



APPENDIX E FSDP

10. Implications for Managers:

(a) Availability of Recruits: The most immediate impact for managers is an increase in the number of absences of recruits for training purposes. We plan to increase recruitment to compensate for this and other sources of staff shortages, and hope to improve the balance between available positions and officers continually over the next five years. In the meantime, the increased time that recruits will remain in Ottawa before their first posting will mean more officers available for short-term assignments at HQ; by the same token, the additional training will further develop and refine the professional knowledge/skills that recruits now bring to their work in line divisions.

(b) Appraisals: We anticipate an enhanced role for line managers in the determination of a recruit's readiness for progression to the next stage. The more numerous assessment points at 18, 36 and 60 months, and the new approach of 'up and out' performance measurement will make the timely submission of fair and accurate appraisals crucial to program participants. SPD is now engaged in working out new procedures and competency profiles for these assessments and hopes to be in a position to make them available to discuss with managers at the next normally scheduled consultations with bureaus to discuss staffing.

11. SPD has created an electronic address ("FSDP") to answer any questions on the program and its implementation, and we encourage you to use it. Depending on the feedback received on FSDP to this message, SPD will organize a townhall type meeting to discuss the program in more detail.

12. The FSDP is an important step in our efforts to address FS concerns, as well to equip foreign service officers for the professional challenges of the future. The next step, FS restructuring, will be accomplished through UCS implementation (for more information, please see the 29 January broadcast message and the Qs&As published in Panorama, both available on the Intranet, in the SPD Home Page, in the Strategy section). While we are to some extent charting new territory, we are nevertheless confident that we are on the right track to achieving the aims of the Human Resource Strategy, and will maintain open communication channels with all of you as we move ahead implementing the program.