



compensation and recognition programs. We mean that the demographic composition of the DFAIT workforce will reflect the diversity of the Canadian people, and that our employees will feel free to use the official language of their choice in the workplace. We mean that human rights will be as respected in our organisation as we advocate that they should be respected around the globe. We mean that the difficulties of rotational service abroad for employees and their families will be minimised through supportive policies and programs. Achievement of this goal, along with the first two, will ensure that we are able to sustain our long tradition of organisational excellence well into the next century.

Several of the initiatives described in the preceding pages will contribute to the realisation of this goal. In this section we examine four areas we need to address to build an enabling culture:

- 1 dismantling barriers to an inclusive culture,
- 2 building a representative workforce through official languages, employment equity and youth programs,
- 3 improving information management, and
- 4 supporting rotation abroad through programs for the reimbursement of post-related living expenses and support for spousal employment while stationed in Canada and abroad.

4.3.1 DISMANTLING DEPARTMENTAL BARRIERS TO AN INCLUSIVE CULTURE

The three personnel systems we have fashioned within DFAIT to serve our business needs sit upon the foundation of the service-wide HR structures of the federal Government. Within this multi-layered complexity, our already diversified workforce is parsed by business lines into organisational units, by classification into discrete communities, categories, groups and streams and by geography amongst 159 locations around the world. While these divisions are intended to help us organise and manage for business effectiveness, they often become artificial barriers to understanding and co-operation in addition to those faced by some employees because of their differences.

We are looking for things we can do to open up our departmental society. As good leaders, our senior managers will model, and encourage in others, the behaviour that shrinks internal differences. We will simplify our HR structures through initiatives like the UCS to reduce the divisions amongst us. We will facilitate departmental dialogue about ourselves and the organisational ties that bind us to our common cause, through integrated business and HR planning, through initiatives like modern comptrollership and such corporate efforts as this departmental HR strategy. Our hope is to create a work environment where all of our communities and all of our employees can be accommodated and see themselves as valued contributors to Canada's common wealth.