

THE CANADIAN FOREIGN SERVICE ACADEMY - HOW?

THE GESTATION PERIOD - 10 MONTHS

Following consent by Management Committee and the allocation of resources by PMB an implementation team in APF will accelerate the pace of activities during the gestation period to January 1992. These will be in 7 basic areas:

1. **Research:** there is still much information and experience to be gathered from other institutions in Canada and other countries to ensure as far as practical that their experience is incorporated early enough to avoid unnecessary errors.
2. There is also much **consultation** with other departments and organisations - T.B., D.N.D., O.G.D.s, Provincial Governments, etc. and the private sector and public constituency groups to build the necessary support.
3. The **establishment** of initial **physical facilities** is already under negotiation with Public Works. It is our hope that facilities within walking distance of the Pearson Building may eventually be found. Until then we anticipate using currently vacant space at Asticou.
4. **Staffing** will be a 'critical success factor'. The selection criteria and process must result in the very best suited individuals being appointed for the first time. The most elegant organisation and generous resources will fail without the appropriate skills that will be required to meet the expectations for quality programs.

The functions to be staffed in 1991 will include the **Executive Director** to be appointed no later than the summer, **2 program Managers** who as subject matter specialists by experience, will manage the design and development of the initial programs, and **2 administrative services people**. To ensure continuity of relevant pedagogical expertise and corporate memory, the function of **Deputy to the Executive Director** will be carried out by APF, as will the temporary function of Project Manager. The existing Foreign Service Language School, with responsibility for foreign and official languages, will also be transferred.

5. The **establishment of the Advisory Board** will also require some careful work to design, select and appoint its membership - to ensure the quality and enthusiasm required to guide the initial developing years.
6. The **design and development of programs** in both official languages for the inaugural group of FS1-Ds and ATs must be ready and tested by next January. Similarly the Foreign Language Programs that will be required to reach the Five Year Proficiency Targets set by the Corporate Review, must also be in place.