

#### **4.1.4.2 Organising for Better Human Resources Management**

DFAIT and the Public Service now appear to be aligned in their recognition of the primary importance of sound people management to business success. The restructuring of DFAIT in 1996 and our HR strategy in 1997 are proofs of our collective intention to make comprehensive, corporate, coherent human resources management the centrepiece of our management agenda.

The 1996 restructuring of DFAIT created the Executive Committee, comprised of the deputies, the ADMs and the Legal Adviser, to improve the department's focus on strategic policy, corporate priorities (medium and long term planning, personnel policy, resource allocation, and the performance of the EX complement), and high-profile issues. To permit ADMs and the Legal Adviser to exercise effectively their corporate responsibilities, they delegated generic line responsibilities to DGs. DGs, in turn, were and are expected to focus on their management responsibilities, and not take over the responsibilities of their Directors.

With restructuring came management's commitment to developing a stronger corporate culture, and to fostering a co-operative approach to problems, inside and outside the department. Changes in structure have begun to facilitate changes in culture, but we knew from the beginning that real progress would require a major effort, starting at the top. We said we would expect senior managers to support the development of a corporate culture through example and by means of formal and informal incentives.

This direction was strengthened with the recent creation of a new ADM position responsible for communications, culture and policy planning. This new ADM oversees the work of the Policy Planning Secretariat, which has been reorganised to provide advice to the entire department on horizontal political and economic issues and to act as a focal point within the department for co-ordination of our participation in government-wide policy development initiatives.

In short, the department has been re-structured to improve the management of its people for the achievement of departmental and Public Service business objectives, to foster a new "team" approach to the management of corporate interdependent responsibilities, and to begin the evolution of a new enabling DFAIT culture. The refinement and implementation of the HR strategy is a key vehicle for advancing the department towards the realisation of all of these goals.

#### **4.1.5 COMMUNICATIONS**

A communications strategy to support the implementation of the HR strategy has been developed for consideration by the HR Steering Committee. It articulates the key messages that will help employees, our partners and the Canadian public understand what we are trying to do and why. In addition to the normal communications channels of Signet, Panorama, departmental intranet and so-on, the communications strategy relies