

results. The results of the pilot will be reviewed by the Executive Committee for harmonisation with modern comptrollership and possible extension of this approach to all of DFAIT. Ultimately, this approach will have a significant effect on individual performance measurement and management across the department, linking individual effort with the achievement of DFAIT's strategic business objectives. This approach could form the basis for the performance contracts with Executives recommended by the Strong Committee.

4.1.4 ORGANISATIONAL STRUCTURE AS A FUNCTION OF MANAGEMENT

4.1.4.1 A Living Organisation

Like many Public Service organisations, but more regularly and radically than most, DFAIT has for decades continuously evolved to provide strong support for the changing needs of the federal Government. Its mandate, structure and employee populations have shifted as necessary over the years to keep current and strong the organisational capacity the Government required. Within these broader shifts, DFAIT has often been asked to mount quickly temporary organisational responses to sudden urgent Government needs, without reduction in the service quality of its existing business lines.

This flexibility and adaptability are core organisational competencies for DFAIT. To supply these competencies, DFAIT has developed a rotational service and an appointment-to-level HR management system. While unique within the federal Public Service, this system is critical to DFAIT's continued business success. Over the years, this flexible HR system has enabled DFAIT to move its people to the priorities of the day very effectively. In effect, DFAIT is a living organisation well adapted to its environment and business purpose.

For example, over the past year, we have been through the most intense period of diplomatic activity in our history, and the department, at home and abroad, has performed admirably. In support of the Government's commitment to help shape the new global agenda and Canada's response to it, DFAIT's challenges in the last year include the Chairmanship of APEC at a time of great economic uncertainty in Asia; our historic initiative to ban anti-personnel landmines; our work to broker binding commitments on climate change at Kyoto; and our continuing efforts to promote global liberalisation of trade and investment. This year we continue our campaign to gain a Security Council seat for 1999-2000.

Many of these initiatives were not even on our radar a few years ago. And it will be ever thus. It is critical to the HR strategy that we begin with this understanding of who we are and what we must be. We must recognise that we are building on a core system that works. It is critical to DFAIT's business success that the HR strategy help make that core system better.