



### ***Strengthened Organisational Capability***

Our second strategic HR goal is strengthened organisational capacity. By this we mean that DFAIT will have the breadth and depth of competencies in aggregate to master the business challenges of the day, and that these will grow and adapt as our challenges change. We mean that our management systems will properly align our people with our business purpose, encouraging and reinforcing the kinds of behaviours that will sustain and extend our tradition of organisational excellence. We also mean that these aligning systems will be designed and managed consistently with our core values. Finally, we mean that our strategic investments in planning, training and development and compensation will be well thought through, well implemented and well rewarded over time through consistently-strong business results. We examine five areas we need to address to strengthen our organisational capability:

- workforce planning, including our rotational, appointment-to-level, stream management and career management systems,
- extension and refinement of our competency-based HR management regime,
- streamlined classification,
- training and development, and
- compensation.

### ***An Enabling Culture***

Our third strategic HR goal is an enabling culture. By this we mean that DFAIT will have a working environment and a set of living values shared and manifested by all employees, that allow every one of us to make our very best contribution to Canada and the world through our work. We mean that the structures, information management and technology platform, and the management style of the department will encourage people to work with each other across functional and classification boundaries, and that teamwork and collaboration for the collective corporate good will be rewarded through our 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. We examine four areas we need to address to build an enabling culture:

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