

ways to support, encourage and value good service in the unique context of consular, immigration and passport operations.

There is a bottom line to all this and, as a result of the work underway, the good news for many of you is that missions are now receiving additional funds to help: hire more locally-engaged staff during peak summer visitor periods to help process visitors to Canada faster and better, upgrade our public facilities to provide additional space to reflect the large volume of people in our reception areas every day, upgrade our telephone systems so we can physically handle large volumes of inquiries, and develop counselling and information materials such as signs to explain our procedures more clearly.

Other implementation updates

The first of the newly designed leadership colloque for managers was held the week of January 14-21, 1991. It is a signal of senior management commitment to training that the sessions continued in spite of the crisis in the Gulf that focused on that week. The colloque not only was held, but two of the three Deputies were able to attend the final presentation of the participants. Murphy's Law definitely applied when that week was scheduled for the sessions ... Credit to the Personnel Branch (and the ability of the Department to carry on while surrounded by crisis) for holding a successful training program the week war was declared.

Work continues on the development of the curriculum for the new training "academy". The focus is being placed on developing training courses which will meet the needs of new departmental employees as well as the changing and expanding needs of employees throughout their career. A new training program for trade commissioners has been proposed and is now being considered for inclusion in the program. All streams will be approached for their input into unique developmental programs to meet their specific training needs.

Over to you

A great deal of work has been going on behind the scenes in the Personnel Branch and the Corporate Management Branch to carry out the Corporate Review decision to devolve authority to the greatest extent possible. Here is a quick look at some of the new delegations:

Turning to the wonderful world of FSDs, a number of authorities under FSD 25 have now been delegated from headquarters to Heads of Mission and from the M Branch to geographic AMAs. Detailed explanations will be sent out listing all newly delegated authorities. They include things like: authority to move from one staff quarter to another and authority to pay certain associated costs (FSD 25.25c), authority for dispute resolution between employees and lessers (25.24a), authority for security deposit advances for private leases (FSD 26), authority to AMAs to approve advance payments of SQ leases beyond the first year, the authority to approve furniture rental to geographic ADMs, etc.

Corporate Review decisions to delegate more authority to missions related to design control over staff quarters, official residences and chanceries have been put in place. Missions now have full design control and source selection for the acquisition of furniture, furnishings and equipment for staff quarters. Missions can now purchase from local suppliers or from suppliers of their choice in third countries. A telex will be sent to all missions shortly explaining more detail.

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Do it yourself...

Last years incoming FS-1Ds, who arrived before the new corporate review initiatives for improved training, did not have the benefit of a formal training program. However, they should be given credit for taking matters into their own hands. They have organized several initiatives to train themselves including bi-weekly seminars with senior officials inside and outside the Department. They are also producing a new orientation handbook for incoming officers which many of us who have stumbled around the building trying to figure out the who, what and where of this place could definitely have used. Apparently the handbook will cover everything a new officer might need to know from deciphering departmental acronyms, to stream information, to local bus routes and all sorts of other interesting tidbits. Obviously these junior officers have already mastered an important career skill - recognize and define the problem, then solve it.

Resource allocation meetings:

