

An outside consultant on management of change has been contracted by the Undersecretarial Group to advise on how best to continue implementation of organizational, procedural, cultural and other longer term changes foreseen in PS2000 and the Corporate Review. Quarterly sessions with all ADMs are now being held by the Deputies to look at these issues and to discuss progress and adjustments that are needed.

### Spousal employment

A number of activities are underway in this area:

- Spousal Employment Databank: spouses' résumés are kept on file, and a computer list of those who are actively looking for employment is kept up to date. They can't make promises to match people to jobs, but do so when at all possible (under promise and over deliver!). ABMX also receives requests from within the Department and from the private sector for the names of possible candidates. Most of these requests are for contract or other short-term work.
- Training courses in departmental programs: spouses leaving on posting this summer are attending passport application processing and consular courses in preparation for possible work as locally-engaged staff.
- ABMX has done Basic Reliability Checks for 50 spouses' security clearances, 20 of whom now have full clearance.
- Many spouses have now registered in the Public Service Commission databank for employment with international agencies. Spousal Employment Coordinator Carol Walker is a member of the UNESCO Interministerial Committee and sends information on UNESCO job opportunities to various missions after each Committee meeting.
- Spouses in Eastern Europe can link up with Joint Venture companies by placing their résumés in a box in the mission's Commercial section, available to company representatives calling on the Embassy for assistance. We do not have Reciprocal Employment Arrangements with any countries in Eastern Europe. Luckily, this is not a barrier to employment with Joint Venture Companies since the idea is to employ both local and foreign workers in their enterprises. Working visits to Moscow and Budapest were fruitful: Management Training schools and Chambers of Commerce offered their help in recommending Canadian spouses to foreign companies wishing to hire. In Budapest, Price Waterhouse offered to include spouses they couldn't hire themselves in their "Executive Search" databank.

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### Employee-triggered initiatives

There is an old saying "If you want to have a job done well, do it yourself"... A number of innovative staff throughout the Department have decided to do exactly that. Here is a list of some of the results of this creativity and initiative:

#### AS newsletter

Two years ago, rotational Administrative Officers (AS) at Headquarters formed a working group to discuss among themselves and with management concerns of the group. One concern centred around methods to deliver timely information to ASs abroad. *AS Newsletter* was the working Group's response. It contains notes from meetings, information on stream development, items of general interest, job

related news, and some interesting quotes. It is written, edited, produced, and distributed bimonthly by members of the rotational AS community. Bill Milner is currently the editor.

APV has taken the opportunity to contribute to this newsletter with an occasional supplement. The APV newsletter for AS provides the 'official' personnel perspective on various issues and initiatives relevant to the AS group.

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### The management club

Some of the managers who have participated in the Management Orientation Seminars for Middle Managers have created The Management Club. Its main objective is to encourage its members to promote ongoing compulsory training at all levels as one of the main avenues to bring about changes and improvements already identified by the Corporate Review and PS2000. A second objective is to help ensure that the training received and the skills developed are not lost. A third objective is to exercise to the fullest extent possible the power and authority already delegated, and to identify, promote, recognize and publicize employee triggered changes. One of its most recent activities was a meeting with Mary Baetz, an expert in organizational development, who is advising the Undersecretarial Group on change management issues.

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### Meetings with Deputy Ministers

Employees have taken the Deputy Ministers on their offer to meet with groups to discuss issues of concern to them. Three groups already met with Mr. Marchand and two with Mr. Chrétien to share with them views on questions such as the most recent recruitment exercise for Foreign Service Officers in the context of managing change; the career concerns of rotational secretaries and of administrative officers.

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### FS-1D initiatives

The class of 1989-90 FS-1Ds has initiated a remarkable number of noteworthy projects:

- FS-1D Seminars addressing various issues of interest to familiarize entry-level officers with key policy issues and to allow junior officers to get to know their more senior colleagues.

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- A working group on FS-1D training channels ideas to APF on the curriculum and design of the planned departmental training academy. In addition to preparing discussion papers on the training of entry-level officers, the group schedules round table discussions with Ottawa-based diplomats to explore diplomatic training programs elsewhere.

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