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Regional Symposia 2007-2008

Our Global Team: Making it Happen for Canada

Executive Summary

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Executive Summary

What We Set Out to Do

The purpose of these symposia was to communicate with and engage management worldwide.

The symposia are a strategic initiative of DMT and the International Trade Senior Planning Committee. This is the first time we have involved all managers from across the organization in a discussion like this.

We are all working towards the same objectives – offices abroad, regional offices in Canada and Headquarters – the entire International Trade component of DFAIT.

SYMPOSIA OBJECTIVES

- **Communicate** the vision and direction of the International Trade component of DFAIT to employees worldwide
- **Engage** management around the world on the implementation of key departmental priorities
- **Identify actions needed** to improve communications with offices abroad and in Canada and key areas where Headquarters support should be targeted

EXPECTED OUTCOMES

- A report and action plan with key priorities and commitments for STCs at offices abroad and regional offices as well as Headquarters' divisions
- Concrete recommendations on implementing DFAIT's integrated commerce agenda at Headquarters, offices abroad and regional offices
- Improved engagement of management at Headquarters, offices abroad and regional offices

DIALOGUE OBJECTIVES

Dialogue 1 – "Setting the Course": Vision and Direction

1. Clarify the expectations of senior management to ensure a common understanding
2. Outline the context: geopolitical, alignment

Dialogues 2 to 5 – The Global Commerce Strategy: Today's Reality; Integrative Trade: Working Together to Make it Happen; Services / Clients / Partners; Managing for Success in Today's Reality

1. Communicate key departmental priorities
2. Clarify what we are trying to achieve – Global Operations / Trade Policy and Negotiations / Investment, Innovation and Sectors / North America
3. Promote discussion on each topic

4. Consider the challenges
5. Recommend courses of action

Dialogue 6 – Connecting the Dots: Conclusions from the Symposium

1. Consolidate the discussions from the symposium
2. Outline proposed action items for senior management following the symposium

DIALOGUE OUTLINE (FIRST FIVE SYMPOSIA)

Dialogue 1 – "Setting the Course": Vision and Direction

- Overview of the today's business environment/integrative trade
- Direction and priorities for the Government and the Department
- Vision for International Trade component of DFAIT

Dialogue 2 – The Global Commerce Strategy: Today's Reality

- Current direction for the implementation of the Global Commerce Strategy (GCS)
- Update on our approach to integrative trade since the realignment of June 2006 in the context of the GCS
- Market plans for priority markets

Dialogue 3 – Integrative Trade: Working Together to Make it Happen

- Working with colleagues within DFAIT to achieve an integrated approach to our work
- June 2006 realignment of International Trade and changes to the structure of Headquarters, respective roles and responsibilities of branches and bureaus
- Role and interaction of offices abroad with Headquarters and regional offices
- Role and expansion of the regional network in Canada
- Partnering to serve clients

Dialogue 4 – Services / Clients / Partners

- Services to clients, including the proposed revised client and services definitions
- Differentiated services connected to today's reality (needs-based services)
- Horizons website, CDIA, CSR, TRIO and VTC

Dialogue 5 – Managing for Success in Today's Reality

- Business planning: priority setting, performance measurement
- Tools: TRIO, Dashboard
- Managing people/teams effectively (Canada-based staff, locally engaged staff)

Dialogue 6 – Connecting the Dots: Conclusions from the Symposium

- Linkages between the issues and the implications for our ability to deliver as an organization
- Commitments and action

LOCATIONS AND NUMBER OF PARTICIPANTS

1. Europe Region (November 2007 in Paris) – 34
2. Africa and the Middle East Region (December 2007 in Rome) – 16
3. Asia Pacific Region (January 2008 in Tokyo) – 29
4. North America Region (January 2008 in Ottawa) – 33
5. Latin America and Caribbean Region (February 2008 in Miami) – 24
6. Headquarters (March 2008 in Ottawa) – 130

THE RESULTS: CONSOLIDATED LIST OF ACTION ITEMS PUT FORWARD BY PARTICIPANTS.

Participants in the six symposia recommended the following list of action items for *offices abroad and regional offices*:

Communication

- Cascade to staff. Communicate to HoMs.
- Communicate more success stories which clearly show TCS impact/ attribution.
- Communication of expectations to other posts (Asia, Europe)
- Use new communications tools

Business Plans

- Send in Business Plans as soon as possible
- Show leadership by demonstrating Integrative Trade principles in upcoming business plans
- Review priority sectors as part of business plans
- Focus on new services implementation
- Anticipate client needs

Think Regional

- Think of 3rd markets.
- Develop a more regional approach
- Investigate closer regional collaboration

Focus with Flexibility

- More focus. Fewer priority sectors.
- More disciplined approach/more realistic
- Be flexible. Don't "say no" too quickly
- Conduct Prioritisation exercise
- Focus on results and de-emphasize activities

Regional Offices

- Expand Regional Trade Networks (ROs)
- ROs to conduct outreach. New officers need a temporary duty at Post, and vice-versa.

Other

- Leverage Trade Policy Tools
- Augment the use of TRIO (e.g. for reporting)
- Better leverage our partners (one new partner at a time)

Participants also recommended a series of action items for headquarters:

From the Headquarters Symposium

- Define the Key Concepts – or at least, articulate them a little better
- Initiate separate dialogue regarding Corporate Services, i.e. Human Resources
- Review the TCS Brand
- More Experimentation. More pilot projects.
- Informal lunch 'n' learns to foster networks

- Investigate a “research and development” unit for the Department
- Direct directors-general to share issue with their counterparts

On Symposia follow-up and Articulating Integrative Trade

- Follow through on these Symposia and Plans
- Develop document on Integrative Trade for staff roll-out.
- “Listen more” and continue dialogue

Global Value Chains, Sectors and Teams

- Develop communities of practice around key global value chains with centres of excellence based in key decision-making centres.
- Investigate development of client intelligence WIKI
- Provide greater sectoral support
- Expand the Life Sciences Pilot and the Concept of Virtual Sector Teams

Business Planning and Performance Measurement

- Consolidate planning, reporting and performance measurement systems.
- Resolve Business Planning and reporting duplication.
- Evaluate posts based on use of e-Tools
- Introduce more flexibility in funding allotment, i.e. be nimble (e.g. ability to move budgets between travel, hospitality and CSF)
- Re-institute Client Survey or other client feedback mechanism

Tools

- Expedite alignment of tools with Integrative Trade (S&T, market access, user-friendliness).
KISS principle.
- Allow for adjustment of client profiles in TRIO
- Develop conventions as to what to enter (and what not to enter) into TRIO
- Develop tools to assist in the implementation of Integrative Trade

Region-Specific

- Develop coherent policy and message on CSR (LAC)
- Link clusters in the LAC region and Canada
- Encourage more high-level engagement (MEA)
- Be more proactive on the region (MEA)
- Provide contacts and network (e.g. phone book) (MEA)
- Consolidate and integrate training in the region (LAC)

Regional Offices

- Provide enhanced investment and training for ROs and partners
- Provide more impetus (resources) for client acquisition through the regional offices
- Regional offices assume client acquisition
- Identify positions we can move from Headquarters to regional offices and posts

Miscellaneous

- Increase our capacity in project management

- Post-Support Unit has a role in client expectation management on Integrative Trade and new services
- Address issues such as Education Marketing (i.e. better communicate roles between IBD and PERPA)

THE ANTIMA GROUP

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