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The Canadian Foreign Service
Academy. --
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THE CANADIAN FOREIGN SERVICE ACADEMY

Dept. of External Affairs
Min. des Affaires extérieures

SEP 24 1991

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WHY?

In an era of painful and discouraging cutbacks, an initiative which can be seen to - directly benefit our people, enhance the quality of our organisation, and be a source of pride in our endeavour, will be a powerful counter-balancing instrument of encouragement.

Why an Academy instead of an enhanced APF?

1. A distinct, respected institution, provides a credible, comprehensible and realisable VISION - a pole of attraction for energy, imagination and resources.
2. It will also be an instrument for:
 - Outreach - showing leadership to the international relations community of Canada (2000 plus in OGDs, Provincial Governments, etc.) by recognising and connecting its membership, strengthening its capacity and developing its interdependence;
 - providing consultative links with public and government constituencies through its Advisory Board and public seminars.
 - Foreign Policy Delivery through the training of other foreign service nationals and multilateral organisation staff, and through cooperation agreements with other similar national institutions.
3. For our own internal purposes a distinct institution:
 - brings the Training and Development function out of the closet as a minor specialised staff function, into the hands of departmental leadership as a significant vehicle of organisational development;
 - communicates the clear message that Training and Development as a means of life-long-learning, is now a recognised reality for us all as individuals as well as organisations; i.e. it confronts a traditional corporate cultural attitude which has discounted this;
 - provides a vehicle for a more explicit, accountable, long term mandate for the evolving Training and Development function;
 - provides a tangible basis for professionalisation of the practice of international relations.
 - enables special administrative arrangements for a revolving fund, exemption from PY and other constraints;

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A CANADIAN FOREIGN SERVICE ACADEMY - THE WHAT!

1. An organisation/institution capable of fulfilling these roles will likely have an **LONG LIFE**.

It is not therefor created or dismantled quickly. As such, it must be envisaged in its plenitude, but initiated modestly and developed deliberately over time with its own capacity to adapt to changing circumstances.

There are over 20 models in other nations from which to draw experience in developing our own **distinctly Canadian model**.

2. As a **SERVICE ORGANISATION** it must be defined from the needs of its clients and beneficiaries.

The primary client is EAITC. Other clients include those organisations which are willing to pay for its services.

The **beneficiary community** is more loosely defined as - all 9000 EAITC staff members, and all others engaged professionally in the conduct of Canada's international relations, another 2000 or so. This includes OGDs, the Provinces, and the Commercial and non-profit private sectors (a detailed list and rough count is shown in Annex A).

3. It is envisaged, not as a "bricks and mortar" place, but rather as an **INSTITUTION OF PROFESSIONAL EXCELLENCE** offering the best practitioners and communicators at the most appropriate locations in Canada or elsewhere in the world.

In addition to the needs of its clients and beneficiaries, it will be guided by an **ADVISORY BOARD** which will include outside stakeholders in the quality of Canada's international relations management. This Board will provide the longer term view of the changing nature of international relations that its students must be prepared for.

Management will be provided by an **EXECUTIVE DIRECTOR** - a dynamic forward-looking senior Foreign Service Officer reporting to the Under-secretary. The first Executive Director will have to have an enthusiastic personal commitment to, and vision of the potentialities of the Academy.

The PY establishment will be held to a minimum by utilising **contracted resources to carry out the majority of design, development and delivery of programs**. In addition to the Executive Director, the core staff will include an experienced professional training specialist who will provide the pedagogical leadership, middle level program managers, and training coordinators.

A Canadian Foreign Service Academy - THE WHAT!

4. Being a **FOCAL POINT** for the acquisition of skills and knowledge related to the specific field of **INTERNATIONAL RELATIONS** it will **not compete with, or duplicate** existing services offered either by the Government or the private sector. It will carefully select and contract suitable courses and programs available from CCMD, the Defence College, Training Canada, Universities or private training centres. There will most likely be opportunities for joint ventures with other institutions.
5. Its **PEDAGOGICAL APPROACH** will be that of an institution of **continuous adult learning**. It will be practical not academic in nature.

The relevance of its subject matter will be tested against the working environment of its clientèle. Its methodologies and activities will be **fully integrated with the workplace** - both utilising it and drawing from it.

CANADIAN FOREIGN SERVICE ACADEMY - WHEN?

The **idea** has been around for decades.

Awareness of the **need** was given impetus in the early 70's by a PAFSO proposal to the then Under-secretary, Ed Ritchie, and again in the early 80's with the Halstead Report.

In 1990 the planets aligned - EAITC entered its resource induced crisis, North American management culture recognised the role of Training and Development in organisational effectiveness, and new departmental leadership took hold.

The **intention** to create such an organisation or institution was announced in the Corporate Review 1990.

The **conception** is now taking place and will be completed with PMB issue/allocation of resources.

The **gestation** activities managed by APF should not take more than 10 months.

The **inauguration** with a fresh batch of FS1-Ds, AT's and Foreign Language students is proposed for January 1992.

It is anticipated that **development** from infancy to adolescence will occur over approximately 3 to 5 years, followed by an ongoing lifetime of **adaption** and **maturation**.

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.

THE CANADIAN FOREIGN SERVICE ACADEMY - HOW?

7. **Communications:** in addition to consultations with the many interested parties, it will be necessary to deliberately present the Academy to various audiences keeping in mind the political context. The opening ceremony itself can be a significant component of such a communications strategy.

The **incremental resources** required to carry out the above activities next fiscal year will amount to: **5 PYs and \$500,000** of which \$450,000 will be non-recurring costs for course development and facilities.

DEVELOPMENT PERIOD - 3 TO 5 YEARS

Led by its Executive Director with advice from the Advisory Board, and with pedagogical and subject matter expertise at its core, the Academy will focus on 2 objectives:

- **building its reputation**, within and beyond the Department, on the quality of its programs;
- **building its capacity** to progressively take over responsibility for all departmental training.

Appropriate quality standards will be ensured from the start by screening existing departmental courses against the same stringent standards applied to the courses from other sources.

Until the Academy accepts responsibility, APF and other departmental Training Centres will continue to deliver existing courses and meet the continually evolving needs of the Department.

CANADIAN FOREIGN SERVICE ACADEMY

Risks

Perception of profligacy during a period of restraint!

The Academy is a clear example of the re-priorisation of resources. It is not only an initiative to meet an obvious need, but as a response to restraint, it is part of the solution not the problem.

Perception of centralisation or control by EAITC!

The Academy is a recognition by the Department of the breadth and diversity of the international relations community in Canada, and its need for the best possible standards of performance. The Academy is an act of service to that community in its service to the country.

Loss of absolute control by the Department through the existence of the Advisory Board!

Recognising the reality of the international relations community and sharing involvement is an act of initiative and leadership by the Department.

Recommendation

If you agree with the purpose and nature of the Academy as proposed, and the approach, schedule and resources outlined;

we recommend

that Management Committee endorse the concept and recommend to PMB the allocation of the necessary resources in the 1991-92 fiscal year.

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