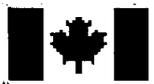


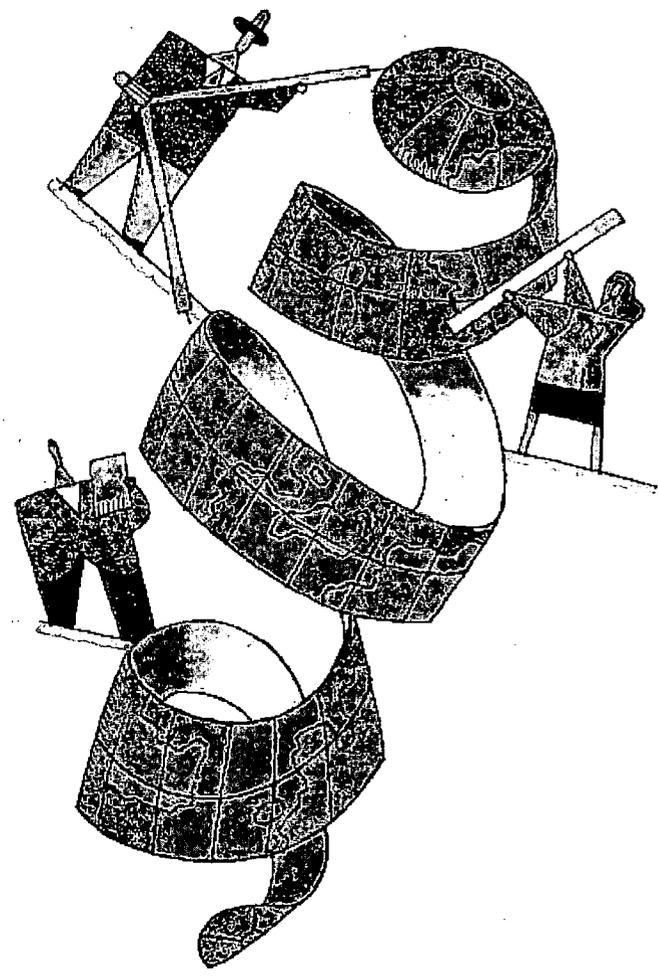
doc
CA1
EA
2001H76
ENG



Department of Foreign Affairs
and International Trade

Ministère des Affaires étrangères
et du Commerce international

Human Resources SERVICE STANDARDS



Our Commitment to You

October 2001

Letter from ADM, Human Resources

The **Human Resources Branch** is striving to meet your expectations on an on-going basis. In our effort to do so, we have defined **Service Standards** for all services that we currently provide to our clients.

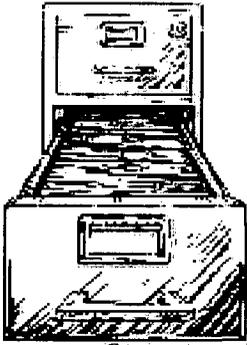
The purpose of doing so is two-fold:

- **Spelling out our commitment to you** - To provide you with information on what you can currently expect from us when we are assisting you with your human resource issues; and
- **Establishing a baseline for measuring future success** - To provide a baseline upon which we can continue to improve, and against which we can measure the impact of future HR initiatives.

We hope you will find this document helpful in your day-to-day dealings with the Human Resources Branch, and look forward to working with you to address your human resource needs.

Suzanne Laporte
ADM, Human Resources

Table of Contents



Dept. of Foreign Affairs
Min. des Affaires étrangères

NOV 22 2004

Return to Departmental Library
Retourner à la bibliothèque du Ministère

164 98152

| | |
|--|-----------|
| INTRODUCTION | 2 |
| • Overview | 2 |
| • Our Service Commitment | 3 |
| • Our Service Standards | 5 |
| | |
| DETAILED SERVICE STANDARDS | 6 |
| • HR Policy and Operations Bureau (HRD) | 7 |
| 1. Overview | 7 |
| 2. Human Resources Policy Division (HRP) | 8 |
| 3. Staffing & Classification Division (HRS) | 12 |
| 4. Locally Engaged Staff Division (HRL) | 17 |
| 5. Staff Relations Division (HRE) | 21 |
| • Personnel Management Bureau (HPD) | 27 |
| 1. Overview | 28 |
| 2. Assignments Division (HPF) | 29 |
| 3. Recruitment, Counselling and Promotion Division (HPC) | 34 |
| 4. FSD Policy and Administration Division (HPM) | 37 |
| 5. Executive Pool/Heads of Mission Division (HPE) | 42 |
| 6. Services Centre (SERV) | 51 |
| 7. Employee Assistance Program (HPDA) | 57 |
| • Canadian Foreign Service Institute | 60 |
| 1. Overview | 61 |
| 2. Centre for Language Training (CFSL) | 64 |
| 3. Centre for International Affairs Learning and Management Development (CFSD) | 69 |
| 4. Centre for Corporate Services Learning (CFSS) | 73 |
| 5. Centre for Intercultural Learning (CFSC) | 76 |
| 6. Management Services | 79 |
| | |
| QUICK REFERENCE GUIDE | 81 |

OVERVIEW

This document is designed to provide you with the **service standards** defined for the various services offered by the **Human Resources Branch** within the Department of Foreign Affairs and International Trade (DFAIT).

It also outlines the Branch's over-riding **service commitment** principles.

The **service standards** themselves are provided along with a **service delivery structure** for each division that falls within the Branch.

The **Human Resources Branch** is comprised of:

- **HR Policy and Operations Bureau**
- **Personnel Management Bureau**
- **Canadian Foreign Service Institute**

For the purposes of this document, we are not outlining any service standards associated with the **Classification Reform** area, as it is not a long-term component of the Human Resources delivery platform at DFAIT.

OUR SERVICE COMMITMENT

Employee Commitment - All staff within the Human Resources Branch are committed to the following basic service principles:



TIMELY

- requests for service are promptly acknowledged; and
- specific delivery targets are established based on client expectations.



RESPONSIVE

- we are focused on client needs;
- we will reflect an understanding of the clients' business and priorities; and
- services are adapted wherever applicable.



RESULTS-ORIENTED

- services emphasize results over red-tape and propose workable solutions in light of all available options, risks and constraints; and
- there is less emphasis on restrictions, with a "can do" attitude.



COMPETENT

- services are based on a sound understanding of human resource management practices, Public Service requirements and flexibilities, and modern administrative techniques.



COURTEOUS

- we will show a high level of courtesy in all client interactions.

OUR SERVICE COMMITMENT *cont'd*

Management Commitment - the management of the Human Resources Branch is committed to the following principles:



ACCOUNTABLE

- we will continuously monitor the extent to which the HR Branch is meeting its service standard commitments; and
- we will take appropriate actions and corrective measures to ensure that necessary improvements are made.



INFORMATIVE

- we will report to you annually on how we are measuring up to the standards; and
- we will keep you informed on an on-going basis of changes being made to improve our service and better address your human resource requirements.

OUR SERVICE STANDARDS

The proposed **service standards** will be of two different types:



QUANTITATIVE STANDARDS - These apply to actions that are easily measured and expressed as a numerical measurement.

- the number of days represent the maximum for the majority of the actions, whereas the actual delivery will be less in many cases;
- when increased demands or other factors cause delays, the service providers will discuss options with the clients; and
- all days refer to working days, commencing from the time at which agreed upon documentation or information has been received from the client.

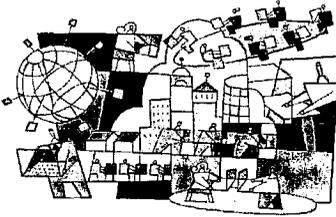


QUALITATIVE STANDARDS - These assess the overall effectiveness of the service providers as perceived by clients.

- client satisfaction with various aspects of service as solicited through client surveys and other feedback mechanisms; and
- on-going dialogue between service providers and major clients.

In the following pages, you will find a description of the **service delivery structure** for each division within the two bureaus and the Institute, with details of the **quantitative service standards** associated with each.

Because of the nature of its mandate, the Canadian Foreign Service Institute also focuses on **qualitative service standards**.



HR POLICY AND OPERATIONS BUREAU

1. Overview

HR POLICY & OPERATIONS BUREAU

Overview

Human
Resources
Policy Division

Staffing &
Classification
Division

Locally
Engaged Staff
Division

Staff Relations
Division

HR Policy and Operations Bureau (HRD) is responsible for the departmental HR strategy, and the secretariat for HR strategy implementation. The Bureau is concerned with department-wide policies on classification, staffing, official languages, employment equity and certain other terms and conditions of employment. It is also responsible for departmental classification operations (for rotational and non-rotational positions).

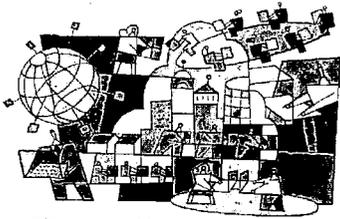
All non-rotational recruitment, comprehensive consulting services on HR management, human resources policies, classification, staff relations, staffing and training for non-rotational employees, pensions and insurance plans for Locally-Engaged Staff fall under the jurisdiction of the Human Resources Policy and Operations Bureau.

ORGANIZATIONAL STRUCTURE OF HRD

The Human Resources Policy and Operations Bureau is composed of the following Divisions:

- **Human Resources Policy Division (HRP);**
- **Staffing and Classification Division (HRS);**
- **Locally Engaged Staff Division (HRL); and**
- **Staff Relations Division (HRE).**

The service delivery structure will be described in the following pages and the service standards will be listed by types of services within each of the Divisions.



HR POLICY AND OPERATIONS BUREAU

2. Human Resources Policy Division

HR POLICY & OPERATIONS BUREAU

Overview

Human
Resources
Policy
Division

Staffing &
Classification
Division

Locally
Engaged Staff
Division

Staff Relations
Division

The **Human Resources Policy Division** has a small number of outside clients, as it serves as departmental co-ordinator for Part VII of the Official Languages Act, which deals with support to linguistic minority groups in Canada. However, it frequently interacts with central agencies (namely, the Public Service Commission and Treasury Board Secretariat), the Human Rights Commission and Commissioner for Official Languages on a variety of issues and files.

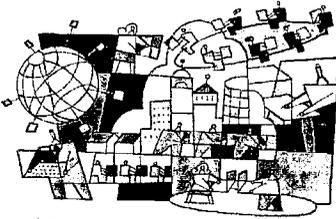
The Division serves departmental employees directly in matters related to employment equity, official languages, staffing and classification. Also, clients from within the human resources sector are served in terms of policy advice on official languages, classification, staffing and HR information systems.

The Division also provides the Human Resources Branch with strategic advice on internal communications.

In the following pages, we outline the service standards to which the Division has committed, under each service area.

The service areas include:

- **Official Languages;**
- **Employment Equity;**
- **Classification;**
- **Communication;**
- **Staffing;**
- **Information Systems; and**
- **Statistical Information.**



HR POLICY AND OPERATIONS BUREAU

2. Human Resources Policy Division

HR POLICY & OPERATIONS BUREAU

Overview

Human Resources Policy Division

Staffing & Classification Division

Locally Engaged Staff Division

Staff Relations Division

OFFICIAL LANGUAGES

Delivery Standard

| | | |
|---|--------|--|
| 1. Request for information | 2 days | |
| 2. Acknowledge and initiate enquiry into complaints from employees | 2 days | |
| 3. Acknowledge and initiate enquiry into complaints from the Commissioner for Official Languages | 2 days | |
| 4. Acknowledge and initiate enquiry into requests from the public on Part IV | 2 days | |

EMPLOYMENT EQUITY

Delivery Standard

| | | |
|---|--|--|
| 1. Acknowledge and initiate enquiry into requests for information on programs or activities | 2 days | |
| 2. Acknowledge and initiate enquiry into requests for Accommodation | 2 days | |
| 3. Request for table of statistics | | |
| <ul style="list-style-type: none"> ➤ Acknowledgement ➤ Initiation of enquiry | 2 days 3 days | |
| 4. Respond to comments received via Employment Equity web-page | <i>Response or acknowledgement in 5 days (when research necessary)</i> | |
| 5. Guidance on staffing issues in relation to employment equity | | |
| <ul style="list-style-type: none"> ➤ Acknowledgement & research initiation ➤ Response | 2 days 5 days | |



HR POLICY AND OPERATIONS BUREAU

2. Human Resources Policy Division

HR POLICY & OPERATIONS BUREAU

Overview

Human Resources Policy Division

Staffing & Classification Division

Locally Engaged Staff Division

Staff Relations Division

CLASSIFICATION

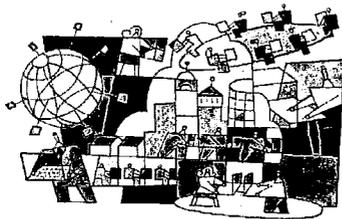
Delivery Standard

| | |
|--|--|
| 1. Verbal guidance and opinion | |
| <ul style="list-style-type: none"> ➔ Routine ➔ Complex; interpretation of personnel policy | 3 days 5-10 days |
| 2. Written guidance and opinion | |
| <ul style="list-style-type: none"> ➔ Routine ➔ Complex; interpretation of personnel policy | 5-10 days 10-15 days |
| 3. Grievances | |
| <ul style="list-style-type: none"> ➔ Response to employee ➔ Hearing ➔ Written report | 25 days <i>Date established by TBS</i> <i>Within 10 days of hearing, or length of extension agreed upon with union</i> |
| 4. Classification of EX positions (requires ADM & DM approval) | |
| <ul style="list-style-type: none"> ➔ New position - review of work description; preparation of recommendation ➔ Reclassification - review of work description; preparation of recommendation | 30-60 days Up to 80 days |
| 5. Advise on organizational analysis and design | |
| <ul style="list-style-type: none"> ➔ Routine ➔ Complex | 3-5 days 15 days (+ ongoing) |

COMMUNICATION

Delivery Standard

| | |
|---|----------------|
| 1. Request for Q and As for the Minister | Within 2 hours |
|---|----------------|



HR POLICY AND OPERATIONS BUREAU

2. Human Resources Policy Division

HR POLICY & OPERATIONS BUREAU

Overview

Human Resources Policy Division

Staffing & Classification Division

Locally Engaged Staff Division

Staff Relations Division

STAFFING

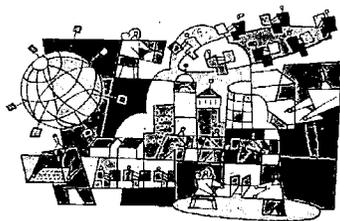
Delivery Standard

| | |
|---|-----------------------------|
| 1. Request for information | |
| <ul style="list-style-type: none"> ➤ Acknowledgement and research initiation ➤ Response | 2 days 7-14 days |
| 2. Distribute HR information to HR community | 7 days |
| 3. Elaborate on policies and projects | Varies according to subject |

INFORMATION SYSTEMS & STATISTICAL INFORMATION

Delivery Standard

| | |
|---|---|
| 1. PeopleSoft corrections - manage positions | 2 days |
| 2. PeopleSoft - guidance and procedures | 2 days |
| 3. Acknowledge and initiate work on request for standard reports | 2 days |
| 4. Request for special reports - Queries/Crystal | 2-5 days |
| 5. Request for help/assistance | Within 2 days |
| 6. PeopleSoft training | |
| <ul style="list-style-type: none"> ➤ Acknowledgement ➤ Delivery of training | 2 days To be scheduled based on availability |



HR POLICY AND OPERATIONS BUREAU

3. Staffing & Classification Division

HR POLICY & OPERATIONS BUREAU

Overview

Human
Resources
Policy Division

Staffing &
Classification
Division

Locally
Engaged Staff
Division

Staff Relations
Division

The **Staffing and Classification Division (HRS)** is structured according to the following principles:

- Capability and expertise are maintained to support a range of human resources activities; and
- A single point of contact is provided to client managers through **HR Account Managers** who are responsible for familiarising themselves with their client portfolios and their business-driven HR needs.

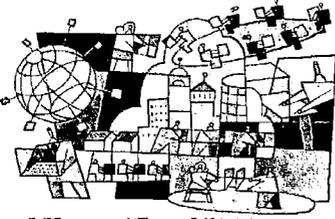
The division is divided into three sections. Each section is comprised of a Senior Account Manager and four Account Assistants. Each Account Manager and Assistant team are responsible for providing service to a portfolio of clients (managers) who are apportioned by Branch, Bureau and Division. These three sections are organised as follows:

- **Classification** - Services related to classifying all Canada-based positions in Ottawa and abroad;
- **Human Resources Planning Support** - Being the primary point of contact for managers seeking advice on questions relating to managing human resources issues, including referral to other consultants such as Staff Relations when appropriate; and
- **Resourcing Services** - Staffing all non-rotational positions up to and including EX minus one.

In the following pages, we outline the service standards to which the Division has committed generally, and under each service area.

