



cases, bureaux plans will cross several communities, and community plans will involve several bureaux.

Supporting the family of HR strategies will be aligned corporate information management and internal communication strategies

2.3.1 BUSINESS STRATEGY

As the HR strategy's principal purpose is to enable DFAIT to make its business strategy work, it opens with a review of the four key management themes of our current three-year strategic business plan. These themes establish the critical organisational requirements our HR strategy must be designed to meet.

2.3.2 STRATEGIC HR GOALS

As we worked through our implementation analysis over the summer, we traced the implications for organisational life of the many promises in the HR strategy. We found that many of the promises were vitally connected and that their cumulative ultimate effect, if all were pursued successfully, would be the achievement of three broad strategic goals directly related to the management challenges articulated in our business strategy:

1. clear, consistent, unified supportive leadership,
2. strengthened organisational capability, and
3. an enabling culture

These three strategic goals are the organising themes for this version of the HR strategy. They allow us to understand the fundamental underlying purpose for each of the many change initiatives now planned or underway.

2.3.3 STRATEGIC INITIATIVES

As just noted, for each strategic goal there are a number of contributory change initiatives that we must pursue. Many of these were identified in the first HR strategy, but a number of new initiatives have been identified or launched over the last year. These initiatives are clustered in families around the relevant strategic goal. This paper provides a description of each initiative and a review of progress to date, where applicable.

2.3.4 COMMUNITY PERSPECTIVES

Following the description of all of the HR change initiatives that comprise the HR strategy, we step back and review what all of this means for each of our communities: The corporate HR strategy tries to capture the highlights for each community, but leaves to the related community-specific HR strategies the task of providing a full, detailed overview of this matter.

2.3.5 HR FUNCTION

We then take a look at the new role for the HR function that is emerging from our HR strategy and its implications for both the HR Development Bureau and for the rest of the department.