



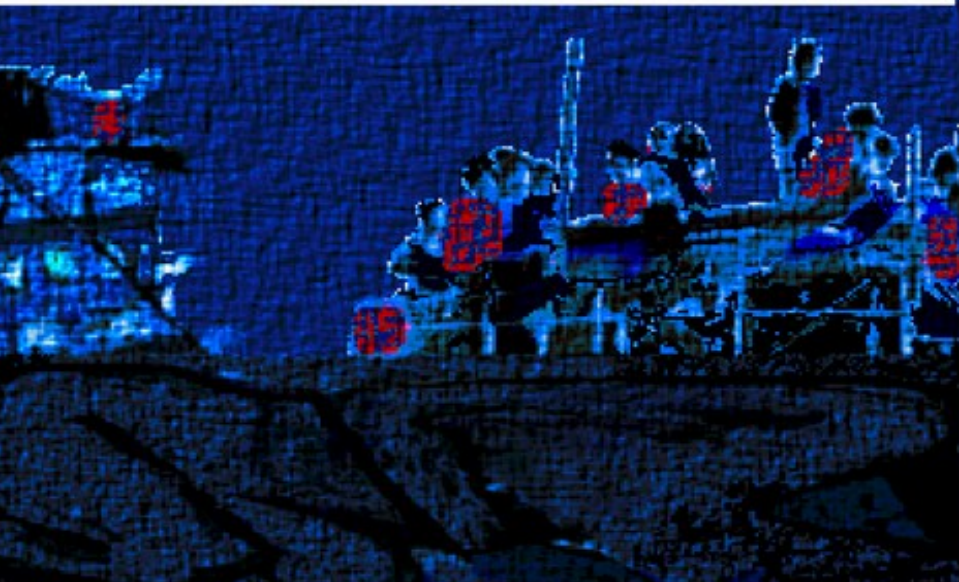
# BLUEPRINT 2020

REPORT TO THE CLERK OF  
THE PRIVY COUNCIL ON  
PUBLIC SERVICE RENEWAL

December  
2016



## GLOBAL AFFAIRS CANADA





Launched by the Clerk of the Privy Council in 2013, Blueprint 2020 is a modernization initiative that is fundamentally changing the way the Public Service of Canada does business in the 21st century. The Blueprint 2020 initiative sets out a vision for a world-class Public Service equipped to serve Canada and Canadians now and into the future. This multimedia report has crowdsourced many of the initiatives in Global Affairs Canada, through which employees are living the Blueprint 2020 Vision.

#### Editor and Layout

Ian Shaw

#### Videography / Narration

Carter Brundage

Christopher Young

Ingrid Goddard

#### Contributors

**The content of this report has been crowdsourced from the employees of Global Affairs Canada.**

This report is available in French. To hear any part of this report from text to speech, please click on the hand-to-ear icon in the middle of the bottom of every page. To listen to the entire report in audio form, please click on the green icon immediately below this message.



Government  
of Canada

Gouvernement  
du Canada

## Table of Contents

### Messages




denotes stories with videos

- ◆ Deputy Ministers 3
- ◆ Blueprint 2020 Champion 4


### Creating Respectful Workplaces

- ◆ Putting Well-Being First 5







### Recruitment and Onboarding

- ◆ Modernizing Human Resources Policy 8
- ◆ Onboarding International 10
- ◆ Talent from across the Globe serving Canada  11

### Engagement, Empowerment, and Innovation

- ◆ #ValuingDiversity@LocallyEngagedEmployees 12
- ◆ Canada's International Assistance Review  13
- ◆ Hubs and Walls Spark Innovation at Global 14
- ◆ Fostering a Culture of Innovation 18
- ◆ Talking the Talk, Walking the Walk 20

### Better Outcomes for Government and Canadians

- ◆ New Travel Smart App  21
- ◆ Results and Delivery at Global Affairs Canada 22
- ◆ The Impact Express Collaboration 23
- ◆ Modus  25
- ◆ Global Affairs Canada and the Global Fund  26
- ◆ Destination Canada: Operation Syrian Refugees  28
- ◆ Trade Commissioner Service: Everywhere you export  30
- ◆ Canadian Walls - Blooming across Africa  31
- ◆ Using Open Source Analysis for Human Rights 32

### Challenges for the Blueprint 2020 Vision

- ◆ What is preventing us from living the vision? 33





## Message from our Deputy Ministers

Global Affairs Canada's mission is to further Canadian interests and values in an increasingly interconnected and complex world. Being agile and quick to innovate where it will deliver better results is fundamental to our mission, and our greatest asset in achieving this mission is our people. For this reason, we have embraced the Blueprint 2020 Vision as a means to create a productive, stimulating and respectful workplace where all employees can clearly see the importance and impact of their contributions to our organization's objectives.

Recognizing achievements is fundamental to empowering employees to deliver better outcomes for Canadians. This report features some of the many accomplishments of our people over the last year. These range from landmark undertakings, such as Operation Syrian Refugees and the Fifth Replenishment of the Global Fund, which demonstrated Canada's commitment to international engagement, to the International Assistance Review, a truly team effort by a very large number of dedicated employees, to grassroots employee-developed innovation like the Travel Smart App, which is increasing both the convenience and safety of Canadian travellers.

Elsewhere in this report, you will also learn how our department is emulating best practices from the private sector to foster the creativity of our employees. Across the department, innovation units and teams, culture and win walls and ginger groups are now being used as new means to identify innovative solutions to the complex problems faced by large organizations such as ours. Moreover, Blueprint 2020 is enabling our key business lines to strategically converge, as exemplified in the stories of the *Impact Express* trade and development mission to Seattle and the *Canadian Walls – Blooming across Africa* initiative to promote human rights and development goals.

The Blueprint 2020 Vision will help us deliver even better outcomes for Canada and Canadians. It is also the lens through which employees can help us to identify bureaucratic roadblocks that prevent them from being innovative and more productive in serving Canadians.

Over the coming year, we will continue to adopt creative recruitment and onboarding approaches, make best use of available talent in our organization, and enhance the transfer of knowledge to the next generation of leaders.

We encourage everyone to read this report and look forward to engaging employees on Blueprint 2020 initiatives in 2017.



Ian Shugart  
Deputy Minister of  
Foreign Affairs

Timothy Sargent  
Deputy Minister of  
International Trade

Peter Boehm  
Deputy Minister of  
Development

Diane Jacovella.  
Associate Deputy  
Minister of Foreign  
Affairs



# Message from Global Affairs Canada's BP 2020 Champion

I am proud to present Global Affairs Canada's 2016 Blueprint 2020 report on the many initiatives undertaken over the past year, and to look ahead to our goals for 2017.

First, I would like to thank the 2020@international team, established in 2015 to help us advance Blueprint 2020 at Global Affairs Canada. This team, led by Audri Mukhopadhyay has acted as an important catalyst and convenor for groups in the department engaged in innovative ways to reshape our work and workplace. It has also ensured that our efforts at Global Affairs Canada are fully aligned with the Blueprint 2020 Vision and the new Public Service Renewal Results Plan.

As Blueprint 2020 enters its fourth year, it is important to recall the key elements of the Blueprint Vision that guide us:

- ◆ an open and networked environment that engages citizens and partners for the public good;
- ◆ a whole-of-government approach that enhances service delivery and value for money;
- ◆ a modern workplace that makes smart use of new technologies to improve networking, access to data and customer service; and
- ◆ a capable, confident and high-performing workforce that embraces new ways of working and mobilizing the diversity of talent to serve the country's evolving needs.

