A. Leadership

Organizations everywhere are demanding more from their managers. Managers should be leaders. They must initiate & embrace change. They are expected to motivate, to listen, to mentor and to coach.



DFAIT GOALS

- Encourage innovation & participation
- ♦ Emphasize people management, leadership values & competencies
- Clarify organizational structures & responsibilities

KEY ACHIEVEMENTS

- ✓ DFAIT managers met with staff to discuss Public Service survey and prepared action plans
- ✓ Ensured that the Management Development Program is available for all management levels
- ✓ Designed and delivered pilot Strategic Leadership Program
- ✓ Managers included HR components in their Business Plans

ACTION PLAN HIGHLIGHTS

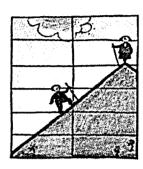
- Leadership Vision and Values- Support
 Deputies/Executive Committee in establishing and
 committing to vision and values
- Management Development Programs Align programs to new leadership model; deliver, evaluate and validate
- New Performance Management System Develop new system for EXs and all other
 managers which integrates HR accountabilities and
 measures performance through competencies
- Role of Deputy Directors Create and communicate guidelines to clarify and standardize management role
- **Ethics and Values Committee** Facilitate the creation of a Committee and help implement its recommendations

DID YOU KNOW?

✓ Last year 196 people came through DFAIT's management development program.

B. Career Management & Development

Employees must have confidence that their career interests are managed coherently & sensitively, making the best use of their skills through increased flexibility, mobility & performance recognition, while management needs to know that employees are being developed to meet current & future needs.



DFAIT GOALS

- ◆ Train & motivate multi-skilled employees
- Define competencies necessary for high performance
- Build transparency into career decisions
- Increase employee mobility
- ◆ Define different entry points into DFAIT

KEY ACHIEVEMENTS

- ✓ Opened postings and temporary assignments to all permanent employees
- ✓ Created a single division for all assignments
- ✓ Recruited 120 for FSDP and recruited internally for 10 FS and 20 AS
- ✓ Created 7 FSDP positions abroad in 2000
- ✓ Completed pilot competency profiles for CO, ES, PG, FSDP, and rotational AS and SCY
- Established program to facilitate entry of Admin Support personnel to CS group

ACTION PLAN HIGHLIGHTS

Recruitment

- Apply competency-based approach to recruitment
- Recruit for new Administrative Support stream

Mobility

- Develop policy statements on mobility
- Consider pooling certain non-rotational groups;
 e.g., CO/ES
- Integrate rotational AS and FS groups
- Create further FSDP positions abroad

Appraisal/Promotion

Revamp feedback, appraisal and promotion mechanisms

DID YOU KNOW?

✓ Almost 600 rotational & non-rotational employees were assigned/seconded to different positions last year.