The service areas include:

- **General Areas** - relating to the whole Division;
- **Classification;**
- **Human Resource Planning Support; and**
- **Resourcing Services.**



HR POLICY AND OPERATIONS BUREAU

3. Staffing & Classification Division

HR POLICY & OPERATIONS BUREAU

Overview

Human Resources Policy Division

Staffing & Classification Division

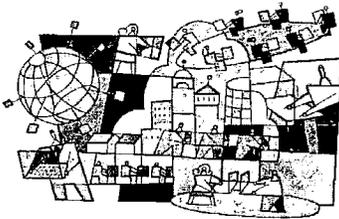
Locally Engaged Staff Division

Staff Relations Division

GENERAL AREAS

Delivery Standard

| | |
|---|--|
| 1. Core office hours for HRS - when someone will be available to assist clients | 08:00 to 17:00  |
| 2. Acknowledge receipt of all requests for advice, assistance or action | 2 days  |
| 3. Establish agreement with client on completion time of requested action | 3-5 days  |
| 4. Verbal advice | |
| <ul style="list-style-type: none"> ➤ Routine issues ➤ Complex inquiries | 1 day  3 days  |
| 5. Support and interpretation of personnel policy | 3 days  |
| 6. Written advice on inquiries | 5 days  |
| 7. Input and maintain information on PeopleSoft | 1 day  |
| 8. Respond to employee request for information | 3 days  |



HR POLICY AND OPERATIONS BUREAU

3. Staffing & Classification Division

HR POLICY & OPERATIONS BUREAU

Overview

Human Resources Policy Division

Staffing & Classification Division

Locally Engaged Staff Division

Staff Relations Division

CLASSIFICATION

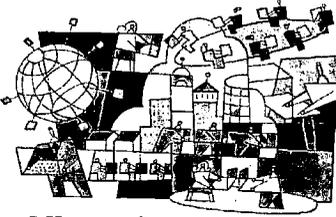
Delivery Standard

| CLASSIFICATION | Delivery Standard |
|---|---|
| 1. Classify a new position | |
| <ul style="list-style-type: none"> ➔ Generic ➔ Not identical to an existing one ➔ Not identical to an existing one and requiring an evaluation committee | <p>3 days <input checked="" type="checkbox"/></p> <p>20 days <input checked="" type="checkbox"/></p> <p>30 days</p> |
| 2. Review and update an existing position (reclassification) | |
| | Up to 40 days <input checked="" type="checkbox"/> |
| 3. Advise on organizational analysis and design | |
| | 10 days (+ ongoing) <input checked="" type="checkbox"/> |
| 4. Assist in resolution of classification grievances | |
| | As required <input checked="" type="checkbox"/> |

HR PLANNING SUPPORT

Delivery Standard

| | |
|---|---|
| 1. Provide statistical information to managers for planning purposes | |
| | 5 days <input checked="" type="checkbox"/> |
| 2. Provide data, planning and analysis assistance on composition of unit workforce | |
| | 10 days (+ ongoing) <input checked="" type="checkbox"/> |



HR POLICY AND OPERATIONS BUREAU

3. Staffing & Classification Division

HR POLICY & OPERATIONS BUREAU

Overview

Human Resources Policy Division

Staffing & Classification Division

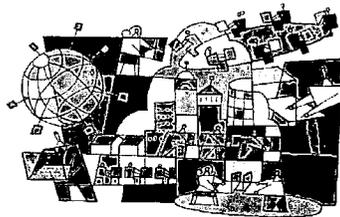
Locally Engaged Staff Division

Staff Relations Division

RESOURCING SERVICES

Delivery Standard

| | | |
|--|--|--|
| 1. Advise on selection mechanisms, tools and options | 5 days |  |
| 2. Review Statement of Qualifications and other documentation | 5 days |  |
| 3. Prepare letter(s) of offer | 3 days |  |
| 4. Appoint employees, including: discussing options with client, liaising with PSC, issuing poster/notice, reviewing questions, obtaining clearance, assisting in the interview, pre-screening résumés | | |
| <ul style="list-style-type: none"> ➤ Acting pay without appointment ➤ Acting appointment ➤ Appointment of person with priority ➤ Closed competition (DFAIT or inter-departmental) ➤ Open competition (PSC or via external advertising) ➤ Casual employee ➤ Student ➤ Reappointment of term | <p>5 days from receipt of fully authorized 1690</p> <p>15 days (if no appeal)</p> <p>15 days</p> <p>100 days</p> <p>35-75 days</p> <p>5 days</p> <p>20 days</p> <p>3 days after receipt of fully authorized 1690</p> |  |



HR POLICY AND OPERATIONS BUREAU

3. Staffing & Classification Division

HR POLICY & OPERATIONS BUREAU

Overview

Human Resources Policy Division

Staffing & Classification Division

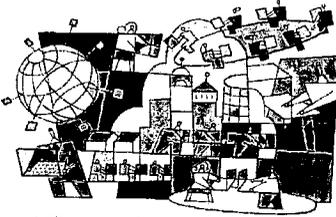
Locally Engaged Staff Division

Staff Relations Division

RESOURCING SERVICES (cont'd)

Delivery Standard

| RESOURCING SERVICES (cont'd) | Delivery Standard |
|---|--|
| 5. Deploy employees | |
| <ul style="list-style-type: none"> ➔ From within the Department ➔ From outside the Department | 15 days <input checked="" type="checkbox"/> 20 days <input checked="" type="checkbox"/> |
| 6. Complete a Special Assignment Pay Plan (SAPP) | 20 days after approval <input checked="" type="checkbox"/> |
| 7. Prepare documentation relating to individual Workforce Adjustment actions | 15 days <input checked="" type="checkbox"/> |
| 8. Assist in the defence of appeals and resolution of complaints | As required <input checked="" type="checkbox"/> |
| 9. Workforce adjustment and other issues | |
| <ul style="list-style-type: none"> ➔ Facilitate union consultation ➔ Counsel affected employees | At management's request <input checked="" type="checkbox"/> Within 2 days of announcement (depends on number and situation) |



HR POLICY AND OPERATIONS BUREAU

4. Locally Engaged Staff Division

HR POLICY & OPERATIONS BUREAU

Overview

Human
Resources
Policy Division

Staffing &
Classification
Division

Locally
Engaged
Staff Division

Staff Relations
Division

The management of Locally-Engaged Staff (LES) is governed by the LES Employment Regulations and the Locally-Engaged Staff's Terms and Conditions Regulations. The services provided by the **Locally Engaged Staff Division (HRL)** are delivered in accordance with this regulatory framework and any applicable departmental HR objectives and programs.

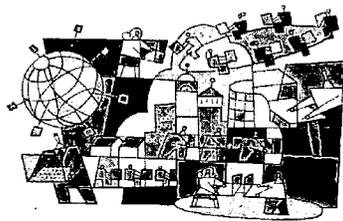
The division is divided into two sections. The sections are subdivided into two geographic portfolios (Americas and Europe; Asia, Africa and Middle-East) responsible for providing service to the missions of their respective geographic sector. The two sections are:

- **Human Resources Section**, which provides the following services:
 - staffing, classification, staff relations, pay and benefit determination.
- **Pensions and Insurance Section**, which provides the following services:
 - pension, social security, severance, insurance plan and workers' compensation provisions, development, determination and implementation; and
 - severance and pension entitlements.

In the following pages, we outline the service standards to which the Division has committed, under each service area.

The service areas include:

- **Classification;**
- **Staffing and Staff Relations;**
- **Pay and Benefits;**
- **Severance;**
- **Pensions (Pension Scheme for Employees of the Government of Canada locally engaged outside Canada); and**
- **Insurance/Pension Plans.**



HR POLICY AND OPERATIONS BUREAU

4. Locally Engaged Staff Division

HR POLICY & OPERATIONS BUREAU

Overview

Human Resources Policy Division

Staffing & Classification Division

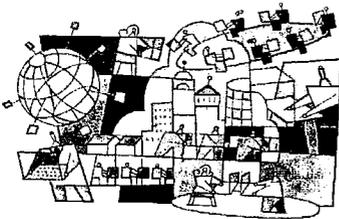
Locally Engaged Staff Division

Staff Relations Division

CLASSIFICATION

Delivery Standard

| CLASSIFICATION | Delivery Standard |
|--|--------------------------------|
| 1. Create/classify a new position | |
| <ul style="list-style-type: none"> ➤ Solicit the Mission for missing data (classification or additional information) ➤ Complete the classification with all information in the file (job description, organization chart, EXT-145 classification decision, HQ authority) | <p>10 days </p> <p>10 days</p> |
| 2. Reclassification requests | |
| <p><i>Missions with delegated authority</i></p> <ul style="list-style-type: none"> ➤ DFAIT position request, with complete file provided ➤ OGD initiated request, with SMPS authority and completed classification package (monitoring role) | <p>10 days </p> <p>10 days</p> |
| <p><i>Missions without delegated authority</i></p> <ul style="list-style-type: none"> ➤ DFAIT initiated request, with job description and organization chart provided ➤ OGD initiated request, with SMPS authority, job description and organization chart done | <p>20 days </p> <p>20 days</p> |
| 3. Classification grievances - regulatory requirement | |
| | 30 days |
| 4. Request for classification guidance | |
| | 10-20 days |



HR POLICY AND OPERATIONS BUREAU

4. Locally Engaged Staff Division

HR POLICY & OPERATIONS BUREAU

Overview

Human Resources Policy Division

Staffing & Classification Division

Locally Engaged Staff Division

Staff Relations Division

STAFFING & STAFF RELATIONS

Delivery Standard

| | | |
|---|---|-------------------------------------|
| 1. Provide information, guidance and advice | <i>Up to 10 days</i> | <input checked="" type="checkbox"/> |
| 2. Provide advice and information on issues dealing with grievance, discipline and performance | <i>Up to 10 days</i> | <input checked="" type="checkbox"/> |
| 3. Staff relations grievance - regulatory requirement - employee advised of decision | <i>Within 45 days of receipt of grievance</i> | <input checked="" type="checkbox"/> |

PAY AND BENEFITS

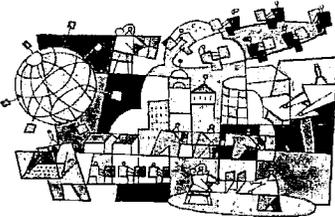
Delivery Standard

| | | |
|---|----------------------|-------------------------------------|
| 1. Results of salary revision exercise | <i>Early June</i> | <input checked="" type="checkbox"/> |
| 2. Benefit Surveys Review | <i>Ongoing</i> | <input checked="" type="checkbox"/> |
| 3. Review and update of handbooks | <i>Ongoing</i> | <input checked="" type="checkbox"/> |
| 4. Provide advice and interpretation on pay and benefit issues | <i>Up to 10 days</i> | <input checked="" type="checkbox"/> |

SEVERANCE

Delivery Standard

| | | |
|---|----------------------|-------------------------------------|
| 1. Verification and approval of severance entitlement | <i>Up to 30 days</i> | <input checked="" type="checkbox"/> |
| 2. Provide advice and interpretation on severance issues | <i>Up to 10 days</i> | <input checked="" type="checkbox"/> |



HR POLICY AND OPERATIONS BUREAU

4. Locally Engaged Staff Division

HR POLICY & OPERATIONS BUREAU

Overview

Human Resources Policy Division

Staffing & Classification Division

Locally Engaged Staff Division

Staff Relations Division

PENSION (Pension Scheme for Employees of the Government of Canada Locally Engaged Outside Canada)

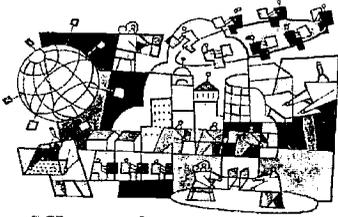
Delivery Standard

| | | |
|---|---|--|
| 1. Calculate and approve pension applications under world-wide pension scheme | <i>Within 90 days</i> | |
| 2. Indexation of pensions and calculation of single lump sum payment | <i>Completed by January 31 of each year</i> | |
| 3. Respond to requests for Pension Estimates, by individuals | <i>30 days</i> | |
| 4. Provide advice and interpretation of pension issues relating to world-wide scheme | <i>Up to 20 days</i> | |

INSURANCE/PENSION PLANS

Delivery Standard

| | | |
|--|----------------------|--|
| 1. Establish a new insurance plan - analysis of request and decision | <i>60 days</i> | |
| 2. Upgrade insurance plan review | <i>Ongoing</i> | |
| 3. Provide on-going insurance services/workers' compensation/ social security | <i>30 days</i> | |
| 4. Implement a new pension plan | <i>Ongoing</i> | |
| 5. Provide advice and interpretation on insurance, social security, workers' compensation and pension | <i>Up to 30 days</i> | |



HR POLICY AND OPERATIONS BUREAU

5. Staff Relations Division

HR POLICY & OPERATIONS BUREAU

Overview

Human
Resources
Policy Division

Staffing &
Classification
Division

Locally
Engaged Staff
Division

Staff
Relations
Division

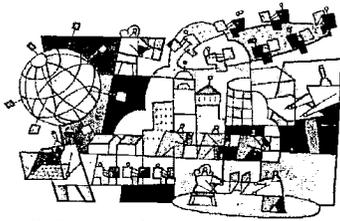
The **Staff Relations Division (HRE)** is a member of the Staff Relations Council mandated to review and amend current staff relations policies in the Public Service. HRE is primarily a management advisory bureau. The role delegated to the division is to advise managers of their rights and ensure that managers are aware of sound management practices regarding these rights, as well as creating an equitable work environment for managers and employees.

The division is also responsible to manage and implement the Occupational Safety and Health Program and to provide advice and guidance on all matters relating to the Code of Conduct and Conflict of Interest Guidelines. HRE has also been delegated to approve leave under FSD-48 (other leave) as well as advance of paid sick leave.

Below we outline the service standards to which the Division has committed, under each service area.

The service areas include:

- **General Issues;**
- **Code of Conduct;**
- **Harassment Complaints Investigations;**
- **Disciplinary Measures; and**
- **Labour Management**
 - Designation and Exclusions of Employees
 - Collective Agreement Interpretation
 - Union Management;
- **Grievances**
 - PBSSRB
 - NJC;
- **Occupational Safety and Health Program**
 - Ergonomics
 - Mini-Clinics Overseas
 - Advice and Guidance
 - Complaints; and
- **Fit to Work Assessments.**



HR POLICY AND OPERATIONS BUREAU

5. Staff Relations Division

HR POLICY & OPERATIONS BUREAU

Overview

Human Resources Policy Division

Staffing & Classification Division

Locally Engaged Staff Division

Staff Relations Division

GENERAL

Delivery Standard

| | | |
|--------------------------------|---|-------------------------------------|
| 1. Office hours for HRE | 0730-1700 (Operation) 0930-1530 (Core) | <input checked="" type="checkbox"/> |
|--------------------------------|---|-------------------------------------|

CODE OF CONDUCT

Delivery Standard

| | | |
|---|------------------------------|-------------------------------------|
| 1. Process forms signed by new employees | 2 days | <input checked="" type="checkbox"/> |
| 2. Requests for advice and guidance | | |
| ➔ Acknowledgement | 2 days | |
| ➔ Response | <i>Depends on complexity</i> | <input checked="" type="checkbox"/> |

HARASSMENT COMPLAINTS

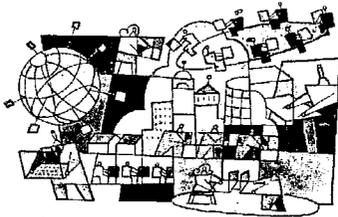
Delivery Standard

| | | |
|--|-----------------------|-------------------------------------|
| 1. Acknowledge initial receipt | 10 days | <input checked="" type="checkbox"/> |
| 2. Mediation | <i>Within 60 days</i> | <input checked="" type="checkbox"/> |
| 3. Investigation (if Mediation fails) | <i>Within 90 days</i> | <input checked="" type="checkbox"/> |
| 4. Resolution (following completion of Investigation) | <i>Within 60 days</i> | <input checked="" type="checkbox"/> |

DISCIPLINARY MEASURES

Delivery Standard

| | | |
|--|------------------------------|-------------------------------------|
| 1. Acknowledge request from manager | 2 days | <input checked="" type="checkbox"/> |
| 2. Review and investigation | | |
| ➔ Routine | 5 days | |
| ➔ Complex | <i>Depends on complexity</i> | <input checked="" type="checkbox"/> |



HR POLICY AND OPERATIONS BUREAU

5. Staff Relations Division

HR POLICY & OPERATIONS BUREAU

Overview

Human Resources Policy Division

Staffing & Classification Division

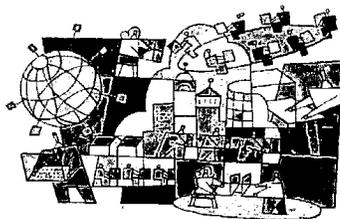
Locally Engaged Staff Division

Staff Relations Division

LABOUR MANAGEMENT

Delivery Standard

| LABOUR MANAGEMENT | | Delivery Standard |
|--|--|-------------------|
| 1. Designations | | |
| <ul style="list-style-type: none"> ➔ Advise management to identify positions to be designated for next round of bargaining ➔ Propose the designation of positions to various unions ➔ Advise management of the result of negotiations ➔ Refer positions in dispute to the Designation Review Panel | <p style="text-align: center;"><i>These are part of the collective bargaining process and timelines are established accordingly</i></p> | |
| 2. Exclusions | | |
| <ul style="list-style-type: none"> ➔ Review the request to determine if the position qualifies for exclusion ➔ Propose the exclusion to various unions ➔ Advise management of the result of the negotiations ➔ Refer positions in dispute to Treasury Board | <p style="text-align: right;">10 days</p> <p style="text-align: right;">10 days</p> <p style="text-align: right;">10 days</p> <p style="text-align: right;">10 days</p> | |
| 3. Collective Agreement interpretation | | |
| <p><i>Oral requests</i></p> <ul style="list-style-type: none"> ➔ Routine ➔ Complex, requiring research <p><i>Written request</i></p> <ul style="list-style-type: none"> ➔ Acknowledgement ➔ Response | <p style="text-align: right;">1 day</p> <p style="text-align: right;">10 days (may be longer if TBS & Legal involved, etc.)</p> <p style="text-align: right;">3 days</p> <p style="text-align: right;">10 days (may be longer if TBS & Legal involved, etc.)</p> | |
| <p>4. Union management - channel of communications between management and employees through union representatives</p> | <p style="text-align: center;"><i>Union/Management consultations - 6 per year</i></p> <p style="text-align: center;"><i>DFAIT/Joint/CSL - 2 per year</i></p> | |



