

## 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.