



Committee. The UCS affords us the opportunity to put this recommendation into effect when the Treasury Board makes its decision on group structure for UCS implementation.

5.3.2.4 Rotationality Review

As a major rotational community, employees and positions belonging to the Management/Consular stream will be included in the review. At this time, one thing is clear. Unlike every other rotational category, there are at any one time more rotational ASs abroad than there are at Headquarters. This means that ASs spend proportionately greater parts of their career outside of Canada than their rotational colleagues, losing some of the benefits of return such as regular re-orientation to our evolving culture. More importantly, because they are abroad for so long, some rotational ASs do not have sufficient time in Headquarters to develop and consolidate the skills and knowledge base they require abroad to manage the new responsibilities delegated to missions. For the most part, these skills and knowledge are best acquired through on-the-job training in the Corporate Service bureaux or Area Management Advisor (AMA) offices.

Accordingly, we will identify non-rotational positions in Headquarters where rotational ASs can acquire the in-depth expertise in various corporate service disciplines that they now require. Such positions will provide training value to rotational ASs that is directly related to their functions abroad. Some of these non-rotational positions will likely be converted to rotational positions under the departmental policy and folded into the Management/Consular stream in consequence.

Having converted a sufficient number of positions, we will expand the stream through conversion of qualified and interested non-rotationals or recruitment, to provide rotational ASs with the same balance for postings and home service as the other rotational categories. We will define the key competencies for management/consular service during our competencies pilot later this year. We will then create a developmental plan for rotational ASs to ensure that their on-the-job training is well sequenced and that the supplementary training they require is available when they need it.

The benefits of this initiative are several:

- Mission Administrative Officers will be better able to exercise the authorities delegated to missions, thereby improving post management;
- the platform abroad for the implementation of modern comptrollership will be strengthened; and
- the hub-and-spoke system will begin to operate as originally planned, with consequent relief for Ottawa resources who will be able to concentrate on their proper roles

5.3.2.5 Progress to Date

5.3.2.5.1 Management and Consular Classification