HR POLICY AND OPERATIONS BUREAU

5. Staff Relations Division

HR POLICY & OPERATIONS BUREAU

Overview

Human Resources Policy Division

Staffing & Classification Division

Locally Engaged Staff Division

Staff Relations Division

PSSRB GRIEVANCES

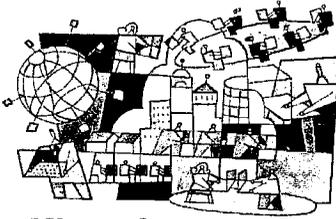
Delivery Standard

| | |
|--|---|
| 1. 1st level - acknowledgement situations | |
| <ul style="list-style-type: none"> ➤ Acknowledgement ➤ Verbal advice to manager, support and interpretation | <p><i>Manager's responsibility</i></p> <p><i>Depends on complexity</i></p> |
| 2. 2nd level - assigned to officer | |
| <ul style="list-style-type: none"> ➤ Assign to officer ➤ Request union hearing date ➤ Attend hearing with MSL ➤ Conduct investigation ➤ Prepare reply | <p><i>3 days</i></p> <p><i>5 days</i></p> <p><i>Upon availability</i></p> <p><i>Depends on complexity</i></p> <p><i>Depends on complexity</i></p> |
| 3. Mediation | |
| | <p><i>PSSRB responsibility</i></p> |
| 4. Adjudication | |
| | <p><i>PSSRB responsibility</i></p> |

NJC GRIEVANCES

Delivery Standard

| | |
|--|--|
| 1. 1st level - acknowledgement situations | |
| <ul style="list-style-type: none"> ➤ Acknowledgement ➤ Verbal advice to manager, support and interpretation | <p><i>Manager's responsibility</i></p> <p><i>Depends on complexity</i></p> |
| 2. 2nd level - assigned to officer | |
| <ul style="list-style-type: none"> ➤ Assigned to officer ➤ Request union hearing date ➤ Attend hearing with DLO | <p><i>3 days</i></p> <p><i>5 days</i></p> <p><i>Upon availability</i></p> |
| 3. 3rd level - NJC | |
| | <p><i>NJC responsibility</i></p> |
| 4. Adjudication | |
| | <p><i>NJC responsibility</i></p> |



HR POLICY AND OPERATIONS BUREAU

5. Staff Relations Division

HR POLICY & OPERATIONS BUREAU

Overview

Human Resources Policy Division

Staffing & Classification Division

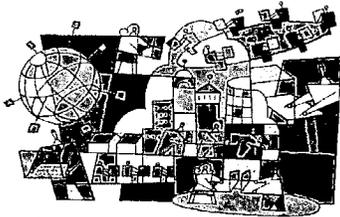
Locally Engaged Staff Division

Staff Relations Division

OCCUPATIONAL SAFETY & HEALTH PROGRAM

Delivery Standard

| | | |
|--|--|---|
| 1. Ergonomics | | |
| <ul style="list-style-type: none"> ➔ Acknowledge request ➔ Analysis of specifics of request to explain action to be taken ➔ May go to outside source (Health Canada) ➔ Return of report from Health Canada ➔ Follow up when necessary | <p>2 days</p> <p>5 days</p> <p>Upon availability</p> <p>10 days</p> <p>As required</p> |  |
| 2. Mini-Clinics Overseas | | |
| <p><i>Contract for renewal of location</i></p> <ul style="list-style-type: none"> ➔ No change ➔ With changes <p><i>Recommendation for new clinic</i></p> <ul style="list-style-type: none"> ➔ Acknowledge ➔ Assess ➔ Implement | <p>2 days</p> <p>15 days</p> <p>2 days</p> <p>20 days</p> <p>Mission & Doctor's responsibility</p> |  |
| 3. Advice and Guidance | | |
| <ul style="list-style-type: none"> ➔ Acknowledge request ➔ Response | <p>2 days</p> <p>Depends on complexity</p> |  |
| 4. Complaints | | |
| <ul style="list-style-type: none"> ➔ Response to Part II of Canada Labour Code (given priority) ➔ General complaint ➔ Further investigation/assessment | <p>1-2 days</p> <p>5 days</p> <p>Depends on complexity</p> |  |



HR POLICY AND OPERATIONS BUREAU

5. Staff Relations Division

HR POLICY & OPERATIONS BUREAU

Overview

Human
Resources
Policy Division

Staffing &
Classification
Division

Locally
Engaged Staff
Division

Staff
Relations
Division

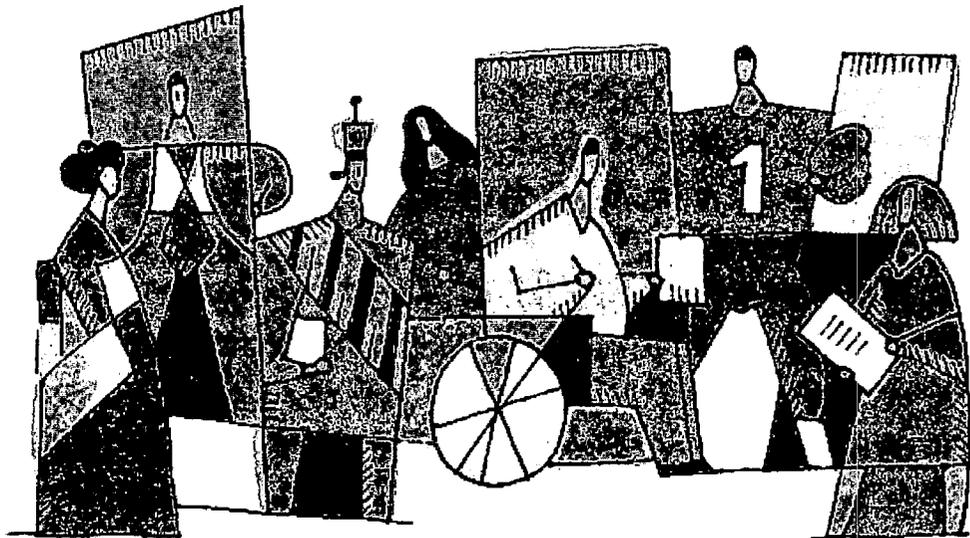
FIT TO WORK ASSESSMENTS

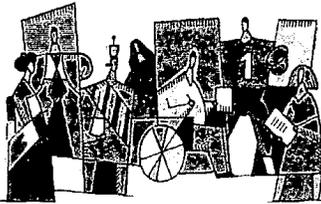
Delivery Standard

| | | |
|--|--------|-------------------------------------|
| 1. Advise and direct managers concerning Health Canada Fit to Work assessment | 5 days | <input checked="" type="checkbox"/> |
| 2. Send forms completed by manager to Health Canada | 5 days | <input checked="" type="checkbox"/> |
| 3. Inform manager of Health Canada response | 5 days | <input checked="" type="checkbox"/> |

Detailed Service Standards

**PERSONNEL
MANAGEMENT
BUREAU**





PERSONNEL MANAGEMENT BUREAU

1. Overview

PERSONNEL MANAGEMENT BUREAU

Overview

Assignments Division

Recruitment, Counselling & Promotion Division

FSD Policy & Administration Division

Executive Pool/Heads of Mission Division

Services Centre

Employee Assistance Program

The **HR Personnel Management Bureau (HPD)** is responsible for all services affecting rotational personnel, including recruitment, staffing, assignments, appraisals, promotions, issues of concern to particular employee groups. It also deals with the appraisals of non-rotational staff, and single-assignments abroad for non-rotational personnel.

The Bureau provides career counselling and employee assistance programs to all staff, deals with the HR management of the Senior Executive Pool, provides for the negotiation, interpretation, and administration of the Foreign Service Directives.

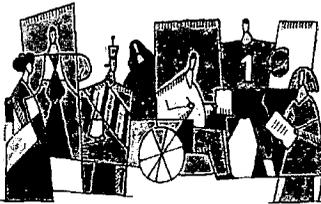
The Bureau supplies a wide range of services for personnel moving out of, or returning to Canada through pre-posting or re-entry briefings and workshops. It also manages the Department's award and recognition programs, and the spousal employment program.

ORGANIZATIONAL STRUCTURE OF THE BUREAU

The Personnel Management Bureau is comprised of the following Divisions and specialized services:

- **Assignments Division;**
- **Recruitment, Counselling and Promotion Division;**
- **FSD Policy and Administration Division;**
- **Executive Pool/Heads of Mission Division;**
- **Services Centre; and**
- **Employee Assistance Program.**

The service delivery structure will be described in the following pages and the service standards will be listed by types of services within each of the Divisions and specialized service areas.



PERSONNEL MANAGEMENT BUREAU 2. Assignments Division

PERSONNEL MANAGEMENT BUREAU

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive
Pool/Heads of
Mission Division

Services Centre

Employee
Assistance
Program

The **Assignments Division (HPF)** is responsible for the assignments of all rotational employees up to EX-2 and single assignments for non-rotational staff. It serves all missions abroad and divisions at headquarters, and also a number of outside clients as it is responsible for secondment and interchange agreements. HPF contributes to the development of policies related to assignments, the restructuring of various groups, and the reclassification of positions.

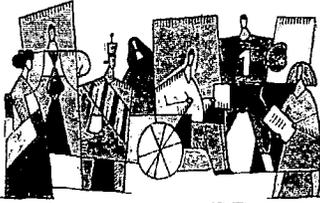
Services are organized as follows:

- **Assignments for all rotational personnel up to EX02;**
- **Single assignments abroad for non-rotational personnel; and**
- **Overall management of rotational employee groups.**

Below we outline the service standards to which the Division has committed, under each service area.

The service areas include:

- **Rotational Assignments at HQ;**
- **Rotational Assignments Abroad;**
- **Assignment of Non-Rotational Officers;**
- **Employee Career Development;**
- **Policy, Planning and Procedures;**
- **Information Management; and**
- **LWOP/Acting Pay.**



PERSONNEL MANAGEMENT BUREAU

2. Assignments Division

PERSONNEL MANAGEMENT BUREAU

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive
Pool/Heads of
Mission Division

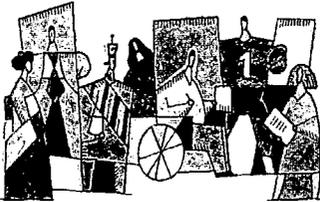
Services Centre

Employee
Assistance
Program

ROTATIONAL ASSIGNMENTS AT HQ

Delivery Standard

| | | |
|---|--|--|
| 1. Publication of list of openings (by stream) and profile positions, if available | | |
| <ul style="list-style-type: none"> ➔ AS, CR, CS, EL, FS positions ➔ SCY/AS02 (Admin) positions | <i>Early February</i> <i>April</i> | |
| 2. Identify appropriate candidates in close consultation with geographic and functional divisions | | |
| <ul style="list-style-type: none"> ➔ AS, CR, FS positions ➔ SCY/AS02 (Admin) positions | <i>March/April</i> <i>May/June</i> | |
| 3. Secondments and interchanges (IN & OUT) | | |
| <ul style="list-style-type: none"> ➔ Respond to requests for general information on policy and procedures ➔ Prepare and finalize agreements | <i>Within 2 days</i> <i>Prior to start of assignment</i> | |
| 4. Confirmation of assignments (PCFs, individual SIGNET messages) | | |
| <ul style="list-style-type: none"> ➔ Most FS positions ➔ Most SCY/AS02 (Admin) positions | <i>April</i> <i>April-June or 2 days after all requirements met</i> | |



PERSONNEL MANAGEMENT BUREAU

2. Assignments Division

PERSONNEL MANAGEMENT BUREAU

Overview

Assignments Division

Recruitment, Counselling & Promotion Division

FSD Policy & Administration Division

Executive Pool/Heads of Mission Division

Services Centre

Employee Assistance Program

ROTATIONAL ASSIGNMENTS ABROAD

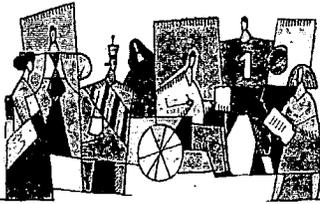
Delivery Standard

| | |
|--|--|
| 1. Confirmation of extensions in following year | June  |
| 2. Publication of list of openings (by stream) and position profiles, if available | June/July  |
| 3. Identify appropriate candidates in close consultation with geographic and functional divisions (and, in the case of SCY assignments, in close consultation with the Missions) | |
| <ul style="list-style-type: none"> ➔ AS, CR, CS, EL, FS positions ➔ SCY/AS02 (Admin) positions | October/November November/March  |
| 4. Confirmation of assignments (PCFs, individual SIGNET messages) | |
| <ul style="list-style-type: none"> ➔ AS, CR, CS, EL, FS positions ➔ EX positions ➔ SCY/AS02 (Admin) positions | December January  PCFs issues as of April 1, or 2 days after all requirements met |
| 5. Change of designations | Advise HPE within 10 days of anniversary date  |
| 6. Advertise and facilitate temporary duty assignments | Ongoing  |

ASSIGNMENT OF NON-ROTATIONAL OFFICERS

Delivery Standard

| | |
|--|---|
| 1. Offer details on opportunities at HQ and abroad (single assignments) in coordination with HRS and HPC | Ongoing  |
|--|---|



PERSONNEL MANAGEMENT BUREAU

2. Assignments Division

PERSONNEL MANAGEMENT BUREAU

Overview

Assignments Division

Recruitment, Counselling & Promotion Division

FSD Policy & Administration Division

Executive Pool/Heads of Mission Division

Services Centre

Employee Assistance Program

EMPLOYEE CAREER DEVELOPMENT

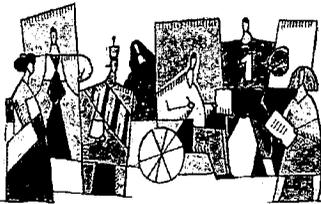
Delivery Standard

| | |
|--|--|
| 1. Review and assess career aspirations of employees | Ongoing  |
| 2. Identify language training requirements (official and foreign) | Ongoing  |
| 3. Identify pre-posting training requirements | January-June  |

POLICY, PLANNING & PROCEDURES

Delivery Standard

| | |
|---|--|
| 1. AS & FS Recruitment (liaise with HPC) | |
| <ul style="list-style-type: none"> ➔ Organize outreach sessions ➔ Organize recruitment boards | Spring & September January & February  |
| 2. Develop and implement guidelines and procedures relating to all aspects of the assignment process | |
| <ul style="list-style-type: none"> ➔ Assignments at HQ ➔ Assignments abroad | January April  |
| 3. Liaise with TB, PSC, PSAC, PAFSO and OGDs with regard to human resource issues | Ongoing  |
| 4. Ensure Government and DFAIT human resources standards and objectives are met; e.g., employment equity, employee couples, etc. | Ongoing  |



PERSONNEL MANAGEMENT BUREAU

2. Assignments Division

PERSONNEL MANAGEMENT BUREAU

Overview

Assignments Division

Recruitment, Counselling & Promotion Division

FSD Policy & Administration Division

Executive Pool/Heads of Mission Division

Services Centre

Employee Assistance Program

INFORMATION MANAGEMENT

Delivery Standard

| | |
|---|--|
| 1. Respond to requests re. positions; e.g., reclassification, conversion, freezing, deletion, creation (related to forms 1690) | <i>Initial response within 3 days</i>  |
| 2. Initiate update of appropriate sections of PeopleSoft | <i>Within 5 days of action taken</i>  |
| 3. Respond to enquiries from missions/divisions/employees on personnel issues | <i>Initial response within 2 days</i>  |
| 4. Send declaration of intent to marry to ISDT | <i>Within 2 days of receipt</i>  |
| 5. Prepare SIGNET messages on notices of death | <i>ASAP after confirmation of arrangements & background information</i>  |
| 6. Amend PCFs (accreditation, family configuration, corrections, etc.) | <i>Within 2 days of receipt of all information</i>  |
| 7. Transmit retirement/resignation information to relevant units | <i>Within 2 days of receipt of resignation letter</i>  |

LWOP/ACTING PAY

Delivery Standard

| | |
|---|--|
| 1. Request for leave without pay | <i>Response within 10 days</i>  |
| 2. Providing acting pay | |
| <ul style="list-style-type: none"> ➤ On assignment (initiated by HPF) ➤ Temporary | <i>Within 5 days of start of assignment</i> <i>Within 2 days of receipt of form 1690 from HPC</i>  |



PERSONNEL MANAGEMENT BUREAU

3. Recruitment, Counselling and Promotions Division

PERSONNEL MANAGEMENT BUREAU

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive
Pool/Heads of
Mission Division

Services Centre

Employee
Assistance
Program

The **Recruitment, Counselling and Promotions Division (HPC)** conducts personnel functions for all rotational employees: recruitment, staffing, and promotions. The division also provides career counselling to all employees, and is responsible for appraisals on all employees except those covered by Performance Management Agreements (EXs, HOMs, and Directors).

The major activity each year is the Foreign Service recruitments (FS and AS-MCO). The Division is also responsible for the recruitment of rotational employees in the CR, CS, EL and SCY groups. Promotion exercises for rotational employees are a regular feature, and the division conducts boards for rotational AS(MCO), CR, CS, EL, FS, and SCY groups.

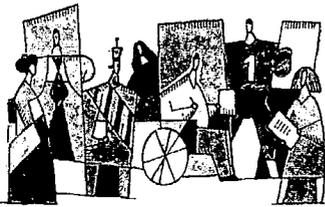
The **Career Counselling Centre** provides a range of employee career counselling, and training modules on skills for self-management such as how to write your CV. The centre is also responsible for the Department's participation in programs such as CAP and the MTP, in addition to coordinating secondments and interchanges for all employees.

Appraisals are key human resource management and development tools, and the Division is responsible for appraisals for all employees.

Below we outline the service standards to which the Division has committed, under each service area.

