

Le Français suit ...

## **Working Together in Our New Department**

We are delighted to take the next step towards building our new department. Since the adoption of legislation creating DFATD in June, our management team has been developing the means to realize our goal of amalgamation: a more coherent and effective department, better equipped to deliver on the Government's international priorities and provide service to Canadians in a fast-changing world.

First and foremost, our objective is to foster a new departmental culture, in which close collaboration across business lines becomes our fundamental approach and strength. This will involve all staff in the department; we are committed to making it happen, and we hope you will share our enthusiasm and join us.

In this project, we have been greatly assisted by an External Advisory Group (EAG): Janice Gross Stein, Director of the Munk School of Global Affairs at University of Toronto; Scott Gilmore, Chief Executive Officer of Building Markets; Nigel Fisher, UN Assistant Secretary General and Regional Coordinator for Syria; Susan Cartwright, former Ambassador and Foreign Policy Advisor to the Prime Minister; and, Jacynthe Côté, Chief Executive Officer of Rio Tinto Alcan. They have accepted the invitation of our Ministers to participate in the EAG, which has already played and will continue to play a very valuable role in helping us design and test our new way of working together.

It starts with a proposed Vision Statement to describe our goal for our department, within the Government of Canada. This Vision will reflect our primary objective: excellence in advancing Canada's international interests and values, and in serving Canadians. It will also reflect our integrated approach to development, trade and diplomacy, supported by our corporate team, and the continued building of specific expertise. Your management team has a particular responsibility to ensure the Vision guides our work, but it is critical that we, at all levels, own it. A draft [Vision Statement](#) can be found on the intranet. We want you to help us shape this Vision and are interested in your views.

The way we work in the new department matters far more than its organizational structure, but demands more from us too. In order to leverage more effectively our national influence over the international issues that affect Canadians, we must maximize the synergy among economic, diplomatic, development, and security policy and instruments, supported by efficient and flexible corporate functions. We are already working together on common projects, such as those at the United Nations General Assembly and in the G8, and this collaboration will grow.

Deeper and more wide-ranging collaboration will be encouraged by a range of mechanisms, formal and informal, that build on existing initiatives. These include new [Governance Committees](#) which bring together management across the

department, to plan, develop policy, and manage programs. Consistent policy direction will be strengthened by deputy ministers setting the course and working with our Policy Committee. Issues will be managed so that all perspectives are heard, whether we are developing a plan to advance Canada's interests on a specific file or providing coherent, comprehensive advice. Heads of missions will be given a mandate not only to enhance mission coherence, but also to contribute to departmental management and policy development. Training for all staff will emphasize team work and collaboration. To illustrate our collaborative culture, we have developed a graphic, [DFATD: Working Together](#) (.pdf).

We recognize that building our new department will take time; significant change will be implemented across the department and we will learn from our early experiences. We have delivered on a number of sizeable change initiatives over the last few years, and we are still absorbing the effects of those. We need to be conscious of the impacts of recent and future changes on our effectiveness and work-life balance. A phased approach to our new departmental culture, tailored for each branch, will be adopted.

Today, introducing the initial phase, we are very pleased to congratulate our new team of ADMs. Their responsibilities, including for their new branches and effective departmental governance, are reflected in the [DFATD organizational chart](#) (.pdf).

Our new organizational structure is designed to encourage collaboration and discourage silos. It will catalyze horizontal teamwork, at all levels. Key changes it brings include: the establishment of a Strategic Policy and Summits Branch, which incorporates a new International Economic Policy Bureau; the alignment of all geographic functions into four new branches; and the combination of global issues and programs into an integrated branch. New Public Affairs and Human Resources Branches will support the work of our consolidated department.

Each ADM will be responsible for guiding his or her branch over the coming months and determining how best to increase its effectiveness through further integration. The current organizational structure is the basis for this process of evaluation. We have asked ADMs to come back to us in short order with detailed plans for further integration. ADMs will also be accountable for ensuring that integration among branches occurs promptly and effectively. In particular, within ninety days, geographic ADMs will make recommendations to deputy ministers on how best to increase the effectiveness of their branches through further integration, recognizing specific needs for each region. Within the same timeframe, our department will also determine which further changes will be needed to bring about greater policy coherence. In addition, our department will examine the means to best connect with Canadians.

HOMs are also expected to lead integration within missions. Moreover, we are examining how best to locate our staff and work efficiently between our campuses. We will be assessing our progress regularly, determining what is working and what

is not, and making adjustments as needed. Your input to this process will be crucial.

These changes affect every one of us. We are committed to ensuring that all staff understand and are involved in the new approach. Your management team will be speaking with you soon in town hall sessions, group meetings and brown bag lunches, as well as communicating virtually to obtain your feedback and input, including on how we are doing in managing these changes. Making amalgamation work depends not only on our leadership, but also on you and your support. Contributions to amalgamation will be recognized in the coming cycle of staff performance evaluation.

We are convinced that developing our new organization offers great opportunity for renewal and innovation as we provide strong support to our ministers and deliver on Canada's international goals, foster fresh, cross-cutting approaches to the issues we face, and build new skills and experience that will allow each of us to grow professionally.

We look forward to working with you on this change initiative.

**Morris Rosenberg**, Deputy Minister of Foreign Affairs

**Simon Kennedy**, Deputy Minister of International Trade

**Paul Rochon** , Deputy Minister of International Development

**Greta Bossenmaier**, Senior Associate Deputy Minister of International Development

**Peter M. Boehm**, Associate Deputy Minister of Foreign Affairs