be extended to cover the first posting abroad and the second assignment.

(b) The first phase of apprenticeship shall comprise a period of twelve to fifteen months in Ottawa for the purpose of giving the new officer a general orientation to the Department and to the work of the FSO and in order to provide a probationary proving-out period. Every effort should be made to avoid deferment of the first posting abroad beyond the initial fifteen months' assignment in Ottawa; and if the on-the-job training assignments in headquarters divisions are inadequate in number to accommodate available probationary officers, an appropriate number of the better qualified probationaries should be assigned abroad after an abbreviated period on divisional assignments.

(c) The second phase of this apprenticeship shall comprise a posting abroad for the officer for a maximum of two years in all cases, preferably to a small or medium post of lesser complexity, so that he may become familiar with post routines and general FSO work.

(d) The third phase shall comprise a two-year minimum assignment in Ottawa (following immediately after phase two -- i.e. with no cross-posting intervening) as a junior desk officer to learn thoroughly departmental and governmental organization and the co-ordinating role of the Department.

(e) The total apprenticeship shall require approximately five years, and satisfactory performance should enable the officer to be regarded as a qualified working level officer.

(f) Assignments, particularly those in (b) above, shall be closely supervised as to content and challenge by the FSO Training Officer who shall satisfy himself as to their training suitability through regular visits to divisions where new officers are assigned.