

projects. Partners work together to achieve employment equity in areas where there is under-representation of one or more of the designated groups.

Introduction

“Unless commitment is made, there are only promises and hopes, but no plans.”

Peter F. Drucker, Management expert

A New Management Style for the Millennium

As the new millennium unfolds, one thing is obvious. Our ability to hire people based on the principle of merit, and to encourage and empower them, will enable us to deal with rapid change and remain competitive.

The three basic principles which govern change in this new era:

- renewed respect for the individual employee
- globalization of the marketplace
- increased diversity in the workplace

These principles are especially relevant for the Department of Foreign Affairs and International Trade which fulfils its mandate in an international arena. This department recognizes that it must not narrowly define diversity as ethnicity or race, but instead should regard it as shared reality shaped by people who bring diverse personal and social histories, values, styles and approaches to their professional lives.

Diversity refers to any element that differentiates one person from another, including race, gender, religion, culture, learning style and sexual orientation. We all make decisions and choices based on our own beliefs, attitudes, thoughts and feelings. To honour these individual attributes is to value and respect each other.

The Department of Foreign Affairs and International Trade has a unique opportunity to promote employment equity goals not just within this department but also on the international stage. For example, officers of the Department are involved on an ongoing and daily basis with the promotion and protection of human rights, gender equality, and the rights of indigenous peoples. Since more than half of its workforce operates outside Canada, the challenge facing this department is to create effective, successful teams not just in Canada but in all the countries in which our employees work.

There is an enormous pool of under-utilized talent in our society. As you read this guide, try to imagine how your work unit could benefit from the skills of a widely diversified staff.