CONCEPTUAL FRAMEWORK

This second version of the DFAIT HR strategy has three components:

1. **A corporate HR strategy** that captures the systemic challenges, key strategic themes, and leadership focus of the full department for the planning period. Its purpose is to explain how all of the change activity within DFAIT should be directed towards departmental strategic business objectives.

2. **Bureaux HR strategies** that are aligned with the corporate HR strategy and explain how the key themes will be used in support of each bureau's business.

3. **Community HR strategies** that are aligned with the corporate HR strategy and explain how the key themes will be managed in relation to each departmental community.

In most cases, a bureau's plan will cross several communities, and a community's plan will involve several bureau plans.

STRUCTURE OF THE CORPORATE HR STRATEGY
BUSINESS STRATEGY

As the HR strategy's principal purpose is to enable DFAIT to make its business strategy work, it opens with a review of the three key management themes of our current three-year strategic business plan: planning and priority setting, resource management and horizontal policy management. These themes establish the critical organisational requirements our HR strategy must be designed to meet.

STRATEGIC HR GOALS

We have found that many of the promises in the HR strategy are vitally connected and that their cumulative ultimate effect, if all were pursued successfully, would be the achievement of three broad strategic goals directly related to the management challenges articulated in our business strategy:

Clear, Consistent, Unified, Supportive Leadership

Our primary strategic HR goal is improved leadership in the broadest sense. It is the daily behaviours of the senior people in the department that tell our employees what we truly value. Accordingly, clear, consistent, unified and supportive leadership is the sine qua non of our planned HR reforms. We examine five dimensions of leadership:

- people management, including ownership of change, championing of change, and modelling desired behaviours,
- ethics and values,
- comptrollership and performance management,
- organising for leadership, and
- communications.