

human resource profile. This profile of employees affected will include information on any relevant skills or knowledge they currently possess as well as basic information such as their group, level, etc. and if rotational, posting due end date. Third, the manager will describe the culture and current climate of the affected work sites. Culture could include locally engaged cultural attitudes towards high technology. It could also include the history of the organization if for example there has been a history of constant changes which have adversely affected the work of the unit. The current climate should include indications of sentiments for or against the introduction of high technology. The Policy and Planning Division of the Personnel Branch will provide assistance if required.

At the end of this phase you should be able to answer the following questions:

Organization

- Is it desirable to change the organizational structure?
- What alternative structures could be used?
- What effect would the alternatives have on classification levels and reporting relationships?
- If the organizational structure remains the same, what jobs will change, disappear or be added?
- How would career progression be affected?
- What new skills and knowledge will be needed?
- What employees will need to be redeployed, relocated or retained?
- What will be the effect on recruitment, staffing, assignment and retirement patterns?
- What affirmative action target groups will be affected and how?

Operations

- What impact will the new system have on the organization of work?
- Is it possible to meet security requirements with the new organization?
- How is employee input being sought in defining the new work requirements and in setting performance measurement standards?
- Does the new system improve productivity and quality of service?
- Does the system provide new scope to provide additional service while maintaining previous standards of quality and productivity?