



4.1.1.3 Modelling Desired Values and Behaviours

We acknowledged in the HR strategy that our new culture will be built primarily through the everyday modelling of desired behaviours by all managers, especially so by those at the most senior level. When our managers consistently demonstrate in their own work a living commitment to our values and when they actively encourage respect for these values in the work of others, we will be more than half the way there. We have many excellent managers who do this now.

Reform of our policies and systems, just words and tools, will not make any difference if our managers do not prove through their actions that we mean what we say. Training on specific programs and skills for managers will be a part of our enabling learning strategy (currently in development), but no manager should wait for training to get on side.

We will use the "at risk" compensation program being phased in for executives over the next four years to strengthen our managerial commitment to business plans and human resource planning. New performance contracts with executives will include amongst their agreed-upon targets the achievement of specific HR goals tied to the business plan.

4.1.2 ETHICS AND VALUES

The Task Force on Public Service Values and Ethics identified a number of core Public Service values, which the Clerk of the Privy Council and Secretary to Cabinet described in her 1997 Report to the Prime Minister on the Public Service of Canada as follows:

- loyalty to the public interest as represented and interpreted by the duly elected government of the land;
- service to Canada and Canadians;
- ethical values such as honesty, integrity and probity, which mean the ability to hold a public trust and to put the common good ahead of any private or individual self-interest; and
- people values such as fairness and equity.

DFAIT shares these fundamental values. In addition DFAIT has established some complementary workplace values that reflect its mandate and culture, such as teamwork, innovation and adaptability and flexibility. These values are now reflected in formal performance appraisal and promotion criteria. The policy foundation is in place; now these values will have to be respected in practice.

As we noted in the first HR strategy, more work needs to be done to refine and complete the set of values that best supports the business purposes of DFAIT and the broader Public Service. The debate continues across the Public Service on the elements and architecture of the statement of core values that will provide the foundation for a strong and unified Public Service in the next century. While contributing to this service-wide debate, we are also taking a harder look at the values of greatest importance to DFAIT.