



deep scepticism about management commitment remains across the department, and across all streams and levels. There is clearly a widespread bias for action.

The COSO La Relève Plans Review Sub-committee and the central agencies accepted our plan with some suggestions for improvement, including the incorporation in its next iteration of specific performance measures for the HR strategy.

So we clearly need to expand the strategy to include all departmental communities. We also need to produce an excellent communications strategy, some visible milestones with significant early proofs of management commitment, and regular evidence of sustained momentum and real progress thereafter. We have a good start, and a great challenge.

## *1.2 LA RELÈVE*

While La Relève was first concerned with succession planning for senior executives, it quickly expanded to encompass all employees. Last January, the Clerk of the Privy Council signalled this expansion by calling on departments to prepare comprehensive long-term human resources strategies. She raised the following questions:

- What can be done in each department and at the corporate level to build a modern and vibrant organisation that can fully use the talents of its people?
- What can be done to expose employees to the diversity and richness of their institution and thus prepare them to take charge in the future?
- What can be done to build an institution that is more representative of those we serve?
- What can be done to remove the impediments to employees' desires to make a contribution and bring about the changes needed to better serve Canadians?

Clearly, La Relève is now focussed on addressing the severe demographic challenge to the federal Government's workforce, revitalisation of the entire Public Service, strengthening leadership, and ultimately getting Government right.

The Clerk's call gave rise to our first HR strategy. All of our work in the intervening months has convinced us that, for DFAIT, our evolving human resources strategy is La Relève.

## *1.3 PUBLIC SERVICE PARTNERSHIP*

We stated last year that we would work closely with other Government departments and central agencies to refine and implement our HR strategy. This was important for two reasons. First, many of our issues transcend our departmental borders and require the willing assistance of other organisations for their resolution. Second, one of the key objectives of the HR strategy is to connect DFAIT more visibly to the broader Public Service - to dispel once and for all the lingering perception that we enjoy a "splendid isolation".