The service areas include:

- **Recruitment for All Rotational Positions;**
- **Staffing in All Rotational Positions;**
- **Promotions for Rotational Employees;**
- **Career Counselling for All Employees;**
- **Appraisals for All Employees ;**
- **Acting Pay; and**
- **HR Policy Development.**



PERSONNEL MANAGEMENT BUREAU
3. Recruitment, Counselling and Promotions Division

**PERSONNEL
MANAGEMENT
BUREAU**

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive
Pool/Heads of
Mission Division

Services Centre

Employee
Assistance
Program

RECRUITMENT (Rotational)

Delivery Standard

| | |
|--|---|
| 1. Support the Foreign Service through the recruitment of qualified rotational staff in AS, CR, CS, EL, FS and SCY groups | <i>Continuing, annual cycle</i>  |
| 2. Monitor job opportunities in international organizations, with a view to identifying suitable candidates | <i>Continuous</i>  |
| 3. Administer the FSDP program after initial recruitment (in collaboration with HPF) | <i>Continuous</i>  |

STAFFING (Rotational)

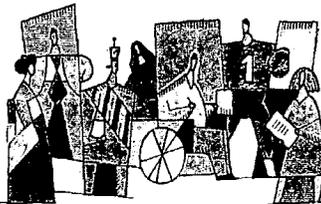
Delivery Standard

| | |
|---|---|
| 1. Implement actions to appoint, deploy and assign employees in rotational positions | <i>Annual, in principle</i>  |
| 2. Staffing of term employees into rotational positions | <i>3 days</i>  |
| 3. Process requests for acting pay for FS officers | <i>5 days</i>  |

PROMOTIONS (Rotational)

Delivery Standard

| | |
|---|---|
| 1. Organize and conduct promotion boards for rotational employees | <i>Annual, in principle</i>  |
| 2. Represent DFAIT in any proceedings appealing the results of promotions boards | <i>As required</i>  |



PERSONNEL MANAGEMENT BUREAU
3. Recruitment, Counselling and Promotions Division

**PERSONNEL
MANAGEMENT
BUREAU**

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive
Pool/Heads of
Mission Division

Services Centre

Employee
Assistance
Program

CAREER COUNSELLING (All Employees) Delivery Standard

| | | |
|---|----------------------------------|--|
| <p>1. Provide career counselling assistance to employees upon request, including secondment opportunities and interchanges as part of a career development program (CAP and MTP)</p> | <p><i>Reply within 1 day</i></p> | |
|---|----------------------------------|--|

APPRAISALS (All Employees) Delivery Standard

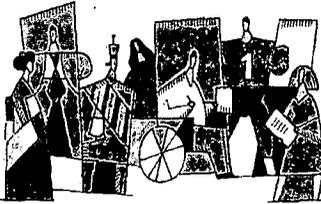
| | | |
|--|--|----------------------|
| <p>1. Solicit, track, record, store and vet annual appraisals on all employees, both rotational and non-rotational</p> | | |
| <p>→ CR & N/R service groups → EX, AR, AS, CS, DD, ED-EDS, EG, EL, EN-ENG, ES, FI, GT, HR, IS, MM, OM, PE, PG, PM, SI → FS & CO → N/R SCY</p> | <p><i>January 1</i> <i>April 1</i> <i>August 31</i> <i>October 1</i></p> | |
| <p>2. Provide training to individuals and organizations on DFAIT's appraisal system</p> | <p><i>Upon request</i></p> | |

ACTING PAY Delivery Standard

| | | |
|---|---------------------------------|--|
| <p>1. Process requests for EX acting pay (short-term only)</p> | <p><i>End of each month</i></p> | |
|---|---------------------------------|--|

HR POLICY DEVELOPMENT Delivery Standard

| | | |
|---|-----------------------|--|
| <p>1. Develop and contribute to the development of sound HR policies</p> | <p><i>Ongoing</i></p> | |
|---|-----------------------|--|



PERSONNEL MANAGEMENT BUREAU

4. FSD Policy and Administration Division

PERSONNEL MANAGEMENT BUREAU

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

**FSD Policy &
Administration
Division**

Executive
Pool/Heads of
Mission Division

Services Centre

Employee
Assistance
Program

The **FSD Policy and Administration Division (HPM)** is responsible for the interpretation and administration of the Foreign Service Directives for all employees. It is the focal point for all FSD policy issues, represents the Department in the Triennial Negotiations of the FSDs and in Interdepartmental "Working Group A" (exceptions to FSDs), and also acts as the liaison with Statistics Canada on Post Index issues.

The Division also chairs:

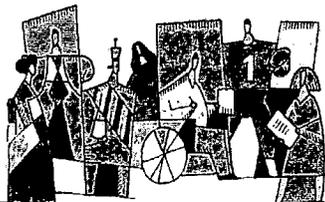
- the Interdepartmental Post Hardship Committee;
- the Committee on Accommodation Deficiency; and
- Interdepartmental "Working Group B" (interpretation of FSDs).

The Division is an advocate for better living conditions for employees abroad, and is leading a review of the health and welfare of employees and their families.

Below we outline the service standards to which the Division has committed, under each service area.

The service areas include:

- **FSD Policy Administration & Interpretation;**
- **Foreign Service Allowances & Benefits;**
- **Posting Loans & Accountable Advances;**
- **FSD Claim Settlement;**
- **Foreign Service Leave and Travel Bank;**
- **Rates and Routings;**
- **SOS/AEA International Sky Ambulance Service; and**
- **Committees & Working Groups.**



PERSONNEL MANAGEMENT BUREAU
4. FSD Policy and Administration
Division

**PERSONNEL
MANAGEMENT
BUREAU**

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

**FSD Policy &
Administration
Division**

Executive
Pool/Heads of
Mission Division

Services Centre

Employee
Assistance
Program

**FSD POLICY ADMINISTRATION &
INTERPRETATION**

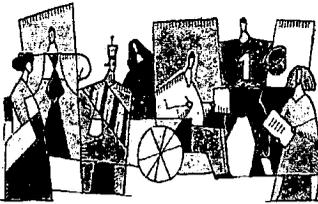
Delivery Standard

| | | |
|---|--------------|-------------------------------------|
| 1. Overall policy development, interpretation & administration | Ongoing | <input checked="" type="checkbox"/> |
| 2. Departmental representative in the negotiations of the FSDs in the National Joint Council | Upon request | <input checked="" type="checkbox"/> |
| 3. Provide interpretation of FSD rules and regulations for specific cases | Ongoing | <input checked="" type="checkbox"/> |
| 4. Review issues with and provide clarification to clients and missions on FSD enquiries | 5 days | <input checked="" type="checkbox"/> |

FS ALLOWANCES & BENEFITS

Delivery Standard

| | | |
|--|--|-------------------------------------|
| 1. Respond to enquiries on various FS allowances and benefits, review issues and/or provide clarification | 5 days | <input checked="" type="checkbox"/> |
| 2. Adjustments to Allowances (FSDs 55,56,58) - Post Living Allowance, FS Premium, Post Differential Allowance | <p>1 month after notification 2 months after notification for adjustments related to acting pay</p> <p>First deposit made in same month</p> <p>First deposit made the next month</p> | <input checked="" type="checkbox"/> |
| 3. Approval of shelter share waivers (FSD 15.34) - Family Separation Expenses | Within 5 days if all documentation provided and conditions met | <input checked="" type="checkbox"/> |
| 4. Waiver of shelter share (FSD 25.09) | Upon receipt of proper documentation | <input checked="" type="checkbox"/> |



PERSONNEL MANAGEMENT BUREAU
4. FSD Policy and Administration
Division

**PERSONNEL
MANAGEMENT
BUREAU**

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

**FSD Policy &
Administration
Division**

Executive
Pool/Heads of
Mission Division

Services Centre

Employee
Assistance
Program

FS ALLOWANCES & BENEFITS (cont'd)

Delivery Standard

| | |
|---|--|
| <p>5. Designation of common-law spouse, same-sex couple and other dependents for the purposes of FS allowances and benefits (FSD 2.01(y))</p> | <p><i>Within 5 days if all corroborating documents provided and conditions met</i></p>  |
| <p>6. Provide authorization of FSD benefits to Missions and employees at post</p> | <p><i>5 days</i></p>  |
| <p>7. Payment of Non-Accountable Allowances at HQ - Education (FSD 34), Foreign Service Travel (FSD 45), Vacation Travel (FSD 50), Family Reunion Travel Allowances (FSD 51)</p> | <p><i>5 days</i></p>  |

POSTING LOANS & ACCOUNTABLE ADVANCES

Delivery Standard

| | |
|---|--|
| <p>1. Authorize and process both new and renegotiated loans for employees at missions or on cross-posting</p> | |
| <ul style="list-style-type: none"> ➔ New loans ➔ Renegotiated loans ➔ Modification to payment deductions when renegotiating | <p><i>5 days (upon receipt of proper authorization)</i></p> <p><i>5 days (upon receipt of proper authorization)</i></p> <p><i>First pay of following month will reflect change in most cases</i></p>  |
| <p>2. Provide accountable advances</p> | |
| <ul style="list-style-type: none"> ➔ Process requests where advance for funds are deposited in Canada - Real Estate and Legal Fees (FSD 16), Property Management Fees (FSD 25.09), Medical Advance Travel (FSD 41), Medical/Dental Advance (FSD 42), Emergency Evacuation (FSD 64) | <p><i>5 days (PWGSC direct deposits or issues cheques for mail delivery to bank)</i></p>  |



PERSONNEL MANAGEMENT BUREAU
4. FSD Policy and Administration
Division

**PERSONNEL
MANAGEMENT
BUREAU**

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive
Pool/Heads of
Mission Division

Services Centre

Employee
Assistance
Program

FSD CLAIM SETTLEMENT

Delivery Standard

| | |
|--|--|
| 1. Audit and settle FSD claims under Section 34 of the Financial Administration Act (FAA) and forward to SMFT | <i>Within 20 days of providing documents and claim</i>  |
| 2. Loss and damage claims (FSD15.18-26) | <i>Subject to complexity of claim</i>  |

**FOREIGN SERVICE LEAVE &
TRAVEL BANK**

Delivery Standard

| | |
|---|--|
| 1. Approve use of leave or travel credits from Foreign Service Leave/Travel Bank (FSD 45.06) | <i>Interim response within 10 days with adjustments in system the next month</i>  |
| 2. Respond to employee enquiries on leave balances | <i>Interim response and/or correction in 10 days</i>  |

RATES & ROUTING

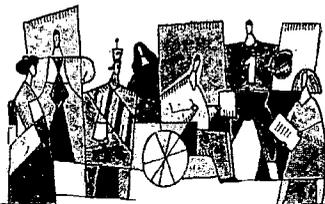
Delivery Standard

| | |
|---|--|
| 1. Review, update and publish all rates, including meal, post index, mileage, allowances, shelter cost, education ceilings, etc. | <i>Published on INTRANET the first week of each month</i>  |
| 2. Review, update and publish the official routings and airfares to and from each Mission | <i>Update once a year for June 1 Available to HPM and SERV Advisors</i>  |

**SOS/AEA INTERNATIONAL
SKY AMBULANCE SERVICE**

Delivery Standard

| | |
|--|---|
| 1. Negotiate and administer the contract | <i>Contract renewal in 2006</i>  |
| 2. Monitor the service and use of the provider | <i>Ongoing</i>  |
| 3. Advise on request for services (Sole Approval authority) | <i>Authority provided within 1 day of request (Missions can contact SOS directly in urgent cases)</i>  |



PERSONNEL MANAGEMENT BUREAU

4. FSD Policy and Administration Division

PERSONNEL MANAGEMENT BUREAU

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive
Pool/Heads of
Mission Division

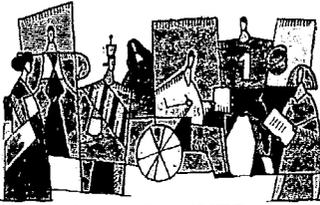
Services Centre

Employee
Assistance
Program

COMMITTEES & WORKING GROUPS

Delivery Standard

| | | |
|---|---|---|
| 1. INTERDEPARTMENTAL POST HARDSHIP COMMITTEE - FSD 58 (Chaired by DFAIT/HPM) | | |
| <ul style="list-style-type: none"> ➤ Members: DND, RCMP, C&I, CIDA, TBS, Health Canada ➤ Review, assess and assign Post Hardship Levels | Meets monthly |  |
| <ul style="list-style-type: none"> ➤ Release decisions | Within 5 days of meeting |  |
| <ul style="list-style-type: none"> ➤ Review submissions | Preliminary review within 6 days of receipt, with consideration at next Hardship Committee meeting |  |
| 2. COMMITTEE ON ACCOMMODATION DEFICIENCY ADJUSTMENT (Chaired by DFAIT/HPM) | | |
| <ul style="list-style-type: none"> ➤ Members: representatives of SRD and responsible ADM ➤ Reviews accommodation deficiency applications of all HOMs and those that exceed 30% adjustment | Meets monthly, on the first Tuesday |  |
| 3. WORKING GROUP A (Chaired by TBS) | | |
| <ul style="list-style-type: none"> ➤ Members: DFAIT, DND, RCMP, CSIS, C&I, CIDA ➤ Interdepartmental Committee that establishes FSD policies and procedures and part of the FSD Triennial Review ➤ Committee can also review and rule on FSD-related issues that exceed the Deputy Head authority | Meets on a periodic basis, depending on FSD Triennial Review negotiations and appeals for FSD ruling of Working Group B |  |
| 4. WORKING GROUP B (Chaired by DFAIT/HPM) | | |
| <ul style="list-style-type: none"> ➤ Members: DND, RCMP, CSIS, C&I, CIDA, TBS, CCRA ➤ Review and assess individual FSD-related issues | Meets monthly, on the third Wednesday |  |



PERSONNEL MANAGEMENT BUREAU

5. Executive Pool/Heads of Mission Division

PERSONNEL MANAGEMENT BUREAU

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive Pool/
Heads of Mission
Division

Services Centre

Employee
Assistance
Program

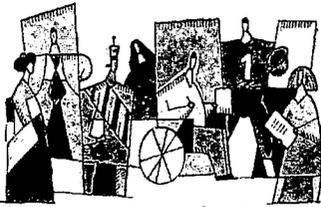
The **Executive Pool/Heads of Mission Division (HPE)** is responsible for the human resources management of the Senior Executive Pool, a group which includes most non-rotational EX-01s and 2s and all EX-03s, 4s, and 5s.

The division provides policy advice and guidance on the application and interpretation of Terms and Conditions of Employment for all EXs, including those managed by HPF, contributes to the development of relevant HR policies, and is responsible for liaison with PSC, Treasury Board, and the Privy Council Office with regard to EX and Governor-in-Council matters.

Below we outline the service standards to which the Division has committed, under each service area.

The service areas include:

- **Heads of Post Assignments;**
- **HQ Assignments, Secondments and Interchange Canada Assignments;**
- **EX Staffing, Promotions and Performance Management;**
- **Performance Pay;**
- **Retirement Planning;**
- **“La Relève” Processes;**
- **Diplomatic Designations and CanReps Abroad;**
- **OGD Assignments;**
- **Diplomatic Passports;**
- **Order-in-Council Appointments;**
- **Information Management; and**
- **Policy Development and Advice.**



PERSONNEL MANAGEMENT BUREAU
5. Executive Pool/Heads of Mission
Division

**PERSONNEL
MANAGEMENT
BUREAU**

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive Pool/
Heads of Mission
Division

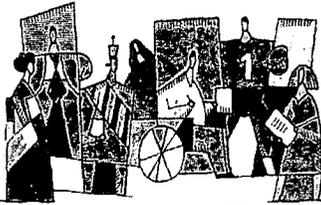
Services Centre

Employee
Assistance
Program

HEADS OF POST ASSIGNMENTS

Delivery Standard

| | | |
|---|--------------------------|---|
| 1. Publication of list of openings | <i>Late September</i> |  |
| 2. Undertake consultations with geographic ADMs and DGs on specific requirements, problems, possible names | <i>October</i> |  |
| 3. Identify appropriate candidates in collaboration with geographic ADMs | <i>November-February</i> |  |
| 4. Ongoing consultations with DMs to finalize list | <i>November-March</i> |  |
| 5. Solicit DM decision on extensions list and advise HOMs | <i>January-February</i> |  |
| 6. Keep clients informed of the progress of list as required | <i>November-March</i> |  |
| 7. Prepare documentation for nomination phase, through Ministers, PM and GG | <i>February-March</i> |  |
| 8. Confirm assignments, requests for agrément, PCFs (if PM approval received) | <i>April</i> |  |
| 9. Prepare for HOM Pre-Departure Briefings; coordinate travel, financial requirements, hotels, information packages for HOMs | <i>May</i> |  |
| 10. Prepare Orders-in-Council, press releases | <i>May-August</i> |  |



PERSONNEL MANAGEMENT BUREAU

5. Executive Pool/Heads of Mission Division

PERSONNEL MANAGEMENT BUREAU

Overview

Assignments Division

Recruitment, Counselling & Promotion Division

FSD Policy & Administration Division

Executive Pool/Heads of Mission Division

Services Centre

Employee Assistance Program

HQ ASSIGNMENTS, SECONDMENTS & INTERCHANGE CANADA ASSIGNMENTS

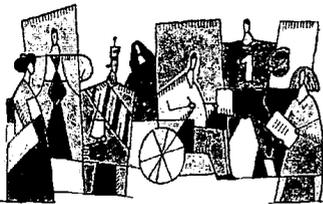
Delivery Standard

| | | |
|---|-------------------------------------|-------------------------------------|
| 1. Develop list of openings at senior/DG level | <i>March-April</i> | <input checked="" type="checkbox"/> |
| 2. Identify appropriate candidates in consultation with ADMs | <i>April-June</i> | <input checked="" type="checkbox"/> |
| 3. Ongoing consultations with DMs to finalize lists | <i>April-June</i> | <input checked="" type="checkbox"/> |
| 4. Confirmation of assignments, PCFs | <i>May-June</i> | <input checked="" type="checkbox"/> |
| 5. Prepare Departmental announcement | <i>Mid-summer, as approved</i> | <input checked="" type="checkbox"/> |
| 6. Secondments & Interchanges | | |
| ➔ Respond to requests for information on policy and procedures | <i>Within 2 days</i> | <input checked="" type="checkbox"/> |
| ➔ Prepare and finalize agreement | <i>Prior to start of assignment</i> | <input checked="" type="checkbox"/> |

