

HR CULTURE AND MANAGEMENT

From managing people towards people managing themselves

Beneath all of the foregoing about the way we should approach shaping our workforce is one basic assumption - that we should seek to free our staff from unnecessary structural constraints in shaping their lives and careers, relying more than we do on broader opportunities, market forces and their own individual initiative to do so.

The following section carries this idea further, touching briefly on the non-directive motivations provided by our **culture**, i.e. by our values and ethics, and the **evaluation** and **promotion** processes that implement our culture.

Values and Ethics: Motivate achievement; regulate behaviour

We should focus more corporate attention on the role that values and ethics play in our institutions. Values are and will continue to be a powerful motivator for our workforce; ethics are an indispensable regulator for the behaviour of individual employees around the world.

Ethics: Our workforce is challenged to work in a greater variety of settings, with more complicated issues, and in situations of more ambiguity than those of any other Canadian institution.

Abroad especially, **we often carry great responsibility and are required to make quick judgements without recourse to detailed guidance or advice.** Those of us on posting also conduct our personal lives in an official setting, renting government accommodation, and being **"24/7" representatives of our country.**

We are very much on our own, but **even minute aspects of our daily conduct must meet expectations of probity, diligence, dignity and judgement expected of few others in our society.** This public trust is a great honour, one which the institution must systematically help its employees to earn.

Departmental leaders must, and do set the tone. Families are also a strong source of support. The Regulations give procedural directions on management issues. Strong supervision ensures compliance with the rules. **Ultimately, however, we all rely on an internal compass to guide us in our behaviour.** We all know it. DFAIT should take measures to ensure that this compass points, in all cases, in a similar direction.

As one key step in this direction, I propose that, the Department **appoint an Ethics Advisor, whose first function would be to provide advice, in confidence, to employees faced with issues that have ethical implications (both in the substance of their job or in the conduct of their professional lives).** The Ethics Advisor would also be a source of advice to management in policy and decision making, and an advocate of a shared sense of ethics and priority throughout the Department. **The choice of the individual to fulfill these roles will be critical to the success of the function.**