

## Management Practices

Employees were asked to comment on management practices at the Foreign Service.

### Favourable Responses

Approximately 70% of respondents stated that their Head of Mission/Senior Manager stands behind his/her staff, and ensures all employees are treated with respect. Furthermore, 80% stated that their supervisor shows flexibility when employees have to face special demands in their personal or family lives.

### Mixed Messages

There are a number of mixed messages around management practices in the Foreign Service. Many of these messages refer to the Head of Mission/Senior Manager. For example, between 50% and 66% agreed or strongly agreed with following statements about their Head of Mission/Senior Manager:

- My supervisor has sufficient knowledge of the department's performance measures to be able to assess performance fairly (63%)
- My Head of Mission/Senior Manager demonstrates leadership I respect (61%)
- My Head of Mission deals in a timely manner with professional or personal concerns raised by employees (56%)
- My Head of Mission is held accountable for his/her actions (52%)

Other areas in which participants were divided in their responses included participation in decisions and changes, and communication of goals.

- I am satisfied with my involvement in decisions that are a result of my work. (65%)
- I am kept informed about the key goals and objectives of my department (63%), or my division at Headquarters or my mission. (65%)
- In general, opportunities to communicate my opinions upward are good. (64%)
- I have an opportunity to contribute ideas before changes are made which affect them. (51%)