EX STAFFING, PROMOTIONS & PERFORMANCE MANAGEMENT

Delivery Standard

| | | |
|---|----------------|-------------------------------------|
| 1. EX Staffing | | |
| ➔ Provide advice to managers on requirements | <i>Ongoing</i> | <input checked="" type="checkbox"/> |
| ➔ Liaise with PSC and ensure documentation is provided | <i>Ongoing</i> | <input checked="" type="checkbox"/> |
| ➔ Prepare salary calculations and letter of appointment | <i>Ongoing</i> | <input checked="" type="checkbox"/> |
| ➔ Brief new employees on arrival and maintain database | <i>Ongoing</i> | <input checked="" type="checkbox"/> |



PERSONNEL MANAGEMENT BUREAU
5. Executive Pool/Heads of Mission
Division

**PERSONNEL
MANAGEMENT
BUREAU**

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive Pool/
Heads of Mission
Division

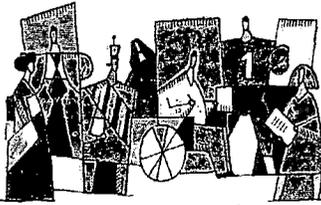
Services Centre

Employee
Assistance
Program

**EX STAFFING, PROMOTIONS &
PERFORMANCE MANAGEMENT (cont'd)**

Delivery Standard

| | | |
|--|-------------|-------------------------------------|
| 2. EX Promotions | | |
| ➤ Provide policy advice on process | Ongoing | <input checked="" type="checkbox"/> |
| ➤ Administer screening board, provide rationales | As required | <input checked="" type="checkbox"/> |
| ➤ Advise candidates, arrange interviews, provide financial documents | As required | <input checked="" type="checkbox"/> |
| ➤ Ensure proper documentation to PSC | As required | <input checked="" type="checkbox"/> |
| ➤ Prepare announcement and individual letter to successful candidate, salary calculations | As required | <input checked="" type="checkbox"/> |
| 3. EX Performance Management Agreements | | |
| ➤ Request annual PMAs with instructions (ADM confirmation required - PMAs in place by June 30) | April | <input checked="" type="checkbox"/> |
| ➤ Provide summer transition lists to ADMs (ADMs ensure PMAs in place by Sept 30) | September 1 | <input checked="" type="checkbox"/> |
| ➤ Request final version (column three) | March | <input checked="" type="checkbox"/> |
| ➤ Provide updates to ADMs on compliance | As required | <input checked="" type="checkbox"/> |
| ➤ Liaise with PCO on agreements for OICs | As required | <input checked="" type="checkbox"/> |



PERSONNEL MANAGEMENT BUREAU
5. Executive Pool/Heads of Mission
Division

**PERSONNEL
MANAGEMENT
BUREAU**

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive Pool/
Heads of Mission
Division

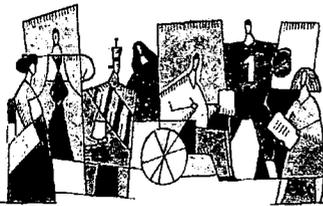
Services Centre

Employee
Assistance
Program

PERFORMANCE PAY

Delivery Standard

| | | |
|--|-------------------|-------------------------------------|
| 1. EX Performance Pay (Schedule under review) | | |
| ➔ Advise Deputies of TB instructions, provide DFAIT policy options | March/April | <input checked="" type="checkbox"/> |
| ➔ Administer input from ADMs | May | <input checked="" type="checkbox"/> |
| ➔ Develop materials to facilitate decisions by EC and DMs | April-May | <input checked="" type="checkbox"/> |
| ➔ Advise individuals of their performance pay | June-July | <input checked="" type="checkbox"/> |
| ➔ Liaise with Pay to ensure action is taken | June-July | <input checked="" type="checkbox"/> |
| ➔ Report to Treasury Board | August | <input checked="" type="checkbox"/> |
| 2. Non-EX Performance Pay | | |
| ➔ Develop DFAIT policy and process from TB guidelines (annual) ➔ Develop materials to facilitate decisions ➔ Calculate budget, organize review committee ➔ Prepare letters to employees | When received | <input checked="" type="checkbox"/> |
| ➔ Liaise with Pay to ensure action is taken | September/October | <input checked="" type="checkbox"/> |



PERSONNEL MANAGEMENT BUREAU
5. Executive Pool/Heads of Mission
Division

**PERSONNEL
MANAGEMENT
BUREAU**

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive Pool/
Heads of Mission
Division

Services Centre

Employee
Assistance
Program

RETIREMENT PLANNING

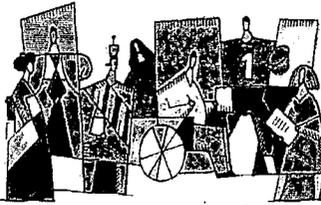
Delivery Standard

| | |
|---|--|
| 1. Develop plan | As required |
| 2. Develop Interchange Canada Agreement | As required |
| 3. Prepare letter of acceptance of resignation | 5 days after receipt of resignation or as required |
| 4. Liaise with Pay Section | Within 5 days of receipt of resignation |

LA RELEVE PROCESSES

Delivery Standard

| | |
|--|----------------------|
| 1. Liaise with PSC and Learning Resources Network | Ongoing |
| 2. Announce launch of ADM-PQP, AEXDP, Promotion EX04-05 | As determined by PSC |
| 3. Provide advice and coaching to candidates | As appropriate |
| 4. Provide advice and decision-making tools/information to Deputies | As appropriate |



PERSONNEL MANAGEMENT BUREAU
5. Executive Pool/Heads of Mission
Division

**PERSONNEL
MANAGEMENT
BUREAU**

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive Pool/
Heads of Mission
Division

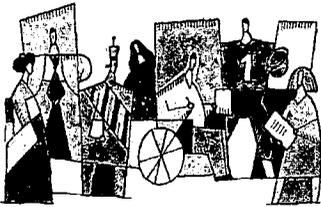
Services Centre

Employee
Assistance
Program

**DIPLOMATIC DESIGNATIONS &
CAN REPS ABROAD**

Delivery Standard

| | | |
|--|----------------------------------|-------------------------------------|
| 1. Diplomatic Designations | | |
| <ul style="list-style-type: none"> ➔ Confirm consular status with Consular Division, upon receipt of PCFs from HPF or OGD | <i>March-June & on-going</i> | <input checked="" type="checkbox"/> |
| <ul style="list-style-type: none"> ➔ Determine diplomatic designation and advise HPF and OGD | <i>March-June & on-going</i> | <input checked="" type="checkbox"/> |
| <ul style="list-style-type: none"> ➔ Assess requests for upgrades of designation, including consultation with HOM and/or geographic | <i>Ongoing</i> | <input checked="" type="checkbox"/> |
| <ul style="list-style-type: none"> ➔ Confirm decision or refer to Designations Panel | <i>Ongoing</i> | <input checked="" type="checkbox"/> |
| 2. Canadian Representatives Abroad | | |
| <ul style="list-style-type: none"> ➔ Call to Missions for input | <i>Late September</i> | <input checked="" type="checkbox"/> |
| <ul style="list-style-type: none"> ➔ Monitor work of contractor | <i>September-December</i> | <input checked="" type="checkbox"/> |
| <ul style="list-style-type: none"> ➔ Approve final version | <i>December</i> | <input checked="" type="checkbox"/> |
| <ul style="list-style-type: none"> ➔ Ensure posting of Intranet version | <i>Late December</i> | <input checked="" type="checkbox"/> |
| <ul style="list-style-type: none"> ➔ Ensure printing and distribution of hard copy | <i>January</i> | <input checked="" type="checkbox"/> |
| <ul style="list-style-type: none"> ➔ Ensure updating of Intranet version | <i>Ongoing</i> | <input checked="" type="checkbox"/> |



PERSONNEL MANAGEMENT BUREAU
5. Executive Pool/Heads of Mission
Division

**PERSONNEL
MANAGEMENT
BUREAU**

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive Pool/
Heads of Mission
Division

Services Centre

Employee
Assistance
Program

OGD ASSIGNMENTS

Delivery Standard

| | | |
|--|----------------|---|
| 1. Liaise with all appropriate sectors of DFAIT on behalf of sending department | <i>Ongoing</i> |  |
| 2. Provide accurate, timely information to OGD | <i>Ongoing</i> |  |
| 3. Ensure appropriate funding is forwarded to DFAIT | <i>Ongoing</i> |  |
| 4. Issue PCFs, provide coding and distribution | <i>Ongoing</i> |  |

DIPLOMATIC PASSPORTS

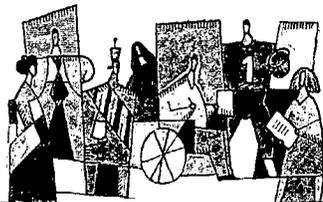
Delivery Standard

| | | |
|--|----------------|---|
| 1. Review requests for diplomatic passports for non-Canadian spouses and dependents | <i>Ongoing</i> |  |
| 2. Consult with HOM, Security, geographic area, SERV | <i>Ongoing</i> |  |
| 3. Make decision and advise post, Security, SERV and PPT office | <i>Ongoing</i> |  |

ORDER-IN-COUNCIL APPOINTMENTS

Delivery Standard

| | | |
|---|--------------------|---|
| 1. Liaise with PCO on OIC and entry of new appointees | <i>Ongoing</i> |  |
| 2. Develop and carry out briefing program | <i>As required</i> |  |
| 3. Liaise with Pay to ensure action is taken on new pay orders; maintain records | <i>As required</i> |  |



PERSONNEL MANAGEMENT BUREAU
5. Executive Pool/Heads of Mission
Division

**PERSONNEL
MANAGEMENT
BUREAU**

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive Pool/
Heads of Mission
Division

Services Centre

Employee
Assistance
Program

INFORMATION MANAGEMENT

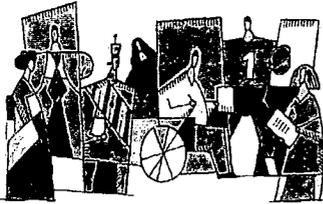
Delivery Standard

| | | |
|--|--|--|
| 1. Update PeopleSoft relating to moves, new information | <i>Ongoing</i> | |
| 2. Make amendments to PCFs | <i>Within 5 days of receipt of correct information</i> | |
| 3. Respond to enquiries from missions/divisions/employees on personnel issues | <i>Initial response within 2 days</i> | |
| 4. Prepare Signet messages on notice of death, letters of condolence | <i>ASAP following confirmation of information & background</i> | |
| 5. Prepare letters of congratulations on 25/35 years of service | <i>As required</i> | |

POLICY DEVELOPMENT & ADVICE

Delivery Standard

| | | |
|---|--------------------|--|
| 1. Provide input or develop policy on a broad range of issues related to Human Resources | <i>As required</i> | |
| 2. Provide advice on Terms and Conditions of Employment for EX to management | <i>As required</i> | |
| 3. Determine Acting Pay in conjunction with HPF | <i>As required</i> | |
| 4. Manage Executive Employment Transition policy | <i>As required</i> | |



PERSONNEL MANAGEMENT BUREAU

6. Services Centre

PERSONNEL MANAGEMENT BUREAU

Overview

Assignments Division

Recruitment, Counselling & Promotion Division

FSD Policy & Administration Division

Executive Pool/Heads of Mission Division

Services Centre

Employee Assistance Program

The **Services Centre (SERV)** provides a variety of programs and services to assist employees and their families to prepare for assignments overseas and on return to Canada. This includes managing the entire relocation process to, from and within Canada, and advising on benefits such as the Foreign Service directives, medical insurance, travel claims, family issues, and education information. The Centre also manages DFAIT's awards and recognition program.

Briefings and workshops are offered, covering a wide range of topics such as preparing for your overseas moves, managing your property, financial planning, taxation and customs, taking your teens abroad, care for elderly family members, staying healthy abroad, protocol, and retirement planning. There is also a series of workshops for spouses on topics such as job search, self-employment, portable careers, and community co-ordinators.

The Centre also provides a **resource centre** with reference documents, computers, telephones and a fax machine which are accessible to employees and dependants for their transition period. The centre is easily accessible from the main lobby and is open from 8:00 to 5:00. It also houses EAP counselling (HPDA), Career counselling (HPC), Security Cards (ISRG), Official Passports and visa photos services (ISRG), and the Foreign Service Community Association (FSCA).

Below we outline the service standards to which the Division has committed, under each service area.

The services areas include:

- **Resource Centre and Reference Material;**
- **Administrative Information and Services;**
- **Education Information and Counselling;**
- **Briefings and Workshops;**
- **Spousal Employment;**
- **Awards and Recognition Program;**
- **Medical Appointment Coordination; and**
- **Domestic Relocations.**



PERSONNEL MANAGEMENT BUREAU

6. Services Centre

PERSONNEL MANAGEMENT BUREAU

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive
Pool/Heads of
Mission Division

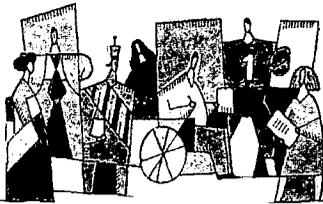
Services
Centre

Employee
Assistance
Program

RESOURCE CENTRE & REFERENCE MATERIAL

Delivery Standard

| | |
|--|--|
| <p>1. Resource centre accessible to employees/spouses with on-line computers and telephones available</p> | <p>Open from 08:00 to 17:00, Monday to Friday</p>  |
| <p>2. Field general questions from government employees and dependents on services provided by the bureau</p> | <p>Walk-in - Immediate response Phone - within 1 day E-mail - within 2 days</p>  |
| <p>3. Post mission reports onto the Departmental intranet</p> | <p>Available on-line</p>  |
| <p>4. Provide "Orientation to the Department" booklet and video</p> | <p>Available in the Centre</p>  |
| <p>5. Maintain reference material on mission locations (books, maps, videos)</p> | <p>Phone - within 1 day</p>  |
| <p>6. Maintain various administrative forms (Sun Life/Great West Life forms, physician forms, direct deposit, collective agreements, pension information, pay rates, Code of Conduct and Conflict of Interest forms, Departmental Health and Safety policy)</p> | <p>Available in the Centre Phone - within 1 day</p>  |
| <p>7. Provide visa forms/requirements, passport applications, passport photos</p> | <p>Forms available in the Centre Photo service available from 09:00 to 16:00</p>  |
| <p>8. Passport office courier drop-off/pick-up for official passports</p> | <p>Two runs per day (11:00 & 15:00)</p>  |



PERSONNEL MANAGEMENT BUREAU

6. Services Centre

PERSONNEL MANAGEMENT BUREAU

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive
Pool/Heads of
Mission Division

Services
Centre

Employee
Assistance
Program

ADMINISTRATIVE INFORMATION & SERVICES

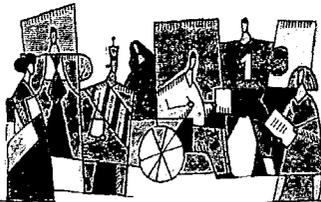
Delivery Standard

| | |
|---|--|
| <p>1. Provide information and guidance to employees on meal, accommodation and exchange rates, moving/storage companies, removal/storage of personal effects, transportation, FSD benefits and entitlements</p> | <p>Walk-in - Immediate response </p> <p>Phone - acknowledge within 2 days</p> <p>E-mail - acknowledge within 2 days; 5 days (May-October)</p> |
| <p>2. Provide guidance on completing travel claims, direct funds transfer and processing posting loans</p> | <p>Same as above </p> |
| <p>3. Refer clients to proper division/contact person on issues not handled by SERV</p> | <p>As required </p> |
| <p>4. Coordinate incoming and outgoing relocation, as well as monitoring the employee's shipment, includes briefing employees on FSD benefits while overseas, issuing posting loan, travel advance and incidental relocation allowance, customs procedures</p> | <p>Schedule appointment when PCF is issued (more than 1 interview usually required) </p> <p>Transit time for HHE varies for each mission</p> <p>15 days to process any request for payment, if all documents provided</p> |

EDUCATION INFORMATION & COUNSELLING

Delivery Standard

| | |
|--|---|
| <p>1. Provide up-to-date information and professional counselling on types of schools abroad and at HQ, domestic and international programs</p> | <p>Information provided within 2 days </p> <p>Counselling by appointment; time required varies</p> |
| <p>2. Provide information on education along with links to web sites</p> | <p>Education information available on-line </p> |
| <p>3. Process FSD33 claims (Lycee Claudel)</p> | <p>10 days to process claims, if all required documents provided plus </p> <p>15 more days to receive payment from PWGSC</p> |



PERSONNEL MANAGEMENT BUREAU

6. Services Centre

PERSONNEL MANAGEMENT BUREAU

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive
Pool/Heads of
Mission Division

Services
Centre

Employee
Assistance
Program

BRIEFINGS & WORKSHOPS

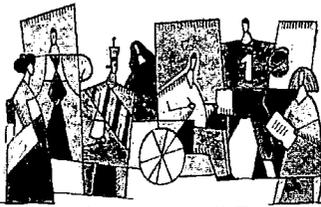
Delivery Standard

| | | |
|--|--|--|
| 1. Pre-posting briefings - briefings and workshops related to the needs of rotational employees and their families | Confirmation of registration within 2 days Program offered from mid-February to end of June | |
| 2. Re-entry briefings - briefings and workshops related to the needs of rotational employees and their families | Confirmation of registration within 2 days Offered from mid-September to mid-November | |
| 3. Spousal workshops - offered to spouses of rotational employees or employees assigned on single assignments to assist in finding employment while abroad and when returning to Canada | Confirmation of registration within 2 days Offered from mid-February to June and from mid-September to mid-November | |
| 4. Retirement workshops - offered to employees and spouses to assist in their preparation for retirement | Confirmation of registration within 2 days Offered from mid-September to end of March | |