I invite you to read this multi-media report with its many informative videos for a sense of the exciting work accomplished by our colleagues over the past year. In 2017, the team will focus on the following areas, in addition to sustaining ongoing Blueprint 2020 initiatives.

- ◆ exploring how collaborative work approaches and workplaces can help to enable teams to tackle complex problems;
- ◆ sharing our considerable knowledge of the world with Canadians through key partnerships; and
- ◆ enhancing the transfer of knowledge to a new generation of leaders in our department.

As I come to the end of my three-year term as Blueprint 2020 Champion, I would like to thank Audri and the dynamic 2020@international team, and all those who have participated in efforts to take forward the 2020 vision in Canada and abroad. I would also like to extend a special note of appreciation for the work of past Blueprint 2020 Co-Champion Antoine Chevrier, and wish him the best in his new role as Canada's High Commissioner to Mozambique.

I hope that you enjoy this report, which demonstrates how the Blueprint 2020 Vision has succeeded thanks to the teamwork of many of our colleagues in Canada and abroad.

Sarah Fountain Smith  
Blueprint 2020 Champion  
2013-2016  
Global Affairs Canada



# CREATING RESPECTFUL WORKPLACES

## Putting Well-Being First

Global Affairs Canada continues to place a high value on the psychological well-being of employees, our most important asset. We recognize that the continued delivery of high quality services to Canadians, at home and abroad, is dependent on a healthy, motivated and appreciated workforce. Our goal is to create a culture that enshrines psychological health, safety and well-being in all aspects of the workplace through collaboration, inclusivity and respect. This obligation belongs to every individual in the workplace. We are cognizant that employees in our organization must deal with many of the same life challenges that other Canadians face, while also living and working in the some of the most complex environments in the world. For this reason, we have mainstreamed the discussion of mental health and developed training for managers. We have also engaged over 960 employees at HQ, and Missions across all levels of the organization, to feed the development of a Corporate Action Plan to support well-being in the workplace.

As a leader in the federal government, the department contributed in 2016 to all three government-wide committees on mental health issues: the Joint Union Management Technical Committee on Mental Health, the Associate Deputy Ministers' Advisory Committee and the Clerk's Advisory Group on Mental Health.



Global Affairs Canada's Well-Being Kiosk at Innovation Fair

Employee feedback is essential to developing an action plan to support well-being in the workplace. Almost half of our workforce is spread across the globe and belongs to hundreds of different cultures.

This rich diversity is our strength, and it requires us to adopt a heightened sensitivity to cultural differences in order to ensure that the views of our employees are adequately reflected in consultations and planning processes.

Consequently, we have adopted a department-wide, multi-phased approach to address the diverse needs of Canadian and locally engaged staff, and rotational and non-rotational employees in our 170 missions abroad and at headquarters. Within this approach, consultations with employees, management teams and Unions, assistant deputy ministers and directors general, and stakeholders were held between August 2015 and March 2016 reaching over 430 individuals.

*(continued on page 6)*





# Putting Well-Being First (continued)



Alexander McGill, GCWCC Champion; Sarah Haufe, Acting Director, Office of Values, Ethics and Workplace Well-Being; and Jean-François Claude, guest speaker and fellow public servant (holding a certificate of appreciation on behalf of Global Affairs Canada).

The National Standard on Psychological Health and Well-being contains thirteen psychosocial risk factors. For initial consultations, the department has selected five of these: Leadership and Expectations; Workload and Balance; Respect and Civility; Reward and Recognition; and Organizational Culture. This selection reflects concerns identified by our employees in the Public Service Employee Survey.

A cross-sectional Working Group was set-up to review consultation results and identified ten themes related to challenges to psychological well-being. This formed the basis for the second round of online consultations held in September 2016 in which employees were asked to indicate their top priorities for the development of the Corporate Action Plan. As of October 12, 2016, over 530 employees had responded to this online survey.

From August to October 2016, employees were also solicited for their input on the new Mental Health Strategy for the Public Service, which was launched by the Treasury Board Secretariat in June 2016.

The Deputy Minister of International Development, Peter Boehm, as our informal champion for well-being, has been at the forefront of the work to destigmatize and normalize discussions on mental health. He and other senior leaders from the department have participated in multiple speaking engagements to share best practices and personal testimonials, including during the Canada School of Public Service's Learning Day on Mental Health. The department also organized a kiosk on mental health at the government-wide Innovation Fair in April 2016.

The themes for the 2016 Government of Canada Workplace Charitable Campaign (GCWCC) are "Wellness" and "Compassion in Action". The Campaign launched a "Wellness Challenge" across the department to encourage and motivate people to reflect on the many aspects of wellness in the workplace. As well, throughout the fall, employees have taken part in weekly "Wellness Wednesdays" activities such as a session on the 13 steps to better health with Dr. J.T. Norton. In October 2016, as part of Mental Illness Awareness Week, the department's Office of Values, Ethics and Workplace Wellbeing hosted Jean-François Claude, founder of the Men's Depression Education Network and a public servant with Persistent Depressive Disorder. Jean-Francois Claude shared his compelling testimonial on "Building Empathy... One Story at a Time" with 50 employees.

*(continued on page 7)*



In addition to awareness training, efforts are underway to strengthen staff capacity through training. A new one-day Mental Health for Managers course was developed and delivered to two groups reaching 30 managers. The department also has many staff taking the Mental Health First Aid Canada training, preparing them to support their colleagues both in identifying early signs and in providing appropriate support in a mental health crisis, within the workplace.

The Partnerships for Development Innovation Branch is targeting having one member of each directorate trained to support their peers. Within the context of the New Heads of Mission Training, an additional 100 managers participated in an adapted version of the course. Consular services personnel in one mission and in HQ attended the department's one-day Psychological Awareness of Mental Health Problems course. This customized training assisted staff in identifying signs of mental illness and in knowing how to react to best assist members of the public who are exhibiting signs of distress. Planning is also underway to deliver these two courses again during the current calendar year.

*“We all have a role in working together to address and eliminate the stigma associated with mental health in the workplace.”*



*Peter Boehm  
Deputy Minister  
of International Development*



## Modernizing Human Resources

What are we doing in human resources and what impact is this having to date?

### Recruiting new and diverse employees

Global Affairs Canada was successful in increasing the representation of women in Head of Mission positions from 31% in 2015 to 38% in 2016. This is the highest representation among G7 countries.

The department has participated in Post-Secondary Recruitment 2011, 2014, 2015 and 2016 although the overall intake has been small because of our low rates of attrition. However, aboriginal and mandarin-speaking candidates from these processes have made up the bulk of employees hired into the foreign service on an indeterminate basis.

### Welcoming and integrating new employees to help them contribute from the start

Global Affairs Canada has implemented a strategy to support the professional development of first-time Heads of Mission and to mitigate operational risks. This initiative has been embraced by the first-time Heads of Missions and senior management.

The department has made substantial progress toward recasting its entry-level program to the foreign service as a training program to include all new foreign service officers. Further refinements include looking to expand the entry-level program to all types and classifications of officers who enter the department.

### Making best use of available talent in our organization

Global Affairs Canada is introducing a new promotion strategy for Executives, which takes into account their talent management placement and embraces the new staffing orientation in the Public Service. This will result in smaller, lighter, targeted processes that will be more focused on outcomes.

The department has adopted a Competency-Based Approach to managing its human resources. This approach integrates HR planning across all HR components including recruitment, assignment, selection processes and talent management. While the approach is still under development, the idea is that each employee will have a competency profile to enable management to better identify the scope and nature of the available talent pool. In addition, employees would also see the competency profiles for positions, which will enhance their ability to plan their careers.

