



In the first draft of the HR strategy, we undertook to review rotational AS classifications, taking into account the addition of consular affairs duties to the rotational AS stream and other changes in the AS workload. We are now completing a three-phase comprehensive review of all Management/Consular positions.

Phase I reviewed 128 positions, including all those with responsibilities for consular activities abroad. Having consulted a wide variety of sources including JPD, SPV, SMR, the AMAs, SPSA and SIV, we also interviewed employees and used the most recent work descriptions available. Of the 128 positions reviewed, 48 were classified upwards, six were classified downwards and 74 were confirmed at their current levels. This increased promotional opportunities for the rotational AS group.

Phase II involved converting the remaining 29 FS positions in the stream to AS positions. To date some 23 positions have been converted. When the decision to convert these FS positions was taken, the date for UCS implementation was unknown. This step was taken to improve promotional opportunities within the Management/Consular group during the interim period. When the Management/Consular group becomes the fourth FS stream, these converted FS positions will be properly allocated with rotational AS positions to that stream.

Phase III, which is a review of all remaining positions for the creation of generic lead files, is now complete.

5.3.2.6 Overview of HR Initiatives in Progress

The following table shows progress to date and the timeline ahead for several of the HR initiatives of importance to the Management/Consular community.

SELECTED HR INITIATIVES	PROGRESS	COMMENT	TIMELINE								
			FY 98-99			FY 99-00			FY 00-01		
Managing rotationality	██████	Study launched, report done 05/98	██████	██████	██████	██████	██████	██████	██████	██████	██████
Demographic modeling	██████	To be completed in FY 98	██████	██████	██████	██████	██████	██████	██████	██████	██████
Competencies-based HRM pilot	██████	RFP 05/98, pilot began 07/98	██████	██████	██████	██████	██████	██████	██████	██████	██████
Classification review	██████	Done	██████	██████	██████	██████	██████	██████	██████	██████	██████
UCS	██████	JDs & evaluation cottes underway	██████	██████	██████	██████	██████	██████	██████	██████	██████
Group structure reform	██████	Begun '97, will continue to '02	██████	██████	██████	██████	██████	██████	██████	██████	██████

Design
 Implement
 Maintain