SPOUSAL EMPLOYMENT

Delivery Standard

| | | |
|--|---|--|
| 1. Provide information and assistance on job placements, building work search skills and networking | Acknowledge request within 2 days | |
| 2. Provide password and guidance on how to post resumes on the spousal databank | Acknowledge request within 2 days | |
| 3. Provide information, guidance and funding to missions hiring a community coordinator | Acknowledge request within 2 days | |
| 4. Provide audits and assistance to spouses regarding FSD17 claims | 5 days to process claims, if all documents provided 15 more days to receive payment from PWGSC | |
| 5. Provide information and guidance to managers on the spousal databank | Within 2 days | |



PERSONNEL MANAGEMENT BUREAU
6. Services Centre

**PERSONNEL
 MANAGEMENT
 BUREAU**

Overview

Assignments
 Division

Recruitment,
 Counselling &
 Promotion
 Division

FSD Policy &
 Administration
 Division

Executive
 Pool/Heads of
 Mission Division

Services
 Centre

Employee
 Assistance
 Program

SPOUSAL EMPLOYMENT cont'd

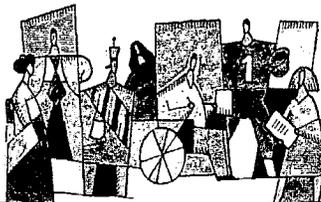
Delivery Standard

| | |
|---|---|
| <p>6. Provide assistance in the completion of security clearances for spouses of rotational employees</p> | <p><i>Reviewed within 5 days if all reference checks can be reached and documents are properly completed ISRG requires 6 months to process clearance</i></p>  |
| <p>7. Provide career counselling for spouses returning from post (through KPMG) - offered after completion of "Job Search Seminar" in the fall</p> | <p><i>5 hours of counselling scheduled directly with KPMG after Seminar - must be used within 6 months</i></p>  |

AWARDS & RECOGNITION PROGRAM

Delivery Standard

| | |
|---|---|
| <p>1. Respond to enquiries from employees, managers and divisions regarding eligibility for the different awards</p> | <p><i>Acknowledged within 2 days</i></p>  |
| <p>2. Coordinate the nomination and selection process of award winners</p> | <p><i>Nominations for the various awards are advertised throughout the year</i></p>  |
| <p>3. Coordinate the selection and purchase of awards</p> | <p><i>Ceremonies held throughout the year</i></p>  |
| <p>4. Organize the awards ceremony</p> | <p><i>Ceremonies held throughout the year</i></p>  |
| <p>5. Coordinate and organize Long Service Awards</p> | <p><i>Ceremonies held twice a year (June and December)</i></p>  |
| <p>6. Coordinate and process Retirement Certificates</p> | <p><i>15 days to process</i></p>  |



PERSONNEL MANAGEMENT BUREAU

6. Services Centre

PERSONNEL MANAGEMENT BUREAU

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive
Pool/Heads of
Mission Division

Services
Centre

Employee
Assistance
Program

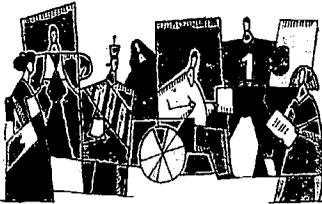
MEDICAL APPOINTMENT COORDINATION *Delivery Standard*

| | |
|---|--|
| <p>1. Arrange medical appointments with Occupational Health and Safety Agency (Health Canada) for DFAIT/ administrative arrangement personnel, assigned to and returning from abroad</p> | <p><i>Within 5 days of on-line request (PeopleSoft)</i></p> <p><i>Approximately 20 days for Health Canada to confirm results</i></p>  |
| <p>2. Liaise between Department, divisions, employees and Occupational Health and Safety Agency (Health Canada)</p> | <p><i>Preliminary reply within 2 days of initial request</i></p>  |

DOMESTIC RELOCATIONS

Delivery Standard

| | |
|--|--|
| <p>1. Coordinate relocations within Canada for new recruits, employees and their families</p> | <p><i>Schedule appointment within 5 days of receipt of travel authority (usually require more than 1 interview)</i></p> <p><i>Transit time of HHE effects will vary depending on location</i></p>  |
| <p>2. Provide financial disbursements to new recruits and employees for relocation</p> | <p><i>Contact client within 2 days of receiving letter of offer</i></p>  |
| <p>3. Provide guidance with claims for accountable advances</p> | <p><i>Respond to initial enquiry within 2 days</i></p>  |



PERSONNEL MANAGEMENT BUREAU

7. Employee Assistance Program

PERSONNEL MANAGEMENT BUREAU

Overview

Assignments Division

Recruitment, Counselling & Promotion Division

FSD Policy & Administration Division

Executive Pool/Heads of Mission Division

Services Centre

Employee Assistance Program

The mandate of the **Employee Assistance Program (HPDA)** is to conserve and promote the mental health and general well-being of the employees and family members of this Department and of the international component of the Department of Citizenship and Immigration, and in doing so, help employees achieve and maintain their optimum level of work performance and work-family life balance.

The EAP provides counselling services for all employees, both Canada-based and locally engaged staff (LES), and family members, on personal and work-related problems. The most common personal problems addressed are family/marital, psychological/emotional, alcohol/drug abuse, health, financial and legal difficulties. Work-related problems include job stress, interpersonal conflicts/harassment, and career orientation.

Counsellors provide a wide variety of advice, consultation and coaching services for managers/supervisors on how to deal with a difficult employee or situation and in a more general way, on how to improve their human resources management skills.

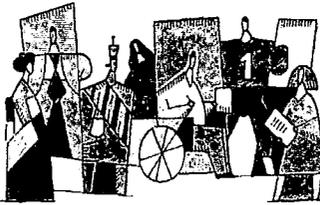
The EAP counsellors also provide **Critical Incident Stress Debriefings (CISD)** for those who have experienced a critical incident. Such incidents are events or situations which are considered to be outside normal human experience, such as political coups, civil war, natural disaster, or assault.

In addition, they develop and deliver briefings and training programs and organize noon-hour sessions.

Below we outline the service standards to which the Division has committed, under each service area.

The services areas include:

- **Counselling Services;**
- **Executive Coaching and Consultation;**
- **Critical Incident Stress Debriefings;**
- **EAP Training/Information Sessions; and**
- **Conduct Mission Visits.**



PERSONNEL MANAGEMENT BUREAU

7. Employee Assistance Program

PERSONNEL MANAGEMENT BUREAU

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive
Pool/Heads of
Mission Division

Services Centre

Employee
Assistance
Program

COUNSELLING SERVICES

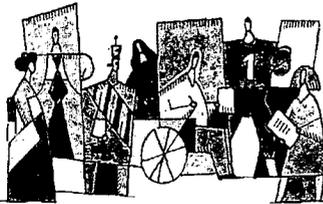
Delivery Standard

| | |
|---|---|
| <p>1. Provide assessment, short-term counselling, referral to community resources and follow-up services for Canada-based employees and LES and family members on personal and work-related problems</p> | <p style="text-align: center;"><i>Same-day service or within 2 days. Emergency appointments accepted.</i></p> <div style="text-align: right;"></div> |
|---|---|

EXECUTIVE COACHING & CONSULTATION

Delivery Standard

| | |
|---|--|
| <p>1. Provide advice, consultation and coaching services to supervisors/managers on how to deal with difficult/troubled employees (such as employees whose personal problems are affecting work performance) and/or difficult situations (such as reorganizations, UCS implementation)</p> | <p style="text-align: center;"><i>Same day service or within 2 days</i></p> <div style="text-align: right;"></div> |
| <p>2. Offer one-on-one coaching for managers/supervisors in HR management skills</p> | <p style="text-align: center;"><i>Same day service or within 2 days</i></p> <div style="text-align: right;"></div> |
| <p>3. Assist managers/supervisors with team-building by looking at their practices and processes, removing barriers to service delivery, and conflict resolution</p> | <p style="text-align: center;"><i>Same day service or within 2 days for initial consultation</i> <i>Timing to be determined for implementation of activities</i></p> <div style="text-align: right;"></div> |



PERSONNEL MANAGEMENT BUREAU

7. Employee Assistance Program

PERSONNEL MANAGEMENT BUREAU

Overview

Assignments
Division

Recruitment,
Counselling &
Promotion
Division

FSD Policy &
Administration
Division

Executive
Pool/Heads of
Mission Division

Services Centre

Employee
Assistance
Program

CRITICAL INCIDENT STRESS DEBRIEFINGS

Delivery Standard

1. Provide psychological debriefings designed to prevent employees who have experienced a critical incident from developing long-term stress reactions

➔ One-on-one debriefing

*Same day service or
within 2 days*



➔ Group debriefing

Timing to be determined

EAP TRAINING/INFORMATION SESSIONS Delivery Standard

1. Conduct information sessions for new, returning and pre-posting employees, designed to help them adjust to new situations and provide information on EAP services

On request



2. Develop/conduct training sessions on EAP-related issues

As requested



MISSION VISITS

Delivery Standard

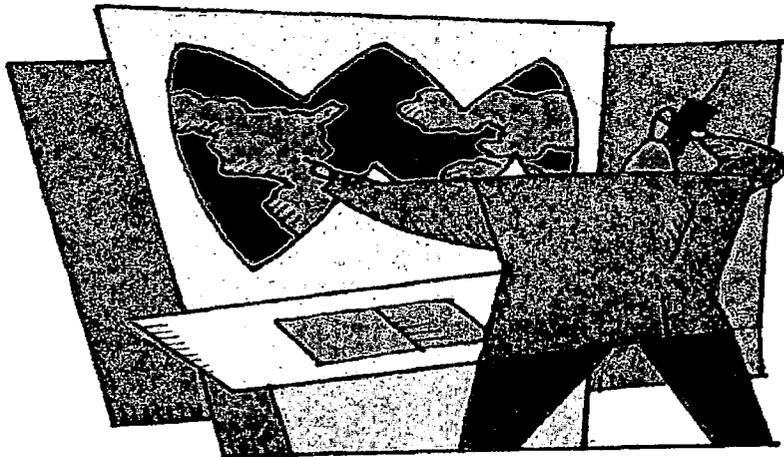
1. Conduct Mission visits - all of the above EAP services are available to our Missions

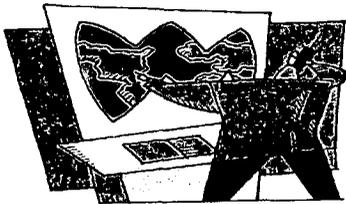
As requested



***Detailed Service
Standards***

**CANADIAN
FOREIGN SERVICE
INSTITUTE**





CANADIAN FOREIGN SERVICE INSTITUTE

1. Overview

CANADIAN FOREIGN SERVICE INSTITUTE

Overview

Centre for
Language
Training

Centre for
International
Affairs Learning &
Management
Development

Centre for
Corporate
Services Learning

Centre For
Intercultural
Learning

Management
Services

The **Canadian Foreign Service Institute** ensures the provision of relevant, effective and timely learning activities and organizational development services. It strives to meet the job and career-related needs of headquarters employees, as well as those of Canada-based and locally-engaged staff at missions abroad.

QUALITATIVE STANDARDS

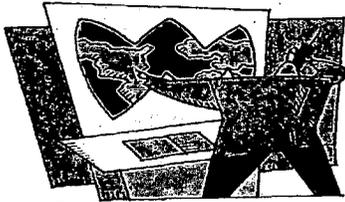
The Institute applies the widely-accepted standards of the **Systems Approach to Training** in order to provide high quality service in each of the following established training disciplines:

- **Needs Analysis**

- a proactive approach is taken to anticipate and determine the training needs of the Department;
- a consultative process is maintained with clients, mutual agreement is established on timelines and expected results;
- data is obtained through a wide variety of methodologies, such as personal interviews, focus groups, survey instruments, audit reports and other documentation;
- data is thoroughly analyzed in order to establish realistic and measurable learning objectives; and
- learning objectives are reviewed and endorsed by senior management and business-line stakeholders.

- **Design and Development**

- training design is governed by the requirement to provide the most efficient and effective means of attaining the learning objectives;
- best practices and innovative techniques of adult learning are incorporated;
- activities are included to engage learners and provide them with opportunities to demonstrate and practice the required competency;
- customized training is designed to meet unique requirements of specific organizational units;
- course materials are designed to serve as reference resources and job aids; and
- course content is regularly reviewed by subject-matter experts to ensure accuracy and appropriateness.



CANADIAN
FOREIGN
SERVICE
INSTITUTE

Overview

Centre for
Language
Training

Centre for
International
Affairs Learning &
Management
Development

Centre for
Corporate
Services Learning

Centre For
Intercultural
Learning

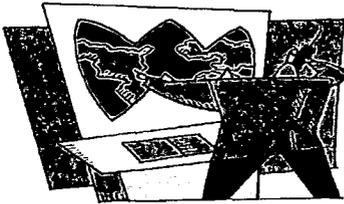
Management
Services

• **Delivery**

- one or more pilot deliveries are carried out to assess the effectiveness of training materials and ensure learning objectives are met;
- a delivery schedule is established and published in advance in order to ensure timely notice of training offerings;
- a variety of techniques are employed to regularly advise staff of new and existing training opportunities;
- employees are advised of registration procedures and provided with confirmation of enrollment within 48 hours of receipt of application;
- employees are reminded of course enrollment a few days prior to delivery;
- participants are provided with a course outline and advised of learning objectives;
- all necessary equipment and supplies are provided to support the learning process;
- individual development is supported through the provision of funded programs;
- applications are responded to within 48 hours of receipt; and
- data is collected and maintained on all course registration and participation.

• **Evaluation and Validation**

- all deliveries are evaluated to determine that learning objectives have been achieved;
- follow-up assessments are carried out to establish the retention of learning and longer term benefits of training;
- course content and effectiveness is regularly validated to identify revision requirements for future deliveries;
- an annual evaluation of departmental training activities is carried out in partnership with the Departmental Inspector General; and
- all evaluation data is analyzed to ensure the continued effectiveness of training interventions and satisfaction of participants.



ORGANIZATIONAL STRUCTURE OF THE INSTITUTE

CFSI consists of four Learning Centres and Management Services for the Institute:

- **Centre For Language Training (CFSL);**
- **Centre For International Affairs Learning And Management Development (CFSD);**
- **Centre For Corporate Services Learning (CFSS);**
- **Centre For Intercultural Learning (CFSC); and**
- **Management Services.**

The service delivery structure will be described in the following pages and the service standards will be listed by types of services within each of the Learning Centres and Management Services.

**CANADIAN
FOREIGN
SERVICE
INSTITUTE**

Overview

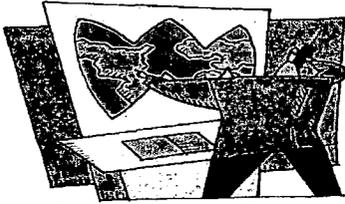
Centre for
Language
Training

Centre for
International
Affairs Learning &
Management
Development

Centre for
Corporate
Services Learning

Centre For
Intercultural
Learning

Management
Services



CANADIAN FOREIGN SERVICE INSTITUTE 2. Centre for Language Training

CANADIAN FOREIGN SERVICE INSTITUTE

Overview

Centre for
Language
Training

Centre for
International
Affairs Learning &
Management
Development

Centre for
Corporate
Services Learning

Centre For
Intercultural
Learning

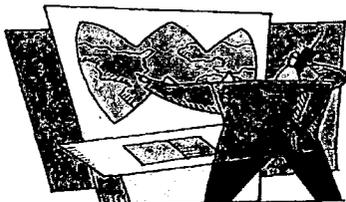
Management
Services

The **Centre for Language Training (CFSL)** offers foreign language courses in 42 languages, in addition to training in official languages. Courses are offered throughout the year, either on a full or part-time basis, or through distance training. The successful completion of foreign language courses is evaluated by a battery of tests developed and administered by the Testing Unit. Students can benefit from new training technologies by using the multimedia laboratory and the Virtual Campus.

Below we outline the service standards to which the Division has committed, under each service area.