## Official Languages Initiative

Second Language Wednesdays have been successfully launched. This initiative encourages all of Global Affairs Canada's employees, in Canada and abroad, to speak in the second official language for one entire Wednesday each month. These special days provide an added opportunity to use the second official language, to maintain existing language skills, to learn new expressions and to encourage an even more bilingual work environment.

*(continued on page 9)*





(continued from page 8)



Francis Trudel, Assistant Deputy Minister for Human Resources, and Colin Gascon, Executive Director for Executive Services and Talent Management, bring returning Heads of Mission and Senior Managers up to speed on Human Resources initiatives at Global Affairs Canada

#### Supporting experienced employees to transfer knowledge to the next generation of leaders

For example, Global Affairs Canada is piloting a new program: “Generations at work” in support of the transition of senior executives to retirement. This program takes into account performance track-record, and ensures assignments sought are aligned with the department’s priorities.

Mentorship continues to be an important element of our officer development programs. Management/ Consular officers in particular benefit from having mentors in other missions and at HQ given that they are often the only member from their speciality assigned to a mission abroad and do not have colleagues of similar backgrounds at hand. The mentorship sometimes includes a visit to their mission from a mentor or a visit to a neighbouring mission to discuss issues and learn about best practices.

#### What is still preventing us from living the Blueprint 2020 vision from the Human Resources perspective?

As the government centralizes performance for human resources and talent management systems, the medium-term trend is to devolve to the lowest common denominator in order to get the broadest possible application. This runs the risk that great new ideas may have nowhere to be tested. As the systems are more universal, changes to them are also universal which requires more time and buy-in across a large number of stakeholders. We need a way to be able to incubate and test ideas before they go into full government-wide production.



# Supporting Employees to Succeed Onboarding International



Global Affairs Canada, like other parts of the Public Service, is experiencing a major generational change. We need to not only recruit new employees with the right skills, energy, values and passion for public service, but we need to support them as they transition into their new careers. Global Affairs Canada faces the additional challenge of having a high percentage of rotational and mobile employees who routinely change assignments at headquarters and abroad, and need to be prepared to hit the ground running as they take on their new responsibilities. For these reasons, getting onboarding right has become a major area of focus in our department's enterprise-wide training initiatives.

To facilitate the arrival of new employees and help them settle into their new jobs quickly and smoothly, Global Affairs Canada has developed a series of online courses, such as *Orientation to Global Affairs Canada* and *How Global Affairs Canada Works Abroad*. These courses help participants understand how the department functions abroad and are not only useful for our employees being posted abroad for the first time but also for employees of other government departments who are assigned to work in Canadian missions abroad.

With the most diverse workforce and the most decentralized operations in the Government of Canada, Global Affairs Canada has the opportunity to integrate the best of workplace cultures in Canada and in our 170 missions abroad. The *Understanding the Workplace Culture of a Canadian Mission* course is designed to help both Canada-based and locally-engaged staff identify the main elements of Canadian workplace culture, and examine how these elements compare, contrast and can be blended with those of the local culture.

Our department has also developed a new onboarding course, *The Best Start: A New Job at Global Affairs Canada*. This course teaches managers to prepare for and welcome new employees on their first day in order to establish a supportive and respectful atmosphere right from the start. The course draws on best onboarding practices for productive working relationships and smooth transitions of new employees into their new workplaces, roles and teams.

Our department also plans to offer a flexible and evolving curriculum of professional learning opportunities through its newly proposed Foreign Service Training Program. This program will be designed for newly recruited foreign service officers and provides opportunities to acquire competencies, skills and the knowledge necessary to be an effective foreign service officer and function in foreign cultures as well as at headquarters. The program aims to promote foreign service, inter-stream collaboration and leadership competencies through diverse work and professional development experiences at headquarters and abroad. It will include mentoring, a formal training component and on-the-job learning through a variety of work assignments.

Following the amalgamation of the Department of Foreign Affairs and International Trade and the Canadian International Development Agency, a review of the training curriculum was undertaken with the goal of making training available to all employees regardless of their previous specialisation. This led to the identification of 41 development positions abroad requiring foreign language proficiency for improved effectiveness. This fiscal year, 19 development officers were enrolled in intensive languages training for the study of Spanish, Portuguese, Indonesian and Ukrainian. This also led to the creation of a Development Officer Roadmap which integrates international affairs courses previously only available to foreign service officers and core development officer training. This roadmap will be updated following the completion of Canada's International Assistance Review.







## Talent from across the Globe serving Canada

*"Canadians value diversity, and this is exemplified nowhere better than with our LES who represent almost every nationality on the face of the earth. They bring invaluable perspectives and knowledge to inspire change in the way we work and how we can serve Canadians better."*

*-Brandon Lee, Consul General of Canada in San Francisco*

We would like to share a video with you. Just click on the flag image above. The video contains some key messages from senior managers, followed by messages produced by Locally Engaged Staff (LES) at the Consulate General of Canada in Detroit, in collaboration with other LES in our US missions. The messages in this video capture the excitement, willingness, determination and commitment of LES to Canada and the success of Blueprint 2020.





# EMPLOYEE ENGAGEMENT, EMPOWERMENT AND INNOVATION



## #ValuingDiversity@LocallyEngagedEmployees

At Global Affairs Canada we are very much aware of what it means to be the face of Canada abroad. Wherever in the world we are present, at every mission, we count on the collaboration of our locally engaged staff (LES). These valued employees are essential to everything we do.

Global Affairs Canada is privileged to have more than 4,970 employees who are residents in the host countries of our embassies and consulates abroad. This represents almost half of all Global Affairs Canada's workforce. They are often the very first faces that people see when they call on a Canadian mission abroad for consular services, trade and investment advice, development partnerships and political insights. Many of these employees work for decades in the service of Canadians.

"It has been a real privilege to work for the Government of Canada," says Archana Mirajkar, Senior Media and Communications Officer at the High Commission of Canada in New Delhi. "I am very fortunate to have had the opportunity to work with some of the finest minds in the Canadian public service. It has broadened my horizons and provided me with an insight into goals that are larger than my immediate surroundings. I am proud to be working on behalf of Canada to promote the Canadian brand to the Indian audience."

Canadian diplomats and LES share the same workspaces in more than one hundred missions abroad. Together, Canadians and LES strive toward the same goals and contribute to a common workplace culture. The views and opinions of LES are critical to advancing Blueprint 2020. For this reason, LES were included for the first time in the most recent Public Service Employees Survey. Their responses have been invaluable in improving the way we all work, not only at missions but also at headquarters.



*"I am proud to be working on behalf of Canada to promote the Canadian brand to the Indian audience."*

*-Archana Mirajkar  
High Commission of  
Canada, New Delhi*

[Click image to view video.](#)



# Canada's International Assistance Review



## An Open Dialogue with Canadians

Global Affairs Canada is committed to positioning Canada at the vanguard of global peace and development efforts. In seeking to renew Canada's international assistance program, the amalgamated department tapped into its vast network at home and abroad to engage Canadians and global partners in helping us rethink our approach to supporting the world's poorest and most vulnerable people. The result was the largest consultation in recent departmental history.

As part of the 2016 International Assistance Review more than 300 consultation events were organized by the department in over 65 countries, including nine high-level public events in five Canadian cities. More than 15,000 people and partners were engaged in the process, resulting in more than 10,600 written inputs.

"It was a true team effort where silos weren't simply broken down, but shattered," says Rasha Al-Katta, Policy Analyst, Development Policy Bureau.

