



heavily on existing and planned HR strategy consultation processes to deliver the key messages.

4.1.5.1 Formal Internal and External Consultation Mechanisms

Some consultations have already taken place both at headquarters and at certain posts abroad for certain segments of the DFAIT community. A program of additional meetings and consultations has been designed to make sure to the extent possible that representatives of all employee groups have the opportunity to participate in face-to-face strategy-related discussions. Subsequently, an ongoing schedule of consultations with employee groups will take place throughout the implementation phase of the HR strategy.

The refinement and implementation of the HR strategy will require meaningful consultation with stakeholders in respect of more than a dozen streams of activity over the next few years. Properly managed consultation will improve our initiatives, foster line ownership of HR management and employee acceptance of change, and strengthen our partnerships across the Public Service. It will also enable us to take full advantage of the good ideas and efforts of other organisations that are pursuing similar goals.

Departmental management, employees and Public Service partners will have to be involved in multiple activity streams at the same time. To reduce the burden of consultation and to maximise its value to DFAIT, we must focus and co-ordinate our consultative efforts through initiative- or community-specific committees, which can strike their own sub committees as they see fit, all managed by the HR Steering Committee founded last fall. The Champions and consultative committees described in section 4.1.1.2 will lead the consultation process.

4.1.5.2 The Communication Responsibilities of Management

It is widely felt that, despite well-intentioned efforts, senior management has taken important departmental decisions without sufficient consultation with a full cross-section of employees. In the past, inadequate communications with employees about several personnel-related issues have increased that perception and the discontent. Moreover, employees feel that they have seen too many reviews that changed nothing. For these reasons, the visible commitment of senior management to the strategy is crucial to its successful implementation.

Support for the strategy must be voiced and embodied by the deputy ministers and the ADMs. Some members of the senior management team have been and others will be asked to "champion" specific elements of the strategy, assuring that the issues receive prominence from a communications standpoint and that any bottlenecks to their implementation are dealt with promptly. Ultimately, all levels and layers of the department will be encouraged to participate in the promotion of the strategy by supporting efforts to explain and implement it.