

quite different HR management challenges. Consequently, we examine first some common issues and then look at each component separately.

#### **5.4.2 CAREER MANAGEMENT FOR NON-ROTATIONALS**

Until recently, career opportunities for non-rotational groups have been seen as lying outside of the department, in the broader Public Service where many more jobs at every classification level can be found. Recent analysis conducted in support of the rotationality review has revealed important findings that may alter this perception somewhat. First, for program groups such as CO and ES, there may be sufficient positions distributed across the program bureaux at each level to form a viable career ladder for internal promotion if we manage these groups on a pool basis. Second, non-rotational groups have proportionately as many EX positions available to them as do rotational groups. In fact, in some cases there is proportionately more headroom for non-rotational employees. Consequently, managing career paths and career management within DFAIT is more of a real possibility than we had realised. We need to assess these findings carefully, map the career paths available, and then communicate them effectively throughout the department.

The second role of non-rotational staff is the provision of corporate services, where non-rotational employees have had both a more significant presence and, a more clearly identifiable path through the ranks up to the EX1 level. Sometimes the internal career path is not always available or involves two-level jumps that may not be in the best interests of the department or the employee. Such gaps in the continuum are an unavoidable function of size. In such cases, we expect our employees to look for advancement and growth opportunities through promotions and assignments outside of the Department. For our part, we will look to the Public Service pool for the blend of new competencies and previous DFAIT experience that we require inside. In short, a DFAIT career for non-rotationals will involve stints outside the department when our ladder is missing a rung.

#### **5.4.3 REPRESENTATION FOR A COMPLEX COMMUNITY**

As we mentioned earlier, DFAIT is primarily a rotational organisation because of its mandate. One of the biggest challenges to sound HR management and fair internal treatment of non-rotational employees is that they are split amongst so many functional specialties, and in some cases (CS, CR, etc.) are just part of a larger community the other part of which is rotational. Many of the groups are quite small – there are 35 PEs, 41 ISs, and 51 FIs within DFAIT. Consequently, although non-rotationals make up 50% of personnel based in Ottawa, they are fragmented and do not have a single voice to speak for them. While we can prepare a detailed HR plan for FSs and cover over 900 indeterminate employees with one document, it is an unfortunate truth that we cannot develop the same kind of community plan for each of the smaller groups that comprise the non-rotational community. A discussion of career development issues for non-