



DEPUTIES' INTRODUCTION

Our Human Resources Strategy reflects our commitment to putting in place the reforms needed to ensure that we attract and retain the people we need to make an important contribution to Canada's future. After years of program review, salary freezes and limited promotions, we know that there is much to be done. We believe this strategy must improve our ability to provide meaningful career development opportunities for all employees. We must recruit the right people at the right time, give them the training they need and ensure that their skills are fully utilized in the right assignments. We must do our best to recognize and reward their contribution in the pay and benefits they receive and through regular advancement.

DFAIT's first human resources strategy, which we issued in April 1997, has been the blueprint for organizational change during this past year. As you will read in the pages ahead, we have made real progress in implementing many of our promises. We also have a better understanding of what further work needs to be done. This second version of the HR strategy, built on extensive consultations with many of you and with business partners outside the department, covers issues which relate directly to every employee of this department. It is structured quite differently from its predecessor and contains a great deal of new material. The Overview section describes how the 1998 strategy is organised.

There are several key initiatives in this strategy which will touch every one of our employees in the coming months; these are significant moves to improve our human resources management, and they deserve your careful attention.

For our Canada-based staff they are as follows:

- 1) the review of our rotationality system,
- 2) the implementation of the Universal Classification Standard (UCS), and
- 3) the refinement and extension of our competency-based human resources management system.

For our locally-engaged staff, these are the first steps towards fulfilling our commitment to improve the management of your community and they are as follows:

- 1) the review of your role paralleling the rotationality review,
- 2) the reform of our compensation determination methodology, and
- 3) the elaboration of an integrated training strategy.

Notwithstanding the fact that the rotationality review is founded on our conviction that rotationality (because of the flexibility it provides) is a keystone of DFAIT's HR policy framework, it is not only concerned with rotational employees. The review also seeks to improve career opportunities for non-rotational employees, who are equally critical to our organisational effectiveness. The development of a career path for non-rotational employees and the provision for lateral entry are key elements of a healthy Human Resources Strategy for this Department. Through this review we will define the roles of all rotational and non-rotational Canada-based staff, while we clarify the role of locally-engaged staff through the companion review.