Through these far-reaching consultations, departmental staff also engaged directly with community leaders and heard the voices of the poor and marginalized. For example, we heard the views of women's groups, including indigenous women, in Guatemala, and in Tanzania, we heard the ideas of farmers through local radio program outreach and cell phone text message responses. In Canada, the department also hosted its first-ever Google Hangout to engage youth on key issues in international assistance.

Reflecting this open and innovative approach to engagement, the Minister of International Development and La Francophonie launched the review process itself online. Introduced by a video message (click on image above to view video), the Minister has continued her engagement through Global Affairs Canada's social media network, giving the consultation process unprecedented global reach.



# Hubs and Walls Spark Innovation

## Taking a Page out of Silicon Valley's Playbook

Global Affairs Canada has taken a page out of the start-up incubator playbook in promoting creative use of workspaces to stimulate employee collaboration and innovation. Culture walls, win walls and innovation teams are taking root in the new work culture of the department.



Launch of Global Affairs Culture Wall at 125 Sussex Drive

Culture change was a core engagement theme for Blueprint 2020 this year. One way for employees to contribute their views on improving our workplace culture was the creation of the Blueprint 2020 Culture Wall on the main floor of the Lester B. Pearson Building. Hundreds of employees pass by this wall on a daily basis. The wall was launched in March 2016. Employees from across the department were invited to express themselves on the wall in terms of what needed to change in the department. Empathy, attitude, people, entrepreneurship, reward, inclusiveness, pride, support and respect were recurrent words and concepts.

*(continued on page 15)*







Employees point to successes at B-2 Win Wall

## The B-2 Win Wall

During the September 2015 retreat of the Geographic Coordination and Mission Support Bureau, participants created a “Win Wall.” This involved two main exercises. First, participants were asked to identify one or more recent “wins,” of which they were particularly proud. The objective was to generate a sense of accomplishment. These were grouped into five categories: well-being; professional development; engagement with partners; internal collaboration; and project milestones. During the second exercise, participants were asked to propose objectives and engage in a discussion on how to reach

these objectives. Three main objectives were identified. The participants repatriated the win-wall created at the retreat to their workspace on the second floor of B Tower in the Lester B. Pearson Building. The wall continues to be updated and serves as a visual stimulus to connect employees with the aspirations and achievements of their colleagues.

## Mission Culture Wall at the Canadian Consulate General in Dallas, Texas

Our Consulate General in Dallas, Texas, was the first mission to start a mission culture wall. Other missions are now being encouraged to create culture walls. Sara Wilshaw, our Consul General in Dallas, explains how the wall fits well into her mission’s change agenda: “Over the past couple of years, our mission has put a significant emphasis on workplace well-being and strengthening our workplace culture. One of the ways in which we decided this could be achieved was to do more to celebrate and talk about our successes, encouraging others to follow suit. We talked about putting up a whiteboard on which people could note their achievements throughout the year. Upon seeing the launch of the Culture Wall at headquarters, I thought we might expand our “whiteboard” concept to include messages about the kind of workplace we want to see. Placing it in the kitchen/break room means that nearly everyone sees it on a daily basis. As you can see from the photo, it is still a work in progress, but it is beginning to fill up with notes of appreciation from clients, messages of friendship from local officials (or in the case of the Fort McMurray fire, a letter of concern from The Energy Council), postcards from colleagues and former colleagues, as well as inspirational quotes and hashtags.”



Dallas Mission’s Culture Wall brings together employees’ views

*(continued on page 16)*





Ian Shaw (centre) and Carter Brundage (left) from the 2020@international team enjoy a lively discussion on collaboration spaces with their director general, Stuart Savage (right)

## Enabling Employee Innovation

While culture and win walls can be put up by every work unit in the department and can serve to enhance teamwork and cohesion within work units, there are many other ways the department is encouraging employees to collaborate to tackle emerging challenges and pioneer new approaches, such as behavioural or "nudge" economics, big data, and social innovation. This includes dedicated spaces where such work can be nurtured. For example, at the department's Place du Centre office in Gatineau, a 1500-square-foot area is being refurbished to provide a multi-purpose lab space for the department, with a strong emphasis on training and information technology. The lab space is focused on supporting innovative practices, including a mid-Managers training program, a Data Analytics Pilot Program, training and rapid prototype development to support the department's Virtual InnoLab. The space is designed to be flexible based on the needs of programs, and will include moveable furniture, writable walls and video-conferencing access for missions abroad. As a result, the lab space will promote close collaboration for a variety of activities that focus on promoting brainstorming and creativity across the department. The design concept is based on a park playground, bringing in playful and colorful elements to further enhance an innovative and creative atmosphere.

On the main floor of the Lester B. Pearson Building in Ottawa, a collaboration space is under consideration. The emphasis in this space would be on applying innovative approaches to international policy and program development. It would be a safe place for the sharing of information, trends and new concepts related to innovation. The space would seek to create synergies between groups and networks within the department and with other departments. It would also promote GC2.0 collaboration and networking tools. As well, the department is in the development phase of partnering with other departments on some even larger initiatives.

Dedicated collaboration spaces will allow employees to tap into networks to form small, nimble, multi-disciplinary teams to develop and implement new initiatives. They will also provide opportunities for mentoring, reverse mentoring and connecting with senior management.

*(continued on page 17)*



The Partnerships for Development Innovation Branch also hosts a creative space to enable new thinking around development innovation, and is playing a significant role in fostering innovation and improving collaboration among colleagues in the department. The Development Innovation Unit was launched in October 2015. The unit seeks to serve as a centre of expertise for innovation in development policy and programming by: 1) facilitating the exchange of knowledge and ideas among stakeholders (including non-traditional partners), networks and communities of practice; and 2) promoting a culture of learning and collaboration by providing Global Affairs colleagues with good practice advice and guidance for policy, programming and partnerships related to innovation for poverty reduction and humanitarian action.

Another way in which innovation is supported at Global Affairs Canada is through the Directors General Reference Group on Innovation, chaired by Elissa Golberg, Assistant Deputy Minister for Partnerships for Development Innovation Branch, and Departmental Champion for Innovation. This Reference Group creates space to share lessons learned and knowledge about innovation across the department, and all work streams. It is a venue where pockets of excellence are celebrated and shared, so as to build off of existing good practices and to encourage smart risk-taking throughout the department. Recent meetings have covered such topics as direct diplomacy, how to better leverage big data, the International Aid Transparency Initiative, and the national domestic consultations on innovation led by the Ministry of Innovation, Science and Economic Development.

*“With an ambitious plan for innovative work spaces across Global Affairs Canada, we are striving to make our department a leader in creating the workplace of tomorrow for our employees.”*



*Mira Olah*

*National Real Property and Accommodations Innovations and Strategic Initiatives Manager*





# Fostering a Culture of Innovation Through Employee Engagement

*“Being part of the Community of Practice inspires me to focus more on finding innovative approaches to advancing governance and human rights in our work.”*

*-Robyn Chomyshyn  
Governance and  
Human Rights  
Specialist*



**Employees discuss the issue of microwork and debate whether the Internet could help alleviate poverty by creating jobs in developing countries**

Global Affairs Canada is taking concrete steps to foster a culture of innovation, including through the establishment of a Community of Practice on Development Innovation. As a collaborative platform, the Community of Practice engages employees from across the department, including Canada’s missions abroad, to serve as a network of internal Innovation Ambassadors to champion new and improved ways to deliver Canada’s international assistance.

Activities are organized throughout the year to engage the Innovation Ambassadors on development innovation. Each month, Community of Practice meetings are organized to discuss development innovation related-issues, exchange on the best ways to integrate innovation in our work, share experiences and examine lessons learned. Examples of themes that have been addressed include big data, innovation measurement and real-life application of innovative practice. For example, staff of Ukraine’s Development Program presented innovative projects that both included new technologies and new policy practices, notably the use of investigative journalism to address corruption.

