



more transparent culture; improve our ability to manage rotational and non-rotational staff; and involve employees more directly in planning their careers. In August, we launched a pilot project to build and test the competencies-based HR system we require.

COMMUNITY PERSPECTIVES

Following the description of all of the HR change initiatives that comprise the HR strategy, we step back and review what all of this means for each of our communities. The corporate HR strategy tries to capture the highlights for each community, but leaves to the related community-specific HR strategies the task of providing a full, detailed overview of this business.

NEXT STEPS

The HR strategy concludes with a look ahead at the next steps required to advance the HR agenda.

World-wide consultations will begin in October, immediately following the release of the Strategy. The Human Resources Development Bureau will arrange for briefings of departmental and external stakeholders. Community and bureau leaders and Heads of Mission will consult with their employees and partners on what the HR strategy means for them. Champions of the initiatives described in this paper will manage consultations on matters specific to their projects. The HR Steering Committee will oversee this activity to ensure that every one of you has the chance to get involved and make your contribution.

These consultations will build on the many briefings that have already taken place during the past year. We have taken every opportunity to brief Heads of Mission at their meetings, MAOs at their conferences, employees during pre-posting sessions, bureaux on specific issues as requested, missions when the opportunity has arisen, and unions individually and at a recent joint session.

SPD and SMD have developed the planning tools and infrastructure to support integrated planning in the fall. Building on the themes and structure of the corporate HR strategy, communities will work with their members, bureaux and partners to draft their own detailed HR strategies. The Treasury Board has asked to see our integrated plans each June. This is the perfect time for us to report to you on implementation progress. Accordingly, you can expect our first such report in June 1999.

Meanwhile activity will continue on all of the commitments made in this paper as described in the action plan contained in Appendix B.