

electronic networks carry unnecessary information; resourcing patterns require high level staff to perform low level tasks. While DFAIT will bring together specialized working groups, its structures and values require that more people than necessary are managing issues. The current models for coordinating expertise are more costly than alternatives.

### ***1.6 The 'value added' of political and economic officers in managing human rights issues is in assessing situations, analysing possible responses, and recommending bilateral and multilateral approaches that bring the most benefits to Canada at the least cost and risk.***

The political and economic officer adds value to the department's work in human rights by managing information and managing relations. According to questionnaire data, the officers spend 53% of the work week in such value-added tasks as gathering and providing information, applying expertise, exerting influence, managing relationships, building consensus and implementing policy that promotes Canadian values. They also spend 30% of their time coordinating events or tending to administrative and management duties — areas where their value-added is less clear.

The case studies suggest that both the functional and geographic branches add value to DFAIT's human rights work. The functional branches make significant ongoing contributions in multilateral contexts, where we set our priorities, plan and state Canada's position clearly. The geographic branches manage relations with bilateral partners and Canadians in more complex environments — often without having set priorities or allocated resources strategically. The data suggest that the department performs best when it acts proactively to manage relations and situations before they become 'issues'. Yet the tendency among geographic branches especially is to act in a responsive, operational mode (producing Q&As for example) rather than being strategic in times of crisis. The political and economic officers *do* add value to issues management — though we must be clear as to when they add value, what priorities they work toward, and what demands prevent them from performing to their potential in managing relations and managing information.

## ***2.0 Priority Areas in Managing Human Rights Issues***

The study uncovered six issues which affect DFAIT performance in managing human rights cases. These issues are also understood as areas of wider concern to the department.

### ***2.1 DFAIT's organizational culture has positive and negative effects on the department's ability to manage human rights issues.***

Tradition in DFAIT fosters loyalty to the system and commitment to quality service for the public good. The political and economic officers are industrious problem-solvers who pull together in crises to overcome myriad ambiguities and complexities in the issue and the context in which they work. But the department's organizational culture also has some paradoxical and negative features. As resources and opportunities for personal advancement diminish, the culture is at once competitive and risk averse. In describing the negative aspects, some officers say the department is hierarchical, closed, segmented and isolationist.

The virtues in the organizational culture, more than contemporary management thinking and systems, have enabled the department to realize significant success in managing human rights issues. Nonetheless, various aspects of the culture are antithetical to the type of foreign service Canada needs and can afford in today's context. Competition, hierarchy, risk aversion — these qualities are not conducive to the Team Canada approach to managing foreign policy. Instances of