



The Executive Committee approved a revised mandate for the CFSI that recognises that it has the functional authority for departmental training. It is to be governed by a senior departmental committee that will meet several times a year to review training developments and to make recommendations to the Executive Committee. The Executive Committee asked CFSI and the Resource Planning and Management Secretariat, with the full involvement of relevant bureaux, to prepare a detailed forecast on the processes of change underway in such areas as informatics, trade and HR planning and development. Options for addressing emerging training needs and resource implications are to be spelled out. The training components of new initiatives are to be detailed in all new initiatives from now on, and comprehensive departmental training forecasts are to be a standard feature of annual reports on training.

With these decisions, the Executive Committee has taken ownership of the training function. It has also established the reporting mechanisms that will allow it to set training priorities in accordance with its business strategy, and to allocate funds where they will have the greatest positive effect towards the creation of the desired organisational capability.

4.2.5 COMPENSATION

Compensation policies are a powerful means of aligning people with purpose. DFAIT has two distinct roles in relation to compensation matters. For CBS, Treasury Board is the employer and has ultimate responsibility to determine rates of pay and other terms and conditions of employees, through collective bargaining for represented groups and unilaterally for excluded and unrepresented groups. In this case, DFAIT acts as an advocate for sound corporate decisions that serve the department's business interests and the interests of its employees. For LES, DFAIT is the employer, with delegated powers comparable to a central agency's to set rates of pay and terms and conditions of employment within the limits of the LES Regulations.

There are a variety of current compensation issues of concern to DFAIT employees. For brief descriptions of some horizontal compensation issues, please refer to the sections on the Universal Classification Standard (Section 4.2.3), the Foreign Service Directives (Section 4.3.4.1) and Spousal Employment (Section 4.3.4.2). For community-specific compensation issues, please refer to the community perspectives in Section 5 below.

4.3 AN ENABLING CULTURE

Our third strategic HR goal is an enabling culture. By this we mean that DFAIT will have a working environment and a set of living values shared and manifested by all employees, that allow every one of us to make our very best contribution to Canada and the world through our work. We mean that the structures, information management and technology platform, and the management style of the department will encourage people to work with each other across functional and classification boundaries, and that teamwork and collaboration for the collective corporate good will be rewarded through our