



BCC will work closely with the Secretariat to implement the communications aspect of the strategy.

4.2 STRENGTHENED ORGANISATIONAL CAPABILITY

Our second strategic HR goal is strengthened organisational capacity. By this we mean that DFAIT will have the breadth and depth of competencies in aggregate to master the business challenges of the day, and that these will grow and adapt as our challenges change. We mean that our management systems will properly align our people with our business purpose, encouraging and reinforcing the kinds of behaviours that will sustain and extend our tradition of organisational excellence. We also mean that these aligning systems will be designed and managed consistently with our core values. Finally, we mean that our strategic investments in planning, training and development and compensation will be well thought through, well implemented and well rewarded over time through consistently strong business results.

In this section we examine five areas we need to address to strengthen our organisational capability:

1. workforce planning, including our rotational, appointment-to-level, stream management and career management systems;
2. extension and refinement of our competency-based HR management regime,
3. streamlined classification;
4. training and development; and
5. compensation.

4.2.1 WORKFORCE PLANNING

4.2.1.1 Institutionalising Integration of HR Planning and Business Planning

Effective human resource planning and management is a "mission critical" requirement; traditionally, the Public Service has not focused senior management attention upon these activities, nor has human resource planning been intrinsically linked to the business planning process of departments. It is now clear that, without integrating human resource management issues into business planning and management, it will simply not be possible to ensure that departmental mandates are achieved.⁵

Under our new governance model, the Executive Committee allocates resources to DGs each year. DGs have some flexibility to move resources around within their operational span of control (including posts). Their annual bureau plans set out how the deployment

⁵ p.14, *La Releve Overview*, La Releve Task Force, June 1997.