*(continued on page 19)*



The Community of Practice enables employees, such as Senior Governance and Human Rights Specialist, Robyn Chomyshyn, to reflect on innovative ways to further their objectives. According to Robyn, “being part of the Community of Practice inspires me to focus more on finding innovative approaches to advancing governance and human rights in our work.” The Community of Practice comprises a broad range of employees working on different portfolios who show an interest for innovation.

Loree Semeluk, Senior Analyst with the Development Innovation Unit, considers the Community of Practice a key opportunity to broker linkages between policy and practice, and stimulate collective thinking on how innovations can be used to achieve better results and greater impact of Canada’s international assistance. This group of “Innovation-Curious” regularly receives newsletters on innovation and are invited to monthly knowledge-sharing events. One of these events is “Global Gossip,” an opportunity for staff from across Global Affairs Canada to meet and discuss hot topics in regards to innovation.

All the activities organized for the Innovation Ambassadors and the “Innovation-Curious” are opportunities to foster collaboration, culture change and smart risk-taking; raise awareness and knowledge of evidence, good practices and lessons on development innovation; strengthen coordination; and identify ways to operationalize development innovation across policy and programming. A true community of development innovators is being formed at Global Affairs Canada, helping to make innovation “everyone’s business”!

“Every day, Global Affairs staff at home and around the world are actively seeking to position Canada at the vanguard of global problem-solving to advance our national interests and in keeping with our values,” says Elissa Golberg. “In a complex global environment characterized by dynamic evolution, our staff recognize that innovation in their work is vital. Global Affairs staff are pioneering new partnerships, policies, programs and tools to optimize our diplomatic, trade, and consular efforts, and to better reach the poorest and most vulnerable through our humanitarian and development investments. We are working hard to create a work environment that supports responsible risk-taking and fosters new ideas.”



Elissa Golberg, Assistant Deputy Minister, and Departmental Champion, Innovation, discusses innovation with Global Affairs Canada employees.



# Talking the Talk, Walking the Walk



## Global's Tradeshow Kiosk participants at 2016 Innovation Fair

(from left to right)

Jennifer Jordan-Saifi

Antoine Chevrier

Sarah Fountain Smith

Audri Mukhopadhyay

Simon Pomel

Yaa-Hemaa Obiri-Yeboah

On April 20, 2016, Global Affairs Canada joined more than fifty government departments and agencies at the second annual Blueprint 2020 Interdepartmental Innovation Fair. The energy and passion of exhibitors and participants were infectious. More than 2000 public servants attended in person, and 2500 attended virtually from across the country and around the world. The fair allowed participants to zero in on the modernization and innovation efforts across the federal government. Global Affairs Canada was well represented, sharing best practices through:

**Tradeshow Kiosk:** The department organized a kiosk to showcase our diverse history and current cross-stream innovations. The kiosk highlighted the diversity of our workforce, partners, stakeholders, and relationships; the complexity of our operations; and the breadth of our global network.

**FEDtalks:** The department held a panel entitled “Promoting a culture of modernization at Global Affairs Canada,” featuring Audri Mukhopadhyay as moderator with panelists: Sarah Fountain Smith—Blueprint 2020 co-champion, Antoine Chevrier—Blueprint 2020 co-champion, Yaa-Hemaa Obiri-Yeboah, and Simon Pomel. In this FEDtalk, the panelists outlined the department’s culture of modernization—at the nexus between foreign affairs, trade, development and consular affairs—and cutting edge innovation which is taking place in the department.

**Hub Zone:** Global Affairs Canada joined eight other departments/agencies to showcase how collaborative spaces and methodologies can facilitate innovation around Government of Canada policy, programs and operations. These unique spaces aim to deconstruct traditional ways of developing policy, programs, and services by introducing new approaches like design thinking, deliverology, behavioural economics, big data analytics and “lean” client-focused management.

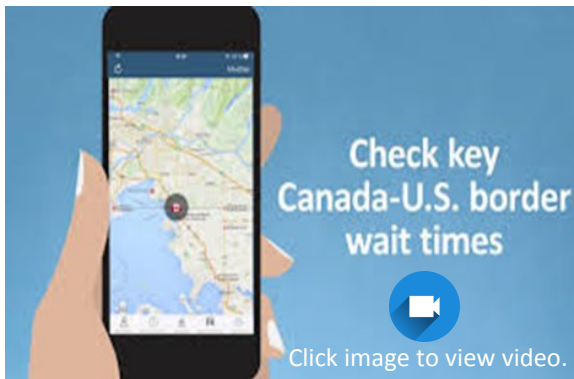
**Healthy Workplaces Forum:** The Values, Ethics and Workplace Well-Being Division hosted a kiosk showcasing how Global Affairs Canada is working towards a supportive and healthy workplace.

**Human Library:** Jenny Hill from our High Commission in Ghana was featured in the Human Library where employees could gain personal perspectives in one-on-one conversations with their colleagues across government.





## DELIVERING BETTER OUTCOMES FOR GOVERNMENT AND CANADIANS



### AND WHAT ARE USERS SAYING ABOUT THE APP?

*Here are a few user reviews from the app store:*

*"This is everything I needed to know all in one app. I highly recommend this one for the travelling soul :)"*

-User: Jeevez8284739

*"This was far more detailed, stylish and effective than what I had expected. Well done government."*

-User: Ttttttgvdrsdsefgj

*"Love the design and simplicity of this app. Will re-review once I've used it abroad for real, but generally impressed that the government made something so stylish."*

-User: Shrimpy12123

## New Travel Smart App

Global Affairs Canada's Public Affairs, Consular, and Information Technology teams behind the award-winning [travel.gc.ca](http://travel.gc.ca), have released the Travel Smart app. This new app is available for Android and Apple smartphones and tablets, providing Canadian travellers with accurate, user-friendly information, wherever in the world they may be. The app can be downloaded for free from the Apple App Store and Google Play.

The Travel Smart App Project team worked collaboratively across branches to develop this mobile app from the ground up, exemplifying innovation in public service delivery. The app has been installed by more than 37,000 users. Through the Travel Smart app, Canadians can find the information they need for their immediate travel needs, and to communicate with Global Affairs Canada in the event of crises abroad.

The Travel Smart app provides:

- \* up-to-date travel advice and advisories on security, entry-exit requirements, local laws and health considerations for more than 200 destinations worldwide;
- \* border wait times for land travel between Canada and the United States;
- \* a link to the Registration of Canadians Abroad service for assistance in case of an emergency abroad or at home;
- \* emergency contacts for embassies and offices abroad and the 24-7 Emergency Watch and Response Centre in Ottawa; and
- \* links to Travel.gc.ca social media channels—Twitter and Facebook

Travel Smart is being developed iteratively, with short- and long-term plans for new features. The app's project departmental sponsor Mark Stokes says, "The next version of Travel Smart has a streamlined user interface including an improved notification system, and mapping integration."

We invite you to click on the image at the top left of this page to learn about the Travel Smart app.



# Results and Delivery at Global Affairs Canada



Global Affairs Canada has responded to the Government of Canada's emphasis on deliverability and communication of meaningful results to Canadians, with the establishment of the new Departmental Delivery Unit (DDU). The DDU will directly support the work of the Chief Delivery and Results Officer, Vincent Rigby. It will be responsible for shaping departmental core responsibilities, advising on establishing clear results and performance indicators. It will also coordinate work on communicating the work of the department to Canadians, and develop a data strategy in support of this framework.

