



business challenges with our HR strategy and our departmental agenda with that of the broader Public Service.

The report suggests that three aspects of management normally housed separately within Public Service organisations - financial, information and HR management - are really just parts of a broader management function that must be integrated in the hands of those responsible for managing the business of the organisation. Within DFAIT we have collected these functions, together with business planning, resource allocation and property management under the ADM of Corporate Services who sits on the Executive Committee - so structurally we are part of the way there. The challenge that remains is to integrate the cultures of the corporate disciplines with each other and with the broader management functions of the department. Where appropriate, we will incorporate the principles of modern comptrollership and its integrative mechanisms in this HR strategy and in the change initiatives flowing from it.

4.1.3.1 Results-based Management - Measuring Departmental Performance

Like all other Public Sector institutions around the world, DFAIT is mandated to achieve a set of business objectives that include both quantifiable "hard" results that can be readily measured and public goods, qualitative "soft" results, that cannot be easily measured. We believe that a balanced scorecard approach to performance measurement can best capture a fair assessment of the department's total performance. DFAIT will work with the Treasury Board Secretariat and other departments through the Results-based Management and Modern Comptrollership initiatives to develop a balanced set of clear, measurable, high-level business results that will support the long-term assessment of the department's organisational effectiveness. The degree to which DFAIT achieves its business objectives as measured by this balanced scorecard will indicate the effectiveness of the HR strategy.

The development of a fair balanced scorecard will be a challenging task. We cannot, nor do we wish to, do this alone. Our performance measurement system must mesh well with those of other departments to support an assessment of the full Public Service. The investments required to design the balanced scorecard and the measurement systems to support it can be made more bearable through collaboration with TBS and other departments. Accordingly, we look to TBS for decisive, enabling leadership on this file.

Our work has already begun. Our Performance Measurement Initiative in the Trade Commissioner Service (see below) has already produced early results which should prove to be scaleable to much of the department. Some of the success criteria, performance indicators and possible sources of measurement information contained in the Framework for Good Human Resource Management in the Public Service issued by TBS in February 1998 are already captured in this document, or will be, in the balanced scorecard we will develop this Fall. Current processes already produce a number of the measurements described in the Framework. The problem is that many of these simply measure process and transactions rather than business results. The trick is to synthesise from the inputs of