The service areas include:

- **Client Services;**
- **Course Development and Teaching;**
- **Testing;**
- **Validation and Quality Control; and**
- **Program Offerings.**



CANADIAN FOREIGN SERVICE INSTITUTE

2. Centre for Language Training

CANADIAN FOREIGN SERVICE INSTITUTE

Overview

Centre for Language Training

Centre for International Affairs Learning & Management Development

Centre for Corporate Services Learning

Centre For Intercultural Learning

Management Services

CLIENT SERVICES

Delivery Standard

| | |
|---|---|
| 1. Respond to candidates' requests for information and placement tests | <i>Within 2 days</i>  |
| 2. Send out course confirmation | <i>At least 10 days prior to course</i>  |

COURSE DEVELOPMENT & TEACHING

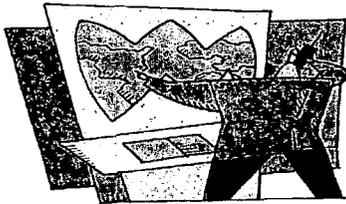
Delivery Standard

| | |
|--|---|
| 1. Conduct needs analysis to help define course content | <i>As required</i>  |
| 2. Conduct surveys to verify student needs around course calendars and scheduling | <i>Periodically</i>  |
| 3. Update course plans, based on results of needs analysis | <i>Regularly</i>  |
| 4. Teachers are native speakers, trained in the communicative approach | <i>Requirements for all teachers</i>  |
| 5. Teaching is supported by up-to-date teaching materials | <i>Textbooks, software, reference material & electronic resources</i>  |

TESTING

Delivery Standard

| | |
|--|---|
| 1. Conduct placement tests to determine proficiency level and form homogeneous groups | <i>For all non-beginners</i>  |
| 2. Conduct testing during training | <i>All full-time students tested periodically</i>  |
| 3. Conduct proficiency testing at the end of training | <i>All full-time students</i>  |



CANADIAN FOREIGN SERVICE INSTITUTE

2. Centre for Language Training

CANADIAN FOREIGN SERVICE INSTITUTE

Overview

Centre for Language Training

Centre for International Affairs Learning & Management Development

Centre for Corporate Services Learning

Centre For Intercultural Learning

Management Services

VALIDATION & QUALITY CONTROL

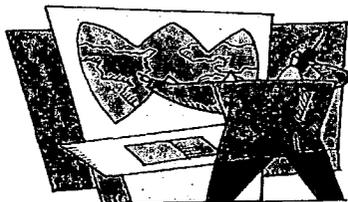
Delivery Standard

| | |
|---|---|
| 1. Language Training Advisors conduct classroom observations | |
| <ul style="list-style-type: none"> ➔ Long-term courses ➔ Short-term courses | <p>At least once per month Once or twice for duration</p>  |
| 2. Evaluate training received at the end of each course | <p>All students must complete a detailed questionnaire</p>  |
| 3. Analyze course evaluation results and forward to the training provider | <p>Provider must make necessary adjustments in future courses</p>  |
| 4. Validate course content and adjust course plans accordingly | <p>Every 2 years</p>  |

PROGRAM OFFERINGS

Delivery Standard

| | |
|--|--|
| 1. Foreign Languages Pre-Departure Courses - Long-term | |
| <ul style="list-style-type: none"> ➔ Available in 8 languages: Arabic, Chinese, German, Italian, Japanese, Portuguese, Russian and Spanish ➔ Offered to employees required to reach an advanced level of proficiency in a language to perform their duties abroad ➔ Missions determine which positions require this advanced level; assignment officers select participants | <p>Courses last from 6 months to 2 years, depending on difficulty</p> <p>Courses 1 year or longer begin in early September</p> <p>Others start at various dates, depending on client availability and course duration</p> <p>Candidates pre-tested to determine language aptitude and learning style</p>  |
| 2. Foreign Languages Pre-Departure Courses - Short-term (Social Integration) | |
| <ul style="list-style-type: none"> ➔ Intended for employees who have been assigned abroad and their families (spouse and children over 14) ➔ Content based on everyday living situations and aimed at facilitating social integration | <p>Group courses available in 42 languages</p> <p>Duration of 1-3 months depending on difficulty</p> <p>Offered from February to August, following pre-established calendar</p>  |



CANADIAN FOREIGN SERVICE INSTITUTE

2. Centre for Language Training

CANADIAN FOREIGN SERVICE INSTITUTE

Overview

Centre for Language Training

Centre for International Affairs Learning & Management Development

Centre for Corporate Services Learning

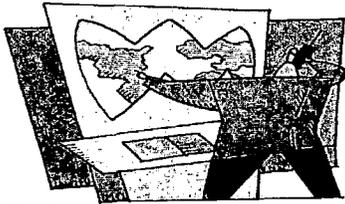
Centre For Intercultural Learning

Management Services

PROGRAM OFFERINGS *cont'd*

Delivery Standard

| PROGRAM OFFERINGS <i>cont'd</i> | | Delivery Standard |
|--|---|---|
| 3. Foreign Languages - Linguistic Immersion Abroad | | |
| <ul style="list-style-type: none"> ➔ Offered in Mexico, Italy, Germany, Jordan, Japan and China ➔ Available to employees who are (or will be) posted abroad and who have attained an intermediate level of proficiency in the target language ➔ CFSL selects schools, sets training criteria and develops training programs ➔ CFSL administers and evaluates the program | <p><i>Duration of 2-6 weeks</i></p> <p><i>Employees participate during long-term language training or en route to the assigned mission</i></p> <p><i>Employees at Post may attend the training during the first half of their posting, in certain cases</i></p> <p><i>Family residence is compulsory where possible</i></p> <p><i>CFSL maintains regular contact with providers to ensure quality</i></p> |  |
| 4. Foreign and Official Languages - Maintenance Training | | |
| <ul style="list-style-type: none"> ➔ Offered in Spanish, Arabic, Japanese, Mandarin, Italian, Portuguese, German and Russian ➔ Help employees and spouses develop or maintain their language skills in both official languages and in the most commonly taught foreign languages | <p><i>Group courses offered 2 hours per week</i></p> <p><i>Mid-September to end of May</i></p> <p><i>Students in part-time courses are given proficiency test at end of course if warranted by length of training</i></p> |  |
| 5. Foreign and Official Languages - Distance Training | | |
| <ul style="list-style-type: none"> ➔ Currently offered in English, French, Arabic, Japanese, Spanish, Mandarin, German and Italian ➔ Focus on reading and writing skills for employees who already have some knowledge of the target language ➔ Offered by E-mail or through the Virtual Campus | <p><i>8-week sessions</i></p> <p><i>Begin in September, January and April</i></p> <p><i>Candidates given pre-test to determine proficiency level</i></p> <p><i>Homework assigned weekly, corrected and annotated by teacher</i></p> |  |



CANADIAN FOREIGN SERVICE INSTITUTE

2. Centre for Language Training

CANADIAN FOREIGN SERVICE INSTITUTE

Overview

Centre for Language Training

Centre for International Affairs Learning & Management Development

Centre for Corporate Services Learning

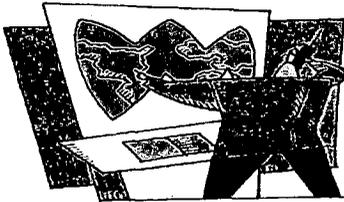
Centre For Intercultural Learning

Management Services

PROGRAM OFFERINGS *cont'd*

Delivery Standard

| | |
|---|--|
| 6. Foreign and Official Languages - Training Outside Working Hours | |
| <ul style="list-style-type: none"> Under certain conditions, employees can obtain partial reimbursement of the cost of training in official or foreign languages | <p><i>Training requests may be submitted at any time throughout the year</i></p>  |
| 7. Foreign Languages - Mission-Based Training | |
| <ul style="list-style-type: none"> Under certain conditions, CFSL allocates funds to missions wishing to purchase language training in official or foreign languages | <p><i>Missions must submit funding requests in the summer</i></p> <p><i>Courses generally offered from October to April</i></p>  |
| 8. Official Languages - Long-term Training | |
| <ul style="list-style-type: none"> Offered to employees who must reach a certain level of proficiency in French or English to meet the requirements of their position CFSL ensures courses given by Language Training Canada are meeting needs of employees | <p><i>Based on Official Languages Policy, can last up to a year</i></p> <p><i>Most courses given by Language Training Canada</i></p> <p><i>CFSL organizes some courses in French, offered at DFAIT</i></p>  |



CANADIAN FOREIGN SERVICE INSTITUTE

3. Centre for International Affairs Learning & Management Development

CANADIAN FOREIGN SERVICE INSTITUTE

Overview

Centre for
Language
Training

Centre for
International
Affairs
Learning &
Management
Development

Centre for
Corporate
Services Learning

Centre For
Intercultural
Learning

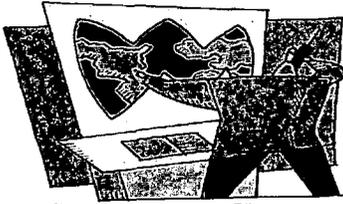
Management
Services

The **Centre for International Affairs Learning and Management Development (CFSD)** provides a setting where professional learning is organized, in close partnership with DFAIT sectorial managers and experts, to help support DFAIT business lines. The areas of specialization at the Centre include: management development, organizational development, core foreign service skills, international business development, trade and economic policy, international security and cooperation, and public diplomacy.

Below we outline the service standards to which the Division has committed, under each service area.

The service areas include:

- **General Enquiries;**
- **Customization of Existing Courses;**
- **New Course Development;**
- **Organizational Development; and**
- **Individual Professional Training and Course Offerings.**



CANADIAN FOREIGN SERVICE INSTITUTE
3. Centre for International Affairs
Learning & Management Development

**CANADIAN
FOREIGN
SERVICE
INSTITUTE**

Overview

Centre for
Language
Training

Centre for
International
Affairs
Learning &
Management
Development

Centre for
Corporate
Services Learning

Centre For
Intercultural
Learning

Management
Services

GENERAL ENQUIRIES

Delivery Standard

| | |
|--|---|
| 1. Provide information on existing courses - content, suitability, availability | 1 day  |
|--|---|

CUSTOMIZATION OF EXISTING COURSES

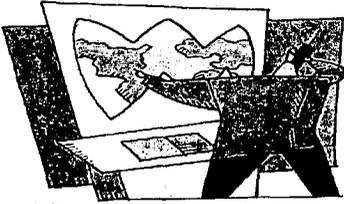
Delivery Standard

| | |
|--|---|
| 1. Respond to request for information | 1 day  |
| 2. Conduct in-depth needs analysis, including interviews and focus group(s) | <i>Negotiated with client based on agreed timeline</i> <i>Follow-up done in 4-6 months</i>  |

NEW COURSE DEVELOPMENT

Delivery Standard

| | |
|---|---|
| 1. Respond to request for information | 1 day  |
| 2. Conduct preliminary analysis | 7 days  |
| 3. Conduct in-depth analysis, including surveys, focus group(s) and validation of findings | <i>Negotiated on a case-by-case basis</i>  |



CANADIAN FOREIGN SERVICE INSTITUTE
3. Centre for International Affairs
Learning & Management Development

**CANADIAN
 FOREIGN
 SERVICE
 INSTITUTE**

Overview

Centre for
 Language
 Training

Centre for
 International
 Affairs
 Learning &
 Management
 Development

Centre for
 Corporate
 Services Learning

Centre For
 Intercultural
 Learning

Management
 Services

ORGANIZATIONAL DEVELOPMENT

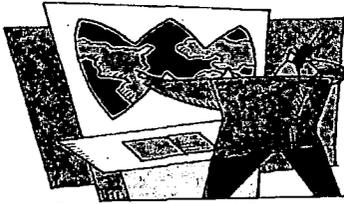
Delivery Standard

| | |
|--|---|
| 1. Retreats, organizational issues and communications within a group | |
| <ul style="list-style-type: none"> ➤ Respond to initial request for information ➤ Establish objectives, possible analysis through survey tool | <p>1 day</p> <p><i>Negotiated with client</i> <i>Follow-up in 3 months</i></p> |
| 2. Team-building | |
| <ul style="list-style-type: none"> ➤ Respond to initial request for information ➤ Conduct analysis, including interviews and/or survey | <p>1 day</p> <p><i>Negotiated with client</i> <i>Follow-up in 3 months</i></p> |
| 3. Strategic planning | |
| <ul style="list-style-type: none"> ➤ Respond to initial request for information ➤ Conduct analysis with client ➤ Analysis of documents and interviews | <p>1 day</p> <p><i>Negotiated with client</i></p> |

INDIVIDUAL PROFESSIONAL TRAINING (IPT) & COURSE OFFERINGS

Delivery Standard

| | |
|--|--|
| 1. Respond to initial request for information | <p>1 day</p> |
| 2. Process and approve requests | <p>3 days after receipt of complete application</p> |
| 3. Public Diplomacy | |
| <ul style="list-style-type: none"> ➤ Employees requiring this specific training participate in a customized programme focused on advocate methods for the systematic promotion of specific Canadian interests | <p><i>Courses reviewed and updated annually</i></p> <p><i>Presented by SMEs</i></p> <p><i>Use engaging learning techniques and provide useful resource materials</i></p> |



CANADIAN FOREIGN SERVICE INSTITUTE
3. Centre for International Affairs
Learning & Management Development

**CANADIAN
FOREIGN
SERVICE
INSTITUTE**

Overview

Centre for
Language
Training

Centre for
International
Affairs
Learning &
Management
Development

Centre for
Corporate
Services Learning

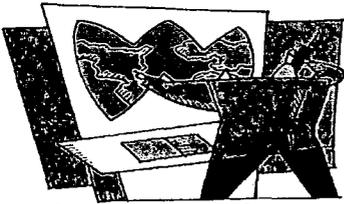
Centre For
Intercultural
Learning

Management
Services

COURSE OFFERINGS

Delivery Standard

| 4. International Business Development/Trade/Economic Policy | |
|--|---|
| <ul style="list-style-type: none"> ➤ Specialized training in areas including Bilateral and Multilateral Negotiations, Economic Diplomacy, and Trade Policy and Market Access, custom-made for DFAIT employees | <p><i>Courses reviewed and updated annually</i></p> <p><i>Presented by SMEs</i></p> <p><i>Use engaging learning techniques and provide useful resource materials</i></p>  |
| 5. International Security and Cooperation | |
| <ul style="list-style-type: none"> ➤ Courses on Canada-U.S. Relations, Canadian Foreign Policy, Conflict Prevention, Human Rights, International Security, International Law, Multilateral Diplomacy, Political/Economic Practice and a preparatory course for U.N.G.A., customized for DFAIT employees | <p><i>Offered to targeted audiences</i></p> <p><i>Reviewed and updated annually</i></p> <p><i>Presented by SMEs</i></p> <p><i>Use lively training techniques and provide useful resources materials</i></p>  |
| 4. Management Development and Leadership | |
| <ul style="list-style-type: none"> ➤ Managing Staff Abroad, the Middle Management Development Programme, Supervisory Development, Strategic Leadership ➤ Directors Orientation Programme, Heads of Mission Programme and Program Managers Abroad Programme | <p><i>Offered to managers at all levels, at HQ and abroad</i></p> <p><i>Offered to well-defined group of managers with specific responsibilities</i></p> <p><i>All courses reviewed and updated annually</i></p> <p><i>Intensive, customized training, using engaging learning techniques, presented by skilled experts</i></p>  |
| 5. Core Competencies for Officers | |
| <ul style="list-style-type: none"> ➤ Offers fundamentals in such areas as Oral Communication, Project Management and Writing Strategically | <p><i>Customized training delivered by experts</i></p> <p><i>Stimulating atmosphere, active training techniques</i></p> <p><i>Courses reviewed and updated annually</i></p>  |



CANADIAN FOREIGN SERVICE INSTITUTE

4. Centre for Corporate Services Learning

CANADIAN FOREIGN SERVICE INSTITUTE

Overview

Centre for
Language
Training

Centre for
International
Affairs Learning &
Management
Development

Centre for
Corporate
Services
Learning

Centre For
Intercultural
Learning

Management
Services

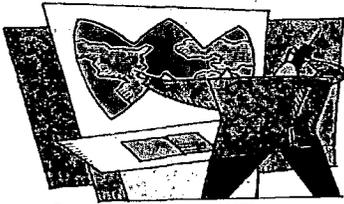
The **Centre for Corporate Services Learning (CFSS)** is responsible for the analysis, development, design, delivery and evaluation of training for: information management technology, integrated management system (IMS), corporate services (personnel administration, contracting, grants & contributions, foreign service directives, health and safety, property and materiel, financial management), entry level Management Consular Officers, Information Assistant Certificate Programme and Locally Engaged Staff.

The division also funds consular training, SERV pre-retirement courses, and some security training.

Below we outline the service standards to which the Centre has committed, for each program it offers.