The Departmental Delivery Unit is examining how to improve implementation approaches to ensure that senior managers engage front-line employees sufficiently in the planning process. Bringing front-line staff into implementation initiatives while these initiatives are still in the planning stages is essential because these are the employees who witness what happens on the ground every day and have insights that senior managers do not. In an organization with an extensive global network of missions and regional offices, ensuring the ownership by front-line employees of new initiatives and drawing on their insights are fundamental for successful implementation. After all, ownership drives execution.

The DDU will work to bring laser-like focus to assessing and managing the department's capacity to achieve the priorities laid out in the mandate letters of our ministers, while recognizing that there remain essential, although sometimes not priority, tasks that must nonetheless continue. In line with the Blueprint 2020 Vision, the DDU will work to create a culture that values innovation, improvement and experimentation in the course of obtaining results.

The DDU is part of the International Assistance Management bureau, under Nicole Giles, and is headed by Bradley Bélanger. Team members were selected to ensure expertise in planning, policy, evaluation, data and communications. They will work to:

- provide advice to units in the department on mandatory results and delivery components to documents such as Memoranda to Cabinet and Treasury Board submissions;
- guide policy development within the department to ensure work and resources are more sharply focussed on key objectives;
- encourage a culture of innovation, working with the best minds within and outside of government to incorporate new approaches and ideas into our work;
- ensure that the department has the right data sources available and the mechanisms in place to use it in order to track progress on a regular basis and make course corrections as needed; and
- advise on the ways in which the department can communicate its results more effectively and more meaningfully to Canadians.



## Results-Based Trade and Development Collaboration

# The Impact Express Collaboration

In early July 2016, Global Affairs Canada's Sustainable Economic Growth Partnerships Bureau and our Consulate General in Seattle collaborated to lead a pilot social impact innovation trade mission called the Impact Express. This project tested new approaches to support the ministerial mandate to make Canada a leader in innovation in international development. It also tested opportunities for the department's development and trade portfolios to collaborate in the amalgamated department. The bureau and consulate team partnered with the Vancouver Economic Commission and the MaRS Centre for Impact Investing to deliver this project which brought a delegation of 19 innovative social enterprise start-ups from Vancouver to Seattle—by train. In Seattle, this innovative group connected with a marquee list of investors and development organizations, learned from an elite team of business and finance mentors and took part in public panel discussions and pitch events at the Unlikely Allies Festival at the Impact Hub Seattle.

The Impact Express resulted in over 60 one-on-one meetings between these start-ups and Seattle's impressive community of impact-minded investors and partners. 18 services were delivered by the Trade Commission Service to clients, and several trade successes are expected in the next few months.

On the morning of July 5, the team organized *Brunch with the Impact Express* at the SURF Incubator in Seattle. This event brought the Impact Express together with a marquee group of investor, corporate and foundation partners, including the Bill and Melinda Gates Foundation, Starbucks Global Engagement, Microsoft Accelerator Seattle, Intellectual Ventures (which collaborates with the Gates Foundation), Aviary.vc, Element 8, Silicon Valley Bank and the Seattle Angel Conference. The brunch kicked off with a session called *Pitch Your Portfolio*, where participating investors and partners were asked to pitch their organizations. This was followed by a speed dating session: investors took over 30 pre-arranged and impromptu one-on-one meetings with the Impact Express Social Enterprises. Finally, the City of Seattle Director for Entrepreneurship and Industry provided an interactive “fire-side”-style keynote address on Seattle's entrepreneurial ecosystem, tailored for start-ups.



**Social enterprise innovators headed for Seattle!**

*(continued on page 24)*

*“Absolutely great event today – very well worth my time.”*

*-Matthew Gee, Intellectual Ventures*





# The Impact Express Collaboration (continued)

On the afternoon of July 5 the Impact Express delegation decamped to the Impact Hub Seattle, an impact enterprise incubator space, where they took part in the Unlikely Allies Festival. The UA Festival included impact organizations from around the world and provided additional opportunities for connecting with investors and partners. Over the course of the 1.5 day Festival, the delegation booked over 30 one-on-one meetings with investors including Unitus Seed Fund (an impact investor which partners with Bill Gates), Cisco Systems and Microsoft Civic Engagement. The Impact Express also took part in a series of panel discussions, including a development-focused panel, at the UA Festival before a capacity audience.

On July 6, the delegation continued to participate in the UA Festival and take meetings. A group of Impact Express life sciences companies were taken to the offices of PATH, one of the world's largest non-governmental organizations and a leading developer of vaccines and medical devices for developing countries. The delegation met with the PATH Chief Strategy Officer and a Senior Commercialization Officer to discuss collaboration in the development and marketing of medical devices. Finally, on the evening of July 6, the Impact Express team and Vancouver Economic Commission co-sponsored the closing UA Festival closing reception with Vulcan Inc., the personal investment house of Microsoft Co-founder Paul Allen. The reception featured a pitch session by the Impact Express social enterprises.

The Impact Express demonstrated the synergy of Global Affairs Canada's Development and Trade collaboration to directly support private sector innovation in international development and at the same time achieve both development and trade objectives.



Consul General James Hill kicks off the Impact Express pitch event at the Impact Hub in Seattle.

*“As a serial entrepreneur, but first-time attendee at a government-sponsored event I must say it has been a real education for me to see a team of consummate professionals put their full weight behind a range of promising start-ups.”*

*-Greg Foweraker,  
Wearcare*



# Modus: Creating Culture Change through Transparency, Engagement and Innovation



*"I'm very impressed by how quickly the Modus team handles improvements and comments – good job! Well done." -Mahmud*

A core element of Blueprint 2020 is an emphasis on ensuring “lean” processes that respond to the needs of users. Global Affairs Canada has developed a web application called Modus to host the operational and programming business processes that employees need to do their work regardless of location. The process governance behind Modus is a useful means to clarify responsibilities, minimize duplicative processes, and reduce support of overlapping information located in various databases and web portals.

Modus content is created and managed by Business Process Owners who are supported by branch advisors and a dedicated support team in the department. All processes on Modus are vetted for their coherence and compliance with the policies, rules and regulations that govern the department. The information contained on Modus is developed and presented from a user’s perspective and is updated in real time.

Modus supports workplace well-being by encouraging respect for people. In addition to being user-centric, employee needs are central to business process development; their knowledge and ideas are used to develop solutions, drive innovation and continuously improve operations.

## Benefits include:

- Enhanced corporate mobility
- Improved use of resources (financial and human)
- Process efficiencies obtained to increase capacity for value-added work
- Continuous improvement of the organization
- One central location for process-related information and tools
- Employees are supported and integrated by having current, approved tools to do their job
- Managers focus on managerial responsibilities
- Business Process Owners increase results and receive support from a dedicated unit
- Clients receive consistent services and support
- Staff are empowered to reduce waste and improve delivery
- Operations are horizontally-integrated, optimized and administratively efficient



# Global Affairs Canada and the Global Fund to Fight AIDS, Tuberculosis and Malaria



Since 2002, the Global Fund partnership has been accelerating its progress to end AIDS, tuberculosis and malaria. Canada is its seventh-largest donor, pledging a total of \$2.8 billion since 2002. Global Affairs Canada manages Canada's contribution to the Global Fund, and participates in its governance structure. On September 16 and 17, 2016, Global Affairs Canada also organized in Montréal the Fifth Replenishment Conference of the Global Fund, where Canada pledged over \$800 million between 2017 and 2019. In total, the conference raised more than \$12.9 billion in pledges.

