

5.3.3.4 Overview of HR Initiatives in Progress

The following table shows progress to date and the timeline ahead for several of the HR initiatives of importance to the rotational Administrative and Technical Support community.

SELECTED HR INITIATIVES	PROGRESS	COMMENT	TIMELINE		
			FY 98-99	FY 99-00	FY 00-01
Managing rotationality	■ ■ ■ ■ ■	Study launched, report done 05/98	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
Demographic modeling	■ ■ ■ ■ ■	To be completed in FY 98	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
Competencies-based HRM pilot	■ ■ ■ ■ ■	RFP 05/98, pilot began 07/98	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
Resolution of CR surplus	■ ■ ■ ■ ■	Done	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
UCS	■ ■ ■ ■ ■	Staffing, lead positions underway	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
Work redesign	■ ■ ■ ■ ■	Focus groups complete	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
Provision of admin career ops.	■ ■ ■ ■ ■	'97 promos. complete, recurring	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
Recruitment of Els	■ ■ ■ ■ ■		■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■

■ Design ■ Implement ■ Maintain

5.3.3.5 Further Details

A full Rotational Administrative and Technical Support Community HR Strategy will be developed by the end of FY 98/99.

5.4 THE NON-ROTATIONAL GROUPS

5.4.1 PROFILE

Driven by its business purposes, DFAIT has built a core organisational capability through its career rotational service. Long-standing departmental policy establishes that DFAIT is a rotational organisation, with non-rotationality being justified only on an exception basis. As the first HR strategy emphasised, however, exceptions to the rotational rule make up a good part of the department and are fundamentally important to its success. Non-rotational employees are key contributors to our organisational capability, and we need to ensure that we can attract, develop and offer these employees career development opportunities comparable to those offered to rotational employees.

Non-rotational employees fulfil two roles within DFAIT. First they provide specialist skills in program areas which cannot be supplied by the rotational groups. These employees are attached to economic (ES), trade (CO) and information services (IS) positions scattered across headquarters bureaux. Second, they provide corporate services, which include such functional specialties as personnel administration (PE) and financial administration (FI). These two roles have some issues in common, but otherwise pose