

Savvy Series: In response to client demand for shorter learning events, five "savvy series" sessions were designed and delivered to DFAIT employees. These one hour sessions were aimed at improving employee skills in the day-to-day business of working at DFAIT including time management, effective meetings, powerful presentations, and written communication. These sessions were well received especially by those employees with little time for training.

Management Development Programme: CFSI continued to deliver its core management development courses. The Supervisory Development Programme continues to be in high demand.

Individual Professional Training (IPT) and Training Outside Working Hours (TOWH) Programmes: Employees continued to take advantage of these learning opportunities.

Financial Management Programme: In addition to its regular delivery of core financial management courses, CFSI piloted its revised fraud awareness training in Washington. In response to a change in departmental processes, CFSI developed salary devolution training and began delivery in mid-March 2002. This program provides knowledge and skills on the Salary Management System to allow managers to view and forecast salary expenditures for their staff. We also continued to provide contracting and grants and contribution training.

Activities with other Governments: CFSI hosted delegations interested in diplomatic training from the following countries: Ukraine, Egypt, Austria and Japan.

Partnership with Industry Canada: CFSI developed, coordinated and offered 4 deliveries of a 3-day course for officers working in International Trade Centres (ITCs) across Canada. This training initiative was undertaken in partnership with Industry Canada and aimed at developing a sense of national network amongst ITC Trade officers while identifying best practices.

Overview of Training and Comparative Statistics

CFSI delivered 1,567 sessions of 236 distinct courses, workshops and learning events in FY 2001-2002 for a total of 35,079 student days. Of these courses, 201 were delivered via classroom and 66 through various distance learning formats. A number of the same courses were offered via the two methods.

The number of student days increased by 33% over the previous year. This increase is largely attributable to official language training for "ab initios" and additional management development training.

Classroom training accounted for 92% of all student days while distance learning accounted for 8%. This represents a modest increase in distance learning over the previous year.

Performance Indicators

Within the training field, there are a number of performance indicators which are used for benchmarking purposes and to monitor trends. The table below outlines some of those indicators and how DFAIT compares to North American leaders.

	DFAIT	North America Leaders
Expenditures as a percentage of the salary budget	1.5% (1)	3.5% (2)
Per employee expenditure on training	\$803	\$2,400
Training days per employee per year	Average: 3.02 H.Q. 6.34 Mission: 1.32	8.3
Training days per employee per year (excluding language training)	Average: 1.70 H.Q. 3.61 Mission: 0.71	
Percentage of employees trained	Average: 40% H.Q. 73% Mission: 21%	

(1) \$6,909,868 million out of \$469.5 million

(2) Leading Organizations in North America (Source: *American Society for Training & Development*)

Although there have been a number of positive trends including a modest increase in the average training days for mission personnel, the average for all employees decreased from 3.35 in FY 2000-2001 to 3.02 this year and expenditures on training as a percentage of the salary budget decreased from 1.7% in 2000-2001 to 1.5% in 2001-2002.