The Global Fund is a partnership between governments, civil society, the private sector and people affected by the diseases. It supports large-scale prevention, treatment and care programs run by local experts in countries and communities most in need. The Global Fund takes a country-led approach, with national governments and local organizations leading program design and implementation. Since 2002, the Global Fund has saved an estimated 20 million lives. Below are some of the achievements of the Global Fund.

## HIV/AIDS

- \* 9.2 million people are receiving life-saving anti-retroviral treatment for HIV/AIDS
- \* Close to 5.3 billion condoms were distributed
- \* 509 million HIV/AIDS counselling and testing sessions were conducted
- \* 3.6 million HIV-positive pregnant women received antiretroviral drugs preventing HIV transmission to their infants





## Tuberculosis

- \* Nearly 7.9 million orphans and vulnerable children received basic care and support services
- \* 15.1 million new cases of infectious tuberculosis were detected and treated
- \* 267,000 cases of multidrug-resistant tuberculosis were treated

## Malaria

- \* 659 million insecticide-treated mosquito nets were distributed to protect families from transmission
- \* 582 million cases of malaria were treated
- \* 63.9 million structures were sprayed with insecticides to protect people from malaria



Click on this image to view video.

## Global Affairs Canada brings the work and ideals of the Global Fund to Canadians

Global Affairs Canada's Digital Innovation Team has developed many outstanding innovative products to convey the importance of the Global Fund to the Canadian public. We invite you to click on the image above to view the video on why ending HIV, TB and malaria is important to Canadians.

# Canadian Generosity Recognized



Click here to see Gates Foundation video

Canada's efforts have not gone unnoticed by other key donors to the Global Fund. The Gates Foundation, the largest private donor to the Global Fund, has even paid special tribute through social media to Canadians for their generosity to the Global Fund. We invite you to click on the image to the left to view the Gates Foundation's *Hug Me, I Save Lives* video produced to thank Canadians.



# Destination Canada



## Global Affairs Canada Mobilizes Employees for Operation Syrian Refugees

Global Affairs employees played a pivotal role in Operation Syrian Refugees. The department provided the platform and the coordination of many aspects of the operation for other governmental departments and international partners as well as deployments to the field. A special team was put together to handle security training, visas and travel arrangements to promptly deploy a total of 1,095 federal employees over a period of four months. This team worked from the Emergency Watch and Response Centre and was staffed by employees from our department who volunteered their time, often in addition to their regular duties. Our embassies in Lebanon, Jordan, Turkey and Egypt worked around the clock to facilitate these deployments and to mobilize the support of their bilateral counterparts to pave the way for the refugees to come to Canada. The following numbers tell part of the story:

- \* 400 federal personnel deployed at any one time in the three embassies;
- \* 150 flights supported by diplomatic clearances or overflight/landing/refuelling rights;
- \* over 26,000 exit permits issued by Canada's international partners for Syrian refugees;
- \* 2,763 kilos of documents and materiel sent by diplomatic mail for OSR; and
- \* 55 daily consolidated reports issued, and shared with federal partners.

However, the most important part of the story is the result that the operation's team achieved. As of February 27, 2016, 25,000 Syrian refugees had arrived for resettlement in more than 300 communities across Canada.

*"This great achievement is a testimony of the heartfelt dedication, teamwork and professionalism of all Global Affairs Canada employees who took part in this ambitious whole-of-government operation."*

*-Sébastien Beaulieu , Middle East Relations Executive Director*





# Operation Syrian Refugees: More than Resettlement

The resettlement of refugees in Canada is only one part of the department's efforts to help Syrian refugees. The ongoing conflict in Syria has triggered the worst humanitarian crisis in the world today and the worst refugee crisis since the Second World War. According to the United Nations, 13.5 million people inside Syria need urgent help, including 6.5 million who are internally displaced. It is estimated that well over 250,000 people have died in the conflict, with hundreds of thousands more wounded. Almost 4.6 million Syrians have sought refuge in the neighbouring countries of Egypt, Iraq, Jordan, Lebanon, and Turkey. Thousands more have made the harrowing journey to Europe in search of a better life.

Global Affairs Canada has coordinated and channeled Canada's generous contribution to the various international efforts to support the Syrian people, including those living as refugees in neighbouring countries. Canada's regional strategy announced on February 8, 2016, provides for \$1.6 billion over the next three years in humanitarian, stabilization, development and security assistance and enhanced diplomatic engagement in response to the situation in Syria and Iraq. This includes development projects to help countries in the region cope with the impacts of the crisis in Syria, notably the influx of millions of Syrian refugees. Projects also address the long-term development challenges facing these countries, in particular through the delivery of basic services, such as education. The department is also managing Canada's contributions of security-related assistance to address the impact of the Syrian crisis, both in Syria and in the region. Canada's stabilization assistance includes support for governance structures in opposition held areas to improve service provision and protect civilians; support to civil society in their peacebuilding and accountability efforts; and assistance to the official opposition in their preparation for peace negotiations.



Click image to view video.





# The Canadian Trade Commissioner Service

## *Everywhere you export*

It has often been said that the Canadian Trade Commissioner Service (TCS) is the best kept secret in town.

In fact, the TCS is Canada's most comprehensive network of international business professionals. The TCS is there to help Canadian companies navigate the complexities of global markets. Our trade commissioners provide practical advice to help companies make better, timelier and more cost-effective decisions to achieve their goals abroad.



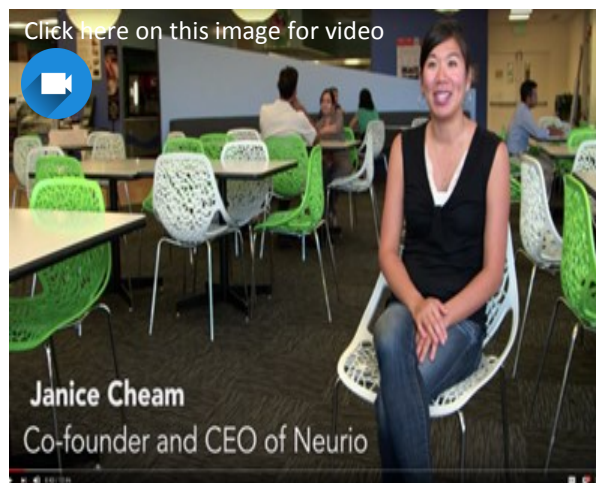
"The TCS provides us with the ability to make connections at a very senior level within key organizations," says Dan Holmes, Chief Financial Officer and Vice-President of Corporate Development with Ayogo Health Inc., a Vancouver software company in the health space.

"Without them, we just wouldn't have the same revenue levels that we've been able to achieve because they open the doors to create relationships which then become customers."

Trade Commissioners are helping companies in other innovative ways, like through the Canadian Technology Accelerator (CTA), an initiative that provides Canadian high-growth market-ready companies support to access global markets and entrepreneurship services within the information and communication technologies, life sciences, and clean technologies industries.

"The CTA has been really great in helping us go forward, because we had a couple of investors and one of them we actually met through the CTA," says Janice Cheam, President, Chief Executive Officer and Founder of Neuroio, a Canadian Internet-of-Things company. "Being a part of the CTA with the Canadian Trade Commissioner Service is very valuable because as Canadian companies we don't get the exposure and the opportunity to meet all the people that are out here in Silicon Valley."