The service areas include:

- **Program Offerings.**



CANADIAN FOREIGN SERVICE INSTITUTE
4. Centre for Corporate Services
Learning

**CANADIAN
FOREIGN
SERVICE
INSTITUTE**

Overview

Centre for
Language
Training

Centre for
International
Affairs, Learning &
Management
Development

Centre for
Corporate
Services
Learning

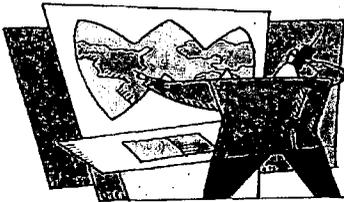
Centre For
Intercultural
Learning

Management
Services

PROGRAM OFFERINGS

Delivery Standard

| PROGRAM OFFERINGS | | Delivery Standard |
|---|--|--------------------------|
| 1. Entry-level MCO Program | | |
| <ul style="list-style-type: none"> ➔ Core Programme and stream-specific training ➔ Stream-specific subjects include Financial Management, Personnel Administration and Property Management | <p><i>Offered September-May</i> <i>Well-designed, bilingual, job-related material</i> <i>High calibre trainers</i> <i>Case studies, exercises & course evaluations</i></p> | |
| 2. LES In-Canada Program | | |
| <ul style="list-style-type: none"> ➔ Provides LES with valuable first-hand experience of Canadian culture and HQ environment and expanded understanding of being part of a global operation resulting in increased operational effectiveness ➔ Offers the opportunity to receive classroom instruction, on-site expertise, and face-to-face time with HQ contacts to promote effective teamwork between HQ and missions | <p><i>Delivered in Canada</i> <i>Each course is specific to designated target group</i> <i>Offered September-May</i> <i>In French & English</i> <i>Well-designed, job-related material</i> <i>High calibre trainers/SMEs</i> <i>Case studies, exercises & course evaluations</i></p> | |
| 3. Integrated Management System Programme | | |
| <ul style="list-style-type: none"> ➔ Offered to critical users in HQ and at missions, with a competency exam administered at the end ➔ Consists of many courses available in classroom or by Distant Learning | <p><i>Offered on as-required basis</i> <i>Well-designed, bilingual, job-related material</i> <i>High calibre trainers</i> <i>Course evaluations</i></p> | |
| 4. Information Management and Technology Programme | | |
| <ul style="list-style-type: none"> ➔ Consists of courses related to information management and the SIGNET desktop tools ➔ Made available through CFSI Virtual | <p><i>Each course offered at least every 2 months in English and French</i> <i>Well-designed, bilingual, job-related material</i> <i>High calibre trainers</i> <i>Exercises and course evaluations</i></p> | |



CANADIAN FOREIGN SERVICE INSTITUTE

4. Centre for Corporate Services Learning

CANADIAN FOREIGN SERVICE INSTITUTE

Overview

Centre for Language Training

Centre for International Affairs-Learning & Management Development

Centre for Corporate Services Learning

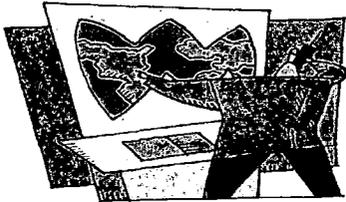
Centre For Intercultural Learning

Management Services

PROGRAM OFFERINGS *cont'd*

Delivery Standard

| PROGRAM OFFERINGS <i>cont'd</i> | | Delivery Standard |
|--|---|-------------------|
| 5. Information Assistant Certificate Program | | |
| <ul style="list-style-type: none"> ➤ Offered to designated target group of Administrative Assistants, based on competencies in information management and technology ➤ Competency exam administered at the end of the course and graduates certified to perform IMT duties at an advanced level | <p><i>Offered September-May</i></p> <p><i>Well-designed, bilingual, competency-based material</i></p> <p><i>High calibre trainers</i></p> <p><i>Participants must pass pre-assessment test</i></p> <p><i>Competency assessments administered throughout program</i></p> | |
| 6. General Administration Program | | |
| <ul style="list-style-type: none"> ➤ Includes training such as Orientation for New Employees and Occupational Health & Safety courses, as well as a range of distance learning and self-study courses on such topics as Client Services and Written Communications ➤ Delivered to the general population of the department | <p><i>Offered on as-required basis</i></p> <p><i>Well-designed, bilingual, job-related material</i></p> <p><i>High calibre trainers</i></p> <p><i>Case studies, exercises & course evaluations</i></p> | |
| 7. Financial Management Program | | |
| <ul style="list-style-type: none"> ➤ Consists of a series of Financial Management courses ➤ Available to indeterminate and determinate employees who are responsible for managing financial resources | <p><i>Well-designed, bilingual, competency-based material</i></p> <p><i>High calibre trainers</i></p> <p><i>Case studies & exercises to assess competency in financial management</i></p> <p><i>Course evaluations</i></p> | |



CANADIAN FOREIGN SERVICE INSTITUTE

5. Centre for Intercultural Learning

CANADIAN FOREIGN SERVICE INSTITUTE

Overview

Centre for
Language
Training

Centre for
International
Affairs, Learning &
Management
Development

Centre for
Corporate
Services Learning

Centre For
Intercultural
Learning

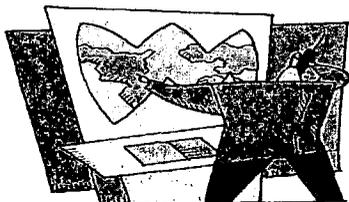
Management
Services

The **Centre for Intercultural Learning (CFSC)** provides training to enhance the intercultural effectiveness of DFAIT and Canadian International Development Agency (CIDA) personnel, of partners and executing agencies. It also serves a growing number of other individuals and organizations on a cost recovery basis.

Below we outline the service standards to which the Centre has committed, for each program it offers.

The service areas include:

- **Administration & Registration; and**
- **Program Offerings.**



CANADIAN FOREIGN SERVICE INSTITUTE

5. Centre for Intercultural Learning

CANADIAN FOREIGN SERVICE INSTITUTE

Overview

Centre for Language Training

Centre for International Affairs Learning & Management Development

Centre for Corporate Services Learning

Centre For Intercultural Learning

Management Services

ADMINISTRATION & REGISTRATION

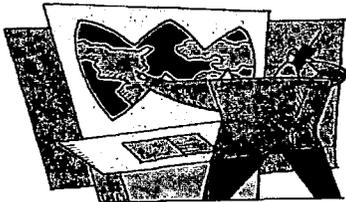
Delivery Standard

| | |
|---|--|
| 1. Respond to voice-mail and E-mail messages | 1 day  |
| 2. Respond to request for information (i.e., documentation, anthologies) | <i>If longer, agree on timeline with client</i> 3-5 days  |
| 3. Respond to request for registration | <i>Form sent within 1 day</i>  |
| 4. Confirm registration | <i>Within 2 days of receipt of registration forms</i>  |

COURSE OFFERINGS

Delivery Standard

| | |
|--|---|
| 1. Intercultural Effectiveness (for DFAIT personnel) | |
| <ul style="list-style-type: none"> ➤ A three-day pre-posting course on intercultural effectiveness ➤ Addresses three broad themes: culture (generic and Canadian), culture of the host country, and issues of adaptation ➤ Provide reminder (DFAIT pre-departure courses) | <i>Offered twice in English and twice in French during the spring Pre-Posting Season</i>  <i>3-5 days prior to course</i> |
| 2. Intercultural Effectiveness (for LES) | |
| <ul style="list-style-type: none"> ➤ A half-day module on intercultural awareness within the context of the LES in-Canada training programs ➤ Covers the concept of culture, different cultural values, and issues of adaptation to the Canada-based staff who change every few years, as well as to their different work styles |  <i>Delivered in either French or English</i> <i>Offered at the request of the CFSS/CFSD program manager</i> |



CANADIAN FOREIGN SERVICE INSTITUTE
5. Centre for Intercultural Learning

**CANADIAN
 FOREIGN
 SERVICE
 INSTITUTE**

Overview

Centre for
 Language
 Training

Centre for
 International
 Affairs, Learning &
 Management
 Development

Centre for
 Corporate
 Services Learning

Centre For
 Intercultural
 Learning

Management
 Services

COURSE OFFERINGS *cont'd*

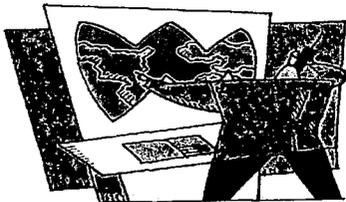
Delivery Standard

3. Preparation to Intercultural Effectiveness for Social Integration Program - CFSL Foreign Language Students and Teachers

- Half-day module on intercultural effectiveness within the context of the SCSL Social Integration Program
- An opportunity for the students and their professors to explore how they can profit from their interactions during their language courses
- Allows the students to learn more about the cultural contexts of their future assignments and to better prepare themselves concerning their intercultural effectiveness overseas



Offered once a month in English and in French from April-August, during the Pre-Posting Season



CANADIAN FOREIGN SERVICE INSTITUTE

6. Management Services

CANADIAN FOREIGN SERVICE INSTITUTE

Overview

Centre for
Language
Training

Centre for
International
Affairs Learning &
Management
Development

Centre for
Corporate
Services Learning

Centre For
Intercultural
Learning

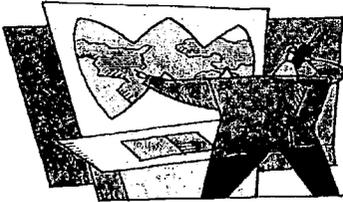
Management
Services

CFSI's **Management Services Division** provides the Institute's centres with financial, contracting, human resources, technical and administrative support, and registration and evaluation services. It manages and coordinates training evaluation with SIE, CFSI communication products, as well as the Bisson campus and other training facilities.

Below we outline the service standards to which Management Services has committed, under each service area.

The service areas include:

- **Training Requests;**
- **Training Calendar; and**
- **Requests from the Public.**



CANADIAN FOREIGN SERVICE INSTITUTE

6. Management Services

CANADIAN FOREIGN SERVICE INSTITUTE

Overview

Centre for Language Training

Centre for International Affairs, Learning & Management Development

Centre for Corporate Services Learning

Centre For Intercultural Learning

Management Services

TRAINING REQUESTS

Delivery Standard

| | | |
|---|--|--|
| 1. Process training applications and send confirmation to clients | 2 days | |
| 2. Process requests for training reports (individual, divisional or other) | 2 days | |
| 3. Process requests for training calendars and forward by internal mail | 1 day <i>Electronic copy available on CFSI's Intranet</i> | |
| 4. Process LES logistic requests for in-Canada programs | 2 days | |
| 5. Process requests for course evaluation results | 1 day | |
| 6. Process requests for books/materials related to language training | 1 day | |
| 7. Process requests for book loans or other pedagogical items for language training | 1 day | |
| 8. Process room/equipment reservations for Bisson or Asticou classes | 1 day | |

TRAINING CALENDAR

Delivery Standard

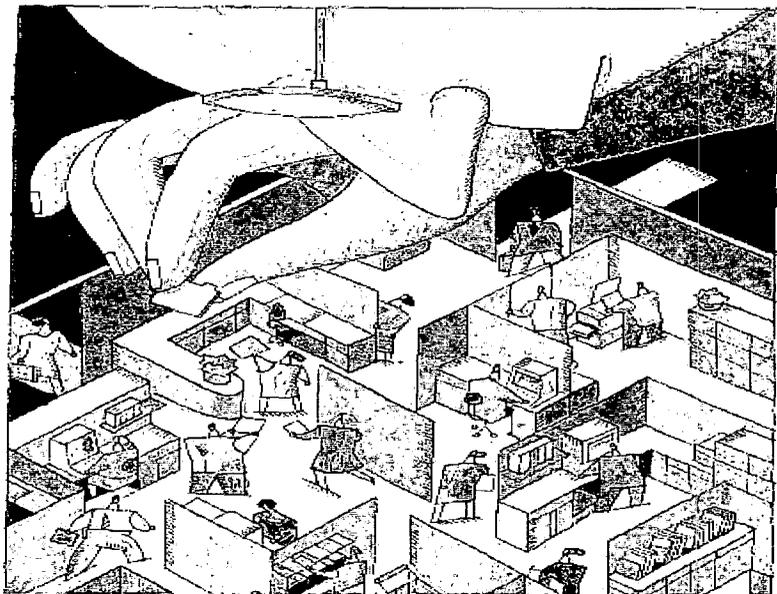
| | | |
|---|-----------------------|--|
| 1. Publish yearly training calendar of all DFAIT course offerings | 1st week of September | |
|---|-----------------------|--|

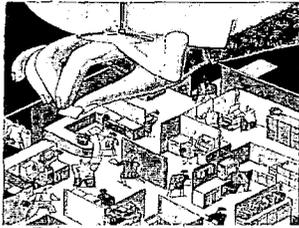
REQUESTS FROM THE PUBLIC

Delivery Standard

| | | |
|---|--------|--|
| 1. Process requests from the public received through CFSI's internet site | 2 days | |
|---|--------|--|

QUICK REFERENCE GUIDE



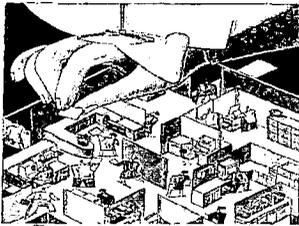


QUICK REFERENCE GUIDE

This section lists the Service Standard topics alphabetically, and is designed to allow the user to look up a specific service standard without necessarily knowing which bureau or area of the organization it falls under.

QUICK REFERENCE GUIDE

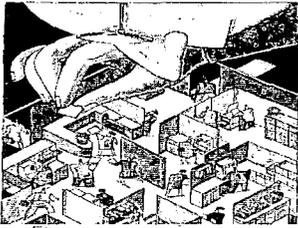
| | |
|---|--------|
| Administrative Information and Services (Services Centre) | 53 |
| Appraisals | 36 |
| Assignment Division | 29 |
| Assignment of Non-Rotational Officers | 31 |
| Assignment Policy, Planning and Procedures | 32 |
| Awards and Recognition Program | 55 |
| Briefings and Workshops | 54 |
| Canadian Representatives Abroad | 48 |
| Career Counselling | 36 |
| Centre for Corporate Services Learning (CFSS) | 73 |
| Centre for Intercultural Learning (CFSC) | 76 |
| Centre for International Affairs Learning & Management Development (CFSD) | 69 |
| Centre for Language Training (CFSL) | 64 |
| CFSC Administration & Registration | 77 |
| CFSD General Enquiries | 70 |
| CFSL Client Services | 65 |
| Classification | 10, 14 |
| Code of Conduct | 22 |
| Collective Agreement Interpretation | 23 |
| Committee of Accommodation Deficiency Adjustment | 41 |
| Core Competencies for Officer Courses | 72 |
| Corporate Services Program Offerings | 74 |
| Course Development and Teaching (CFSL) | 65 |
| Course Offerings (CFSD) | 71 |
| Critical Incident Stress Debriefings | 59 |
| Customization of Existing Courses (CFSD) | 70 |
| Designations | 23 |
| Diplomatic Designations | 48 |
| Diplomatic Passports | 49 |
| Disciplinary Measures | 22 |
| Domestic Relocations | 56 |



QUICK REFERENCE GUIDE

QUICK REFERENCE GUIDE

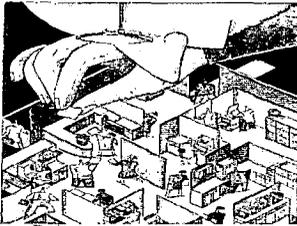
| | |
|---|----|
| EAP Counselling Services | 58 |
| EAP Mission Visits | 59 |
| EAP Training/Information Sessions | 59 |
| Education Information and Counselling | 53 |
| Employee Assistance Program (EAP) | 57 |
| Employee Career Development | 32 |
| Employment Equity | 9 |
| Entry-level MCO Program | 74 |
| Ergonomics | 25 |
| EX Acting Pay | 36 |
| EX Performance Management Agreements | 45 |
| EX Performance Pay | 46 |
| EX Promotions | 45 |
| EX Staffing | 45 |
| Exclusions | 23 |
| Executive Coaching and Consultation | 58 |
| Executive Pool/Heads of Mission Division | 42 |
| Financial Management Program | 75 |
| Fit to Work Assessments | 26 |
| Foreign and Official Languages – Distance Training | 67 |
| Foreign and Official Languages – Maintenance Training | 67 |
| Foreign and Official Languages – Training Outside Working Hours | 68 |
| Foreign Language Pre-Departure Courses | 66 |
| Foreign Languages – Linguistic Immersion Abroad | 67 |
| Foreign Languages – Mission-Based Training | 68 |
| Foreign Service Leave and Travel Bank | 40 |
| FS Allowances & Benefits | 38 |
| FSD Claim Settlement | 40 |
| FSD Policy & Administration Division | 37 |
| FSD Policy Administration & Interpretation | 38 |
| General Administration Program | 75 |
| Grievances | 24 |
| Harassment Complaints | 22 |
| Heads of Post Assignments | 43 |
| HQ Assignments | 44 |
| HR Policy Communication | 10 |
| HR Policy Development | 36 |
| HR Policy Division | 8 |
| Human Resource Planning Support | 14 |



QUICK REFERENCE GUIDE

QUICK REFERENCE GUIDE

| | |
|--|----|
| Individual Professional Training | 71 |
| Information Assistant Certificate Program | 75 |
| Information Management & Technology Programme | 74 |
| Information Management (Assignments) | 33 |
| Information Management (Executive Pool/HOM) | 50 |
| Information Systems (Policy) | 11 |
| Integrated Management System Programme | 74 |
| Interchange Canada Assignments | 44 |
| Intercultural Effectiveness Programs | 77 |
| Interdepartmental Post Hardship Committee | 41 |
| International Business Development/Trade/ Economic Policy Courses | 72 |
| International Security and Cooperation Courses | 72 |
| La Relève Processes | 47 |
| Labour Management | 23 |
| LES Classification | 18 |
| LES Division | 17 |
| LES In-Canada Program | 74 |
| LES Insurance/Pension Plans. | 20 |
| LES Pay and Benefits | 19 |
| LES Pensions | 20 |
| LES Severance | 19 |
| LES Staffing and Staff Relations | 19 |
| LWOP/Acting Pay | 33 |
| Management Development & Leadership Courses | 72 |
| Management Services Division (CFSI) | 79 |
| Medical Appointment Coordination | 56 |
| Mini-Clinics Overseas | 25 |
| New Course Development (CFSD) | 70 |
| NJC Grievances | 24 |
| Occupational Safety and Health Complaints | 25 |
| Occupational Safety and Health Program | 25 |
| Official Languages | 9 |
| Official Languages – Long-term Training | 68 |
| OGD Assignments | 49 |
| Order-in-Council Appointments | 49 |
| Organizational Development (CFSD) | 71 |



QUICK REFERENCE GUIDE

QUICK REFERENCE GUIDE

| | |
|--|----|
| Performance Pay | 46 |
| Policy Development and Advice (Executive Pool/HOM) | 50 |
| Posting Loans & Accountable Advances | 39 |
| Program Offerings (CFSL) | 66 |
| Promotions (Rotational) | 35 |
| PSSRB Grievances | 24 |
| Public Diplomacy Courses | 71 |
| Rates and Routings | 40 |
| Recruitment (Rotational) | 35 |
| Recruitment, Counselling & Promotions Division | 34 |
| Reference Material | 52 |
| Resource Centre | 52 |
| Resourcing Services | 15 |
| Retirement Planning | 46 |
| Rotational Assignments Abroad | 31 |
| Rotational Assignments at HQ | 30 |
| Secondments | 44 |
| Services Centre | 51 |
| SOS/AEA International Sky Ambulance Service | 40 |
| Spousal Employment | 54 |
| Staff Relations Division | 21 |
| Staff Relations Division Office Hours | 22 |
| Staffing | 11 |
| Staffing & Classification Division | 13 |
| Staffing (Rotational) | 35 |
| Statistical Information | 11 |
| Testing (CFSL) | 65 |
| Training Calendar | 80 |
| Training Requests | 80 |
| Training Requests from the Public | 80 |
| Training Validation and Quality Control (CFSL) | 66 |
| Union Management | 23 |
| Working Group A | 41 |
| Working Group B | 41 |

LIBRARY E A / BIBLIOTHÈQUE A E



3 5036 01024626 5

DOCS
CA1 EA 2001H76 ENG
Human resources service standards
our commitment to you. --
16498152
