



delivery of important HR changes. Later, we may use the results of this planning process to suggest changes to current stream cycles that will better satisfy departmental needs.

Once updated, we will use the blueprint to assure ourselves that we are always doing the right thing at the right time in the right sequence to maximise our chances of early success. A preliminary high-level action plan for our key corporate initiatives is attached as Appendix B.

1.5 SIGNIFICANT EVENTS

In September 1997, the Executive Committee considered and approved the implementation plan for the HR strategy. Executive Committee approval set several streams of activity in motion. First, a Secretariat was established in the fall within the HR Bureau, to support the refinement and implementation of the HR strategy and its related change initiatives (described further in section 6 below). An HR Steering Committee of 13 DGs was established in November to oversee the refinement and implementation of the HR strategy (described further in section 4.1.1.2 below). The committee now meets weekly. Through NAFTA-compliant competitive processes conducted last winter and this spring, we created a supply arrangement, under which we can access essential external expertise, and we selected a consulting firm to help us with a pilot of our competencies-based HR management regime. Other progress made on several initiatives is described in later sections.

1.6 INVESTMENTS

Senior Management has publicly recognised that the HR strategy is the key to organisational business success. The total incremental cost of implementing all of the initiatives described in the first and second versions of the strategy amounts almost \$21 million over the next four fiscal years. Almost five million of that has been committed and spent this year on: FS Collective Agreement, FSDP, LES Salary Determination Method, Training, Competency Management, Official Languages and UCS. This is a significant investment that must be managed within the context of shrinking resources and fierce competition from other pressing departmental priorities.