



4.1.1.1 Executive Committee Ownership

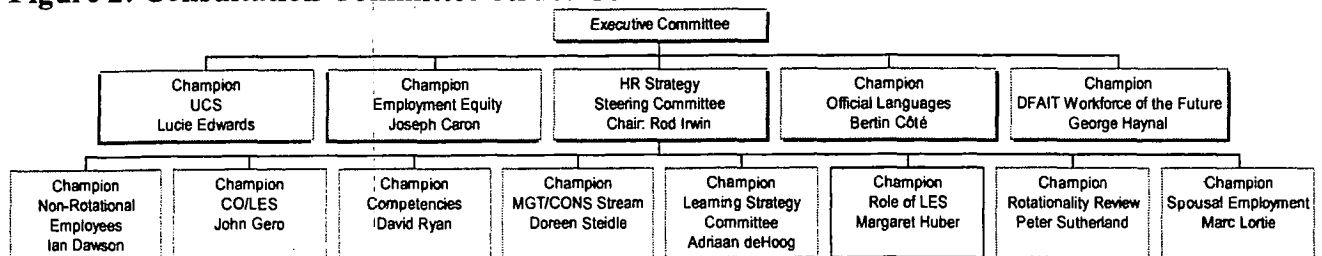
The Executive Committee leads the management of human resource issues. Given the importance of the HR strategy, the Executive Committee has taken ownership from the beginning, and continues to drive its refinement and implementation. During the last year, the Executive Committee has spent many hours addressing HR issues relating to the strategy, as is evidenced in the published minutes. In September 1997, the Executive Committee approved in principle a very significant investment in the people practices of DFAIT. Throughout the year, the actions of members of the Committee have demonstrated their commitment. In his 1998 New Year's message, Donald Campbell stated: "my first management priority for the coming year will be the full implementation of our HR strategy, in partnership and consultation with all employees, to ensure we continue to attract, train and retain the best and brightest people". This message promises that Executive Committee ownership of the HR strategy will be sustained. The appointment of four Assistant Deputy Ministers as Champions of specific areas addressed by the HR Strategy is further evidence of Executive Committee's commitment.

4.1.1.2 HR Steering Committee and Championship

In the paper entitled "Departmental Governance: Adapting to Change within DFAIT" distributed to all staff in March 1997, we stated that horizontal connections and corporate thinking would be encouraged by "tasking DGs to chair departmental committees made up of their colleagues on management issues, such as overseas representation or informatics". Following the La Relève model, the HR Steering Committee was established in November to oversee the refinement and implementation of the HR strategy. The committee is composed of 13 DGs who have the ability to lead, a passion for reform, and credibility within the department. The Committee now meets weekly.

Four Assistant Deputy Ministers and five DGs from the HR Steering Committee will act as line champions for key change initiatives or for studies of significant HR issues flowing from the strategy. The following figure illustrates the kind of committee structure we are developing:

Figure 2: Consultation Committee Structure



Memberships and mandates for these initiatives are either in place or in process.