

## Challenges

The current period of rapid change affecting the Department will continue to provide new challenges to the learning and training function. Examples are:

- ▶ **Recruitment:** higher recruitment levels imply larger training programs and budgeting for higher recruitment is taking into account the increase in training costs.
- ▶ **Competency-Based HR Management:** the development of articulated sets of competencies to underpin hiring, appraising and promoting employees requires that training support be in place to allow employees to acquire the technical competencies they are expected to have. Pressure for additional training will have to be carefully channelled.
- ▶ **Certification:** Competency-based HR management creates opportunities for certification, where specific jobs are designated as requiring verifiable skills. Creating standards for the necessary knowledge and skills required will be time consuming, and enforcing the standards will be challenging. Nevertheless, certification can become a vital support mechanism for a more rapid departmental implementation of the modern management agenda.
- ▶ **Improving Foreign Language Skills:** The Department continues to face difficulties in significantly improving the size of the pools of foreign language speakers. Strong signals are needed that being assigned to represent Canada in countries, where speaking the local language is vital for good performance, entails mandatory language training. A three pronged strategy to improve the situation consists of the following:
  - i) increasing employee time for foreign language training;
  - ii) re-establishing the Foreign Language Board;
  - iii) working with the Employer to determine a strategy to implement the Foreign Language Allowance approved by the Executive Committee last year.

## Appendix A: CFSI Financial Report Summary

### Expenditures of Departmental Appropriations

	1999-2000	2000-2001	2001-2002
Management & International Affairs Learning	\$1,831,568	\$2,623,322	\$2,444,342
Corporate Services Learning	\$1,389,709	\$2,615,432	\$1,734,370
Intercultural Learning	\$248,786	\$249,300	\$232,383
Language Training	\$1,997,419	\$2,211,193	\$2,260,753
DG & Management Services	\$475,206	\$410,860	\$238,021
Salaries	\$2,686,938	\$3,301,587	\$4,101,348
Capital	\$213,354	\$189,281	\$154,479
<b>TOTAL</b>	<b>\$8,842,980</b>	<b>\$11,600,975</b>	<b>\$11,165,696</b>

### Revenues from Outside Sources (Vote-netted revenue)

Management & International Affairs Learning	\$6,482	\$4,416	\$41,976
Corporate Services Learning	\$535,574	\$0	\$0
Intercultural Learning	\$3,884,400	\$3,581,985	\$3,762,889
Language Training	\$341,044	\$351,528	\$408,177
DG & Management Services	\$179,373	\$166,739	\$135,131
<b>TOTAL</b>	<b>\$4,946,874</b>	<b>\$4,104,668</b>	<b>\$4,345,853</b>