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

**CONTACT US AT:** 

**Human Resources Opinions Ressources humaines** 

2001-2002

**DFAIT** February 2000

2000-2001 1999-2000 Leadership Vision & Values - Support Deputies/ Executive Committee in establishing and committing to vision & values Leadership **Management Development Programs** Align programs to new leadership model; Revise Strategic Leadership Pilot Evaluate training programs & measure results Validate that programs lead to application of leadership vision/values/model **New Performance Management Systems** Integrate HR accountabilities into objectives for all EXs Integrate HR accountabilities into objectives for all non-EX managers Develop competency-based criteria to measure EX performance Develop competency-based criteria to measure all managers' performance Role of Deputy Directors Launch review of role through focus groups of DDs & their managers Complete review with publication of generic role of Deputy Directors **Ethics & Values Committee** Facilitate the creation of a Ethics & Values Committee Support and implement Committee recommendations Recruitment Development & Complete implementation of FS/AS/CS competency-based recruitment Establish lateral entry policy Integrate FS/AS campus recruitment; base on established competencies Management Set rotational Administrative Support stream entry levels Recruit for new Administrative Support stream Create new FSDP positions abroad; Integrate MCS (AS) & FS groups Create more new FSDP positions abroad Revise/publish policy - secondments, interchanges, stretch/cross-stream assignments Set competency-based standards for single & cross-stream assignments Review policy on broadening access to EX positions Implement new policy on broadened access to EX positions Pool EX positions Complete review of SCY-4 positions Complete review of pooling & set internal competition policy Initiate review of pooling certain non-rotational groups (e.g., CO/ES) Expand program to facilitate entry of Admin Support personnel to CS group Appraisal/Promotion Hold managers accountable through Performance Agreements

Learning



Foreign Language Training (FLT) Implement innovations in FLT Begin succession planning program in FLT Complete succession planning program for FLT Improve proficiency level by 10% Improve proficiency level by another 10%

Harmonize performance appraisal mechanisms

**Distance Learning** Broaden opportunities for distance learning **Individual Professional Training** 

**CFSI Syllabus** 

Expand CFSI course syllabus to reflect demands of foreign and trade policy

Revamp appraisal & performance feedback based on competencies



Reorganisation of HR Sector Continue restructuring HR Complete restructuring of HR sector Increase staffing & classification capability by one third **Expand Career Counselling section** 

**HR Process Improvements** 

Introduce service standards for HR services and Managers' Handbook Streamline staffing process Refine HR processes to delegate more authorities to managers Appoint HR liaison officers to branch management teams Introduce Account Management for classification/staffing & LES Classification

Prepare ground for UCS; complete generic work descriptions

Produce compendium of generic work descriptions Implement UCS; Develop performance indicators Modify performance measurement systems



Complete/refine methodology & survey Explore purchasing benefits survey data; subscribe to pension/benefits data on-line Complete consular classification review

Decide on best sources of Benefits/Pensions survey data Complete System Administrators classification review

Implement preferred sources of Benefits/Pensions survey data

Continue to streamline HR processes

Training

Compensation

Implement LES Training Strategy Communication - Increase use of Intranet to communicate with LES Continue liaison visits (Western Europe, Middle East, Asia/Pacific, Africa)

Initiate review of feedback, appraisal & promotion mechanisms

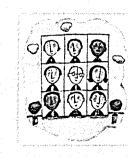
Expand LES training package (on virtual campus & in-Canada training)

Complete & on-going implementation of the LES training program

Implement new promotion/feedback tools based on competencies

Create more opportunities for individual professional training

**Enabling Culture** 



Implement regular liaison visits program in selected missions Official Languages (OL) - Expand maintenance language training Review, revise & implement OL programs in-house Provide access to OL training opportunities for rotational spouses Broaden training (including Management/Consular Stream) Appoint Champions at the Bureau & Mission levels Include OL in accountability arrangements Employment Equity - Launch workplace review in response to HRC's audit

Launch Employment Systems Review Complete Employment Systems Review; act on recommendations Introduce Employment Equity & diversity training Evaluate, refine, deliver Employment Equity & diversity training

Achieve full compliance with legislated employment equity obligations

Spousal Employment - 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

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

Implement decisions on pension/EI coverage for spouses