- **performance appraisal**

- assignment

- training/career development

- **promotion**

- succession planning

- long-term HR planning, strategic HR management

For rotational groups, the bolded processes already fully use competencies.

4.2.2.4 Challenges

4.2.2.4.1 Linkages with Other Departments and the Full Public Service

The La Relève Task Force recognised that many departments are interested in competencies-based HR management. It warned that most organisations were developing competencies in isolation from other departments. The Task Force urged Public Service organisations to co-operate on these initiatives to reduce duplication of effort and to promote the concept that competencies are portable across boundaries.

This is an important issue for DFAIT for three reasons:

1. For the most part, the department's non-rotational staff is clearly tied to the broader Public Service and their competency profiles will best be built from service-wide templates (apart from the corporate competencies established for all DFAIT employees).

2. Since DFAIT is committed to participation of its executives in central agency La Relève programs such as the Pre-qualified ADM Program and the Accelerated Executive Development Program, the competency profiles developed for DFAIT executives must harmonise well with the profiles developed for the full Public Service.

3. DFAIT shares LES staff and some rotational groups with its business partners - CIDA and CIC, each of whom has taken an interest in competencies.

Accordingly, we have designed into the project provision for substantive consultations with external stakeholders to forge links with comparable initiatives underway in partner departments and central agencies.

4.2.2.4.2 Global Implementation

DFAIT maintains 128 missions and 31 satellite offices in 104 countries around the world, all of which must eventually be able to use the tools of the new competencies-based HR regime for Canada-based staff. Electronic access of these missions to central systems is currently problematic. Moreover, the state of internal administrative systems at each of these posts is extremely varied, from non-existent in small posts to state-of-the-art in