

to incorporate a competencies component that would tie into our expanded competencies-based HR management regime (see next section). We have discovered that we do not have ready to hand the in-house actuarial skills required to carry on this new work. Accordingly, we engaged an external consultant to review the prototype model, to test its capabilities, and to suggest improvements. The consultant has confirmed that the model is sufficiently robust to support the modest department-wide analysis for which it was designed (forecasting needed recruitment levels and promotional activity). Consequently, we will apply this tool to our other communities, beginning with the Management/Consular community, after we have completed our mapping of rotational pools.

The refinement of the model to also forecast competency requirements will depend on the success of collaborative Public Service-wide efforts led by the Treasury Board Secretariat. This refined model will be an important tool to support workforce planning and management of corporate pools.

4.2.1.4 Aligning Work with Purpose

DFAIT is exceptionally fortunate compared with many other governmental organisations. Its business purposes are clear and indisputably critical to Canada's economic and social health. Furthermore, most of the work carried out by the department is directly related to these business purposes, allowing most employees to understand the ultimate value of their daily contributions.

As we noted last year, there are some kinds of work remaining in the department where employees are required to devote time to activities that are not efficient contributors to organisational success. To the extent that employees are engaged in work that they cannot clearly see as a contribution to the organisation's business purposes, they will be unaligned, regardless of how well everything else is configured to encourage them into alignment.

Six current initiatives will allow us to identify and eliminate low-value work. The integration of departmental business, human resource, information and financial planning, slated for introduction this fall, will help us allocate our investments to our most urgent priorities. The rotationality review, implementation of the Universal Classification Standard (UCS) and the competencies pilot project will, from varying perspectives, help us evaluate the relevance and value of work currently being performed in the department. The culture of modern comptrollership, and the related Performance Management Initiative in the Trade Commissioner Service, will strengthen our ability to assess value of effort and to redirect our investments to activity of greatest value to those we serve.

As these initiatives mature, we should be much better positioned to align our work with purpose and to keep our work aligned as our business purposes evolve.

4.2.2 COMPETENCY-BASED HR MANAGEMENT