

- investigate means by which excellence could be recognized by accelerated promotion
- increase the use of reverse order merit to identify and counsel out poor performers.

We will also implement a bold new strategy for training in the 1990s that reflects the importance of this function to employees and the Department. The strategy will include:

- * establishment of a departmental institute or centre by Autumn 1991 to serve as a focus for the Department's training and development programs for all employees
- * foreign language training: ensure a significant increase in our foreign language capacity. This will require a pool of approximately 75 PYs to be found from within current resources by 1995-96
- * official language training: provide greater access to official language training
- * newly recruited officers: by 1992, a minimum of 6 months training per officer during the first year in EAITC. This will require a pool of approximately 50 PYs
- * manager and administrator training: an enhanced system of training of administrative personnel and managers, including HOMs and administrators at posts, to undertake the increased responsibilities from greater devolution of authority
- * provide more training for locally engaged staff
- create an annual Undersecretary's Award for unique teamwork or project-related achievements. A full program of departmental awards will be instituted by April 1, 1991.
- review starting salaries for new employees
- institute immediately a shortened security clearance procedure which will allow new recruits to join the Department more quickly

Some initiatives, including plans to review a number of aspects of personnel management, are covered in this paper. A separate information package setting out the full list of personnel initiatives will be circulated shortly. The resource implications are significant, particularly in the area of training, and will require some re-allocations of PY and financial resources.