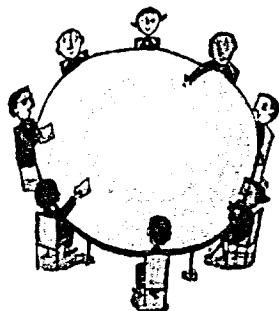


C. Learning

A learning organization has a strong capacity for adapting to change. It is flexible & responsive, promoting the emergence of new & better ways of doing things. It provides a more stimulating workplace, giving its employees a heightened sense of personal growth, career satisfaction & pride.



DFAIT GOALS

- ◆ Ensure that learning opportunities are widely available
- ◆ Link learning directly to competencies, as they are developed
- ◆ Build a multi-skilled workforce
- ◆ Develop distance learning opportunities

KEY ACHIEVEMENTS

- ✓ Developed and published a calendar of training for all employees
- ✓ Developed new *Orientation to DFAIT* course
- ✓ Piloted *Information Assistant Certificate Program*
- ✓ Created Foreign Language Board
- ✓ Established a Virtual Campus
- ✓ Created and distributed *Leadership Handbook* to all managers as a tool for leadership development

ACTION PLAN HIGHLIGHTS

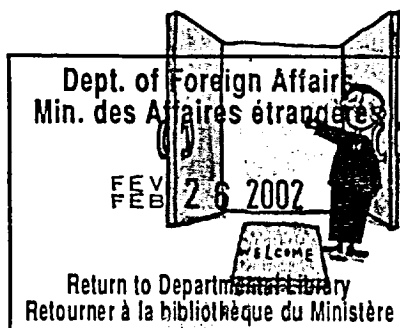
- **Foreign Language Training (FLT)** - Pursue innovations and succession planning program
- **Distance Learning** - Broaden opportunities for distance learning
- **Individual Professional Training** - Create more opportunities for individual professional training
- **CFSI Syllabus** - Expand the CFSI syllabus of courses to reflect demands of foreign and trade policy
- Strengthen CFSI's organizational development services to help managers act on key management and organizational issues

DID YOU KNOW?

- ✓ *In addition to foreign and official language training, DFAIT offers more than 140 different courses, many running several times a year.*

D. Improved HR Management Services

The complexity of our HR situation is an enriching feature of life & work at DFAIT. It also means that solutions to shortfalls & problems in the HR area are often difficult to formulate. A policy which fixes one problem, or addresses the interests of one group, can quickly cause discomfort elsewhere.



DFAIT GOALS

- ◆ Simplify HR guidelines, policies & processes
- ◆ Increase managers' HR responsibility & accountability
- ◆ Instill a strong client service orientation in HR
- ◆ Ensure that HR & managers work together to address employee concerns

KEY ACHIEVEMENTS

- ✓ Created an ADM position to give HR a stronger voice at the Executive Committee level
- ✓ Initiated restructuring of the HR sector with stronger client focus

ACTION PLAN HIGHLIGHTS

Reorganisation of HR Sector

- Complete restructuring
- Increase staffing and classification capability by one third
- Expand Career Counselling section

HR Process Improvements

- Introduce Account Management for classification/staffing and LES services
- Appoint liaison officers to branch management teams
- Streamline staffing process and provide Managers' Handbook
- Streamline HR processes and delegate more authorities to managers
- Introduce service standards for HR services

Classification

- Prepare groundwork for and implement UCS
- Produce compendium of generic work descriptions

DID YOU KNOW?

- ✓ *Close to 4000 Human Resources staffing and classification requests were handled in 1999.*

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