

2. Key Developments in 2000

The main new developments in 2000 were:

a) Training for LES. Executive Committee's approval to initiate a training program for LES has had a remarkable impact. The CFSI strategy to train LES has three components: mission-based training, distance learning, and an in-Canada training component. A detailed web-based *Guide to LES Training* has been completed and is available on CFSI's Intranet site.

b) Expanding the Foreign Policy Training Curriculum. After last year's Executive Committee discussion on training, CFSI staged a high level focus group on an ideal structure for foreign policy training. An outline for future foreign policy will include the following elements: trends in Canada that impact on Canadian foreign policy; trends in the world that impact on Canadian foreign policy; international law; global security issues; economic diplomacy; trade policy and international business development issues; multilateralism; and the Canada-US relationship.

c) Training on Contracts and Grants & Contributions. A sudden new emphasis on improved Departmental management of Grants and Contributions funds and contracting procedures led to a successful crash training effort. Through a joint project with SMD and SIX, 87 individuals were trained on G&C's and 183 on contracting procedures between May and December 2000. This training was in high demand and will remain part of an emerging financial management training curriculum.

d) Effective Performance Measurement. In 2000 CFSI defined and put in place a performance measurement system that links three key components: accurate budgeting, detailed training statistics and effective evaluation. CFSI expenditures are tracked at five levels from the overall budget down to specific itemized course costs. Training statistics are being collected using PeopleSoft and this will generate a number of training reports by Branches, Bureaux, Missions, etc. Evaluation is performed after each training event to gauge participants' reaction. Higher levels of evaluation such as testing knowledge transfer and determining whether the knowledge and skills are being used in the workplace, is also being done. CFSI has set out a complete evaluation program to ensure that its programs and courses are continuously improved and meet employee expectations.

e) Distance Learning. CFSI expanded its distance learning curriculum but additional resources are necessary to increase these training opportunities. A plan for more investment in distance learning has been set out in a discussion paper on Distance Learning.