

of their resources will achieve their objectives. DGs are accountable to the Committee for their performance, for their use of their resources, and for monitoring their posts' performance. In conjunction with the recently completed Bureaux Business Planning exercise for FY 98/99, DGs were asked to integrate their business, human resources, information management and financial planning, and to work closely with their colleagues in other bureaux and with Corporate Services to ensure that their plans are horizontally sound. This exercise was complemented with a strengthened accountability framework that introduced a global requirement for Heads of Mission to prepare an annual accountability framework or document that outlines their objectives for the coming year. This integrated planning process must be permanently embedded in our annual management cycle and day-to-day business. SPD, SXD and SMD will collaborate between now and the fall to further refine the new integrated planning and accountability process.

4.2.1.2 Managing Rotationality

Rotationality is the keystone of DFAIT's HR policy framework. The flexibility it provides is critical to our ability to meet current and emerging business needs swiftly and effectively. By moving competent people around the globe on a regular basis, it ensures that our representatives never become captives of the special interests they deal with on Canada's behalf or the foreign communities they join from time to time – the integrity of their advice is thereby secured. By bringing our people home at regular intervals, we renew their understanding of our evolving culture so that the Canada they next represent abroad is the one Canadians currently live in, not a dated and distant memory. We also have the opportunity to refresh their skills and knowledge through training and to use their fresh front-line intelligence to improve our policy development. Rotationality is a high-maintenance system whose cost is justified by its benefits. Our challenge is to understand and manage this system as the essential corporate tool that it is, for both organisational effectiveness and optimal administrative efficiency.

4.2.1.2.1 Rotational Staff

As described in more detail in Appendix A, the rotational workforce is divided into four categories, along broad functional lines: Executives, Foreign Service (FS) Officers, Management/Consular Officers, and Administrative and Technical Support. Within the FS category, there is a further subdivision into three distinct streams, focussed severally on political/economic, trade, and immigration business lines (this last is managed separately for the most part by Citizenship and Immigration). Each of these categories and streams is managed discretely as a pool through an appointment-to-level staffing system. To meet organisational requirements in the near term and to develop the required functional and rotational competencies of individuals over time through long-term career-pathing, employees are assigned by pool managers at regular intervals from within their category/stream pools to positions at home or abroad.