

We have already seen the addition of an emergency management component to the new Consular Services and Emergency Branch as a result. There has also been the creation of an International Platform Branch; the creation of a new chief financial officer model and the strengthening of our audit and evaluation function with a new Chief Financial Audit Executive.

Phase II will begin in the fall and be devoted to change management and results. Phase III will culminate in year four, at which time DFAIT will undergo another strategic review.

And while transformation is a response to changing

upon one dominant culture. To do the job, we need a whole range and array of skills.”

Employees will have ample opportunity to hone those skills with the focus on human resources. She says employees who do not fall within a specific priority should not be discouraged but rather, embrace an opportunity.

“If you are doing something that you truly love and you think is important and learn that you have to stop because we think there is something else we can do better – that can be very hard for people. It has to be stressed that anyone whose job is affected by transformation will receive strong support, said Lucie.



INSPIRING CHANGE: Pictures of Nelson Mandela and the King of Bhutan remind Lucie Edwards that staff can help set the agenda and see it through. Left: Lucie offers Nelson Mandela proof of his honorary Canadian citizenship. Right: she sits with Jigme Khesar Namgyal Wangchuck, the King of Bhutan.

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times, it is reasonable that our tools and ways of communicating should also reflect these new times. It is therefore appropriate that we further incorporate the power of new technology in our communications, both inside and outside the department.

Much of the growth that results from transformation will be felt in the field. “We are moving resources very broadly from headquarters into the missions,” Lucie notes. “That means that how we run things at headquarters is going to have to change. That will result in simplified systems,” she adds.

“We are moving from an environment that will be more foreign and less office,” she explains. “That will be a big change, but I think it is a change that will be very empowering because it will result in an increase in quality, hands-on work.

And that sense of empowerment, Lucie adds, will be felt by everyone. “This is not an institution that can rely

Lucie knows that change can be a difficult process. “It will be a challenge to experience so much change in so many different directions,” she admits. “But given that DFAIT employees are working on global issues, which are in a constant state of flux, it should be familiar territory.”

Lucie says that clients and staff will have a large say in how well the department is achieving its goals and she expects performance surveys and similar tools to help determine that level of success. And success, Lucie insists, will be a direct result of staff.

Foreign Affairs Deputy Minister Len Edwards would agree. When asked how this transformation project would be different from earlier exercises, his response was immediate: “Because you are going to make it happen.”

“We will succeed to the extent that every employee feels involved and invested in this process,” Lucie notes, while encouraging employees to offer their own ideas and advice on how DFAIT’s transformation should move forward.