

# YOUR ROADMAP - The Detailed 3-Year HR Action Plan

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DFAIT  
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1999-2000

2000-2001

2001-2002



	1999-2000	2000-2001	2001-2002			
<b>Leadership</b> 	<b>Leadership Vision &amp; Values</b> - Support Deputies/ Executive Committee in establishing and committing to vision & values <b>Management Development Programs</b> Align programs to new leadership model; Revise Strategic Leadership Pilot <b>New Performance Management Systems</b> Integrate HR accountabilities into objectives for all EXs Develop competency-based criteria to measure EX performance <b>Role of Deputy Directors</b> Launch review of role through focus groups of DDs & their managers <b>Ethics &amp; Values Committee</b>	Evaluate training programs & measure results Integrate HR accountabilities into objectives for all non-EX managers Develop competency-based criteria to measure all managers' performance Complete review with publication of generic role of Deputy Directors Facilitate the creation of a Ethics & Values Committee Support and implement Committee recommendations	Validate that programs lead to application of leadership vision/values/model			
	<b>Career Management &amp; Development</b> 	<b>Recruitment</b> Complete implementation of FS/AS/CS competency-based recruitment <b>Mobility</b> Revise/publish policy - secondments, interchanges, stretch/cross-stream assignments Review policy on broadening access to EX positions Complete review of SCY-4 positions Initiate review of pooling certain non-rotational groups (e.g., CO/ES) <b>Appraisal/Promotion</b> Initiate review of feedback, appraisal & promotion mechanisms	Establish lateral entry policy Set rotational Administrative Support stream entry levels Create new FSDP positions abroad; Integrate MCS (AS) & FS groups Set competency-based standards for single & cross-stream assignments Implement new policy on broadened access to EX positions Complete review of pooling & set internal competition policy Expand program to facilitate entry of Admin Support personnel to CS group Hold managers accountable through Performance Agreements Revamp appraisal & performance feedback based on competencies Harmonize performance appraisal mechanisms	Integrate FS/AS campus recruitment; base on established competencies Recruit for new Administrative Support stream Create more new FSDP positions abroad Pool EX positions Implement new promotion/feedback tools based on competencies		
		<b>Learning</b> 	<b>Foreign Language Training (FLT)</b> <b>Distance Learning</b> <b>Individual Professional Training</b> <b>CFSI Syllabus</b>	Implement innovations in FLT Begin succession planning program in FLT Improve proficiency level by 10% Broaden opportunities for distance learning Expand CFSI course syllabus to reflect demands of foreign and trade policy	Complete succession planning program for FLT Improve proficiency level by another 10% Create more opportunities for individual professional training	
			<b>Improved HR Mgmt Services</b> 	<b>Reorganisation of HR Sector</b> Continue restructuring HR Increase staffing & classification capability by one third <b>HR Process Improvements</b> Streamline staffing process <b>Classification</b> Prepare ground for UCS; complete generic work descriptions	Complete restructuring of HR sector Expand Career Counselling section Introduce service standards for HR services and Managers' Handbook Refine HR processes to delegate more authorities to managers Appoint HR liaison officers to branch management teams Introduce Account Management for classification/staffing & LES Produce compendium of generic work descriptions Implement UCS; Develop performance indicators	Continue to streamline HR processes Modify performance measurement systems
				<b>Locally Engaged Staff</b> 	<b>Compensation</b> Complete/refine methodology & survey Explore purchasing benefits survey data; subscribe to pension/benefits data on-line Complete consular classification review <b>Training</b> Implement LES Training Strategy <b>Communication</b> - Increase use of Intranet to communicate with LES Continue liaison visits (Western Europe, Middle East, Asia/Pacific, Africa)	Decide on best sources of Benefits/Pensions survey data Complete System Administrators classification review Expand LES training package (on virtual campus & in-Canada training) Implement regular liaison visits program in selected missions
<b>Enabling Culture</b> 	<b>Official Languages (OL)</b> - Expand maintenance language training Provide access to OL training opportunities for rotational spouses Appoint Champions at the Bureau & Mission levels <b>Employment Equity</b> - Launch workplace review in response to HRC's audit Launch Employment Systems Review Introduce Employment Equity & diversity training <b>Spousal Employment</b> - Broaden access to spousal data bank Strengthen guidelines/broaden enabling framework to help HOMs, MAOs & others Complete preliminary analysis & costing for pension/EI coverage for spouses Launch full feasibility study of pension/EI coverage				Review, revise & implement OL programs in-house Broaden training (including Management/Consular Stream) Include OL in accountability arrangements Complete Employment Systems Review; act on recommendations Evaluate, refine, deliver Employment Equity & diversity training Provide career counselling services to spouses Complete full feasibility study of pension/EI coverage for spouses Open discussion with Central agencies on pension/EI coverage for spouses	Achieve full compliance with legislated employment equity obligations Implement decisions on pension/EI coverage for spouses