Click on photos above and to your right to listen to the experiences of Canadian entrepreneurs, Dan Holmes and Janice Cheam, with the TCS. To hear what other Canadian companies are saying about the TCS, [visit the Canadian Trade Commissioner Service playlist on YouTube.](#)



# Canadian Walls - Blooming across Africa

Global Affairs Canada's Advocacy and Digital Engagement team supports the advocacy initiatives of Canadian embassies, high commissions and consulates (missions) around the world—from the building blocks of a 'peace school' in Mali to empowering women in South Asia to participate in the political process. The team also provides our missions abroad with regional training for advocacy campaigns and digital engagement, and features mission success stories through [Eyes Abroad](#).

The team and our missions in Africa are living, owning, and sharing the Blueprint 2020 vision by adopting fully integrated (online and offline) approaches to activities and finding new ways to communicate and engage with local audiences. To commemorate the International Day of the African Child on June 16, 2016, Canadian embassies and high commissions across Africa provided the walls outside their chanceries as canvases for children and child advocates to paint their stories and increase awareness about the importance of quality education as one of the most powerful tools for preventing child marriage.

Working with local artists, schools, and partners, the missions have enabled these “Blooming Walls” to feature powerful graphic stories against child marriage and to promote access to quality education so that African girls can reach their full potential. We invite you to view, by clicking on the image below, a video on the creation of the first of these walls, outside our High Commission in Accra, Ghana.

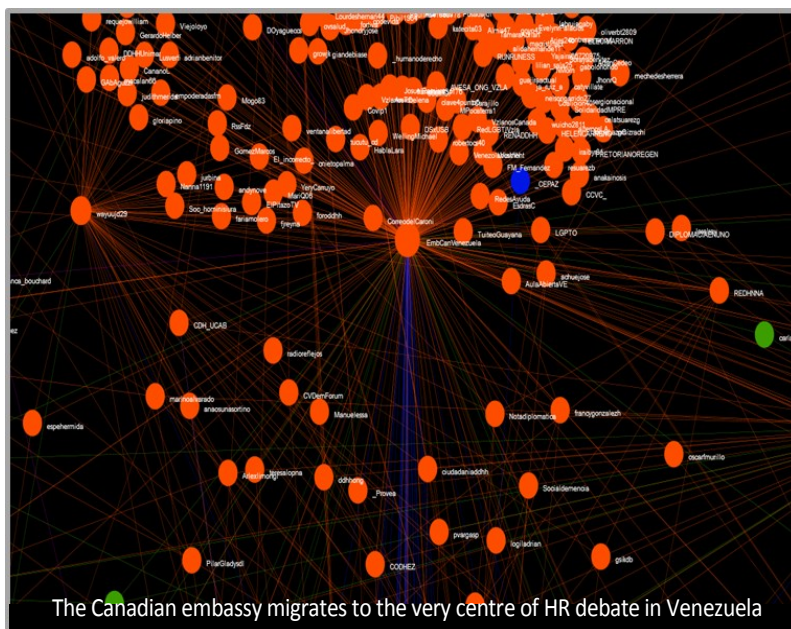


For more information on how these walls across Africa have been transformed to visually arresting masterpieces by way of vivid imagery, storytelling and aesthetic details, visit [#WallsCANBloom](#)





# Using Open Source Analysis for Human Rights



The Canadian embassy migrates to the very centre of HR debate in Venezuela

Social media may be a promising tool for Canadian diplomacy, but it is also a very crowded space. How can Canada get its message across amid the millions of competing voices on Twitter and Facebook? No one is going to pay attention if we simply broadcast our opinions and hope others will join our conversation.

The Canadian Embassy in Caracas solved that problem this past year by identifying the main online discussions by Venezuelans and joining in.

If the most basic task of diplomacy is to listen, how can we listen effectively to millions of people online? Caracas did so through the innovative use of a technology called open

source analysis. This consists of specialized web search tools that sift through all social media feeds to identify which tweets, Facebook posts and YouTube videos are being shared the most within a given network. A human analyst with local country knowledge reviews the most popular content and identifies which messages are shaping the views of others the most.

The Direct Diplomacy team at headquarters hired the Ottawa firm SecDev to conduct open source analysis for the embassy. We sought to raise the embassy's profile within the human rights community in anticipation of an annual human rights award the embassy gives out. An initial mapping of online space showed that few people in Venezuela were paying attention to the embassy's commentary on human rights issues.

Over the next month, the SecDev team produced a weekly summary of the most important conversations within the Venezuelan human rights network. Some topics were too partisan for an embassy to address, others were too controversial. But every week there was at least one topic on which Canada could offer a useful perspective that demonstrated our deep commitment to international norms and helpful suggestions on how they apply to Venezuela's unique context.

Once the embassy had the attention of our target audience, it fed more and more interesting content. This ranges from one-minute videos by famous Venezuelan human rights defenders to statements by our Prime Minister that Canada is not perfect when it comes to protecting rights, and how we are redoubling efforts to reduce violence against women and to improve the lives of First Nations citizens.

These efforts literally put Canada on the digital map in Venezuela. The graphic above shows all the Twitter accounts discussing human rights issues in the country, with each line an interaction between accounts. At the end of the embassy's experiment with open source analysis, an assessment of the online presence of the human rights community showed that the embassy had migrated to the very centre of the debate.





# CHALLENGES FOR THE BLUEPRINT 2020 VISION

Leading the 2020@international team at Global Affairs Canada has been a great experience and an eye-opener to the outstanding work of the department's employees. Blueprint 2020 is at its core a modernization initiative, which will contribute to ensuring a world-class public service for Canadians. As the stories in this report illustrate, there is a clear appetite on the part of many employees to live, own and share the Blueprint 2020 Vision.

There are still a number of challenges to living the Vision. Early adopters of the Blueprint 2020 Vision often cite red tape as a serious impediment. Many financial and administrative approval processes in the department are rightly grounded in the principles of ensuring sound stewardship of financial resources and averting reputational risk for Canada. However, at times they impede work in areas where smart risk-taking, agility and momentum are essential. Balance is key. In the context of improving our workplace, the 2020@international team will support the efforts of change agents to modernize our processes and ensure they reflect end-users' perspectives.

Increasingly, employees are aware that there are alternative ways to develop innovative, effective solutions to complex problems and emerging issues. New employees, especially millennials, are showing enthusiasm about participating in ginger groups, tiger teams and innovation hubs. However, cutting-edge collaboration sometimes requires investments in new technologies to improve networking, access to data and customer service. The 2020@international team will work to foster collaboration between change agents and resource holders.

Understanding how employees wish to improve our organizational culture is certainly a priority for us. We have only scratched the surface in sounding out employees on this. The Culture Wall (see page 14) was one opportunity for us to step outside of the formal survey process to observe how employees creatively express what they want to see in a modernizing department. Several recurrent words and concepts from the wall were empathy, attitude, people, entrepreneurship, reward, inclusiveness, pride, support and respect. The 2020@international team will build on these as we broaden our engagement with employees.

A fundamental aspiration of Blueprint 2020 is a government that is open by default. While Global Affairs Canada wants to be open and share our knowledge and accomplishments with Canadians and within the Public Service, our work culture focuses on the "protection of information" over the "sharing of knowledge." The 2020@international team will address this issue with its Open Content Initiative. This endeavour will establish partnerships with key institutions to strategically disseminate to a public readership much of the analytical work, data collection and reporting done by our department.

Addressing the issues above is not simply change for change's sake. Canadians are entitled to a Public Service that strives for excellence in producing results and better value for money. Moreover, by living, owning and sharing the Blueprint 2020 Vision at Global Affairs Canada, we can enhance our department's reputation as a workplace of choice. To get involved and learn more about the Blueprint 2020 Vision, we invite you to contact the [2020@international](#) team.



Audri Mukhopadhyay  
Director, 2020@international

