

Learning

- 3) CFSI should initiate a program of discussion groups in which senior managers come into contact with younger officers, where "best practices" in the Department can be shared and "lessons learned" can be communicated.

DEPUTIES' RESPONSE: We are pleased that a mentoring system is in place for new officers. It constitutes an excellent way to share corporate and personal experience between young and more experienced officers in the Department. We welcome the initiative of the Institute and will lend our full support and will be pleased to participate personally in various sessions. With new technologies and new administrative practices, the corporate memory is in mutation. We need to ensure that valuable knowledge and experience is preserved and passed on.

- 4) While individuals should see themselves responsible for their own learning, the department should equip them with information on how to define their learning needs and how to draw up plans to acquire the skills they require. This involves communicating to them professional development courses, distance learning possibilities, opportunities provided by WINFRAME for career management and by other web-based locations. A small working group drawn from CFSI, SPD and SXD should compile the learning opportunities available to employees. This information would be found inter alia in an *Outlook* dedicated folder.

DEPUTIES' RESPONSE: Not only should employees see themselves as responsible for their own learning, but they should also see themselves as responsible for their own careers. As management, our responsibility is to ensure that all employees have access to the information that they require to improve their existing skills and develop new ones with a view to developing their careers. The CFSI plays a crucial role in this area. We welcome and support their initiative.