

1.31. Cooperation Between CFSD and International Trade Partners

During this fiscal year, CFSD continued to expand the range of courses for the further development of commercial/economic officers, in cooperation with International Trade partners. Pilot courses were developed on Development Finance, the Aid Market, and on Education Marketing for both commercial and PERPA staff; pre-posting offerings were expanded with the help of appropriate trade divisions; and 14 sectoral briefings were developed, to be offered for the first time in 2006. The Institute also continued its efforts to ensure that recently hired commercial locally engaged staff were brought in to participate in an intensive training programme followed by outreach visits to various parts of Canada.

1.32. Management Development: New Feature

In terms of management development, the Department's Management Committee took the decision that, as of 2005, a 360-degree feedback exercise would be a compulsory component of all management development courses, beginning at the deputy director level. For this reason, we have included this exercise in the pre-departure programme for Heads of Mission, the Directors' Orientation Programme, Strategic Leadership, Programme Managers Abroad and the Deputy Director Management Programme. A new session on organizational culture and managing the new generation(s) was added to Strategic Leadership during which FSDP officers were invited to exchange views and impressions of the Department with the senior manager participants.

1.33. Meeting Evolving Needs in Organizational Development

This year, CFSD offered and continues to offer organizational development (OD) services to headquarters and to missions abroad. There was an increase in requests from missions abroad as well as for the provision of more complex services such as organizational effectiveness surveys, identification of OD needs and individual retreats for different groups at missions.

Most of the OD interventions were related to strategic planning (including definition of mandate, identification of roles and responsibilities) and to team building. Generally speaking, CFSD conducts a group or mission effectiveness survey, and prepares debriefing sessions on the results of these surveys.