

lead time to the Bureau and the individuals concerned; the net result is that many of these agents proceed on transfer without the required training in financial administration tasks. The Accounting and Financial Services Division has a vital interest in ensuring that this training takes place and is of a high quality.

4.44 Given the far-flung distribution of the Department's personnel and the need for flexibility during the pre-assignment routine of individuals, training packages consisting of video-cassettes, accounting documents used at the responsibility centers of Headquarters and the Posts (depending on the group targeted) and a self-study book could provide much of the required financial training. These packages should be available to both financial specialists and others at Headquarters, to Post LES accountants and to rotational personnel before they proceed on assignment. The training programme would be administered by a cadre of instructors who would update the video packages in the light of training experience and modifications which are made from time to time to the financial administration system. The packages should also be circulated to the Posts for refresher training as required. At some Posts, it may be advisable to retain a package on a permanent basis.

4.45 The preparation of the video portion of such packages can be quite costly. It will be important, therefore, for the training team to examine the video tape library of Supply and Services Canada and obtain copies of any tape which has a usefulness in this Department; in addition, the training team should draw on the expertise and material in the Office of the Comptroller General for the development of these packages. The remaining training requirements could be met by documents that the training team would prepare. Gradually, over a period of years, some documents would be replaced by video tapes for additional flexibility and/or savings in instructor time and travel costs.

4.46 It should be noted that, if the Department adopts the recommendations of the Task Force to automate the accounting operations in Ottawa and at the Posts, the training of financial agents would need to cover some EDP subjects. At Headquarters, the training should prepare for the use of a terminal and familiarize with procedures for the entry of data, the updating of accounts and the retrieval of data; at Posts, it would be necessary to teach the various steps for entering data into the system, transmitting it to Ottawa and obtaining access to data. Recommendation 26 refers to the development of an Operational Manual for that purpose.

4.47 Thus, the accounting training tasks would involve: the preparation of training packages consisting of video tapes, supporting documents and self-study books to provide training in the operation of the recommended new automated system, the training of rotational personnel who will have financial administration responsibilities and the provision of refresher training as required to LES accountants. It is estimated that this task will require a team of four FIs headed by a senior financial officer (4 P-Ys). After dealing with an initial peak workload (the preparation of training material and actual instruction),