

Initiatives to pursue these objectives fall into three categories:

- I. Those that affect the structure of the Department's personnel systems;
- II. Those that affect personnel management practices, procedures and overall attitudes to human resources management; and
- III. Those that affect how the Personnel Branch itself will be organized.

I. Structural Changes

As a result of the Corporate Review, the Department will be pursuing changes to the structure of its various rotational employee groups. Many of the changes will involve consultations and negotiations with Central Agencies and staff associations before details can be agreed to. All proposed changes will need to be consistent with, and supportive of, decisions on personnel management coming from the Public Service 2000 project. Many proposed changes will call for extensive reclassification of positions in headquarters and at missions abroad. Due to the interdependence of the elements of the structural changes, there will need to be a carefully coordinated phase-in period. The target date for completion of the structural changes is summer 1992. The main elements of the changes to structure include:

1. De-streaming of the entire EX(FS) category to allow for strengthening the management skills and broad-spectrum foreign-relation expertise of the group by the summer of 1991;
2. Access to the rotational EX category by competitive recruitment. This initiative is to broaden the base of potential candidates for the EX band, to include, inter alia, administrative skills, employment equity target groups, and candidates with international experience gained outside the Department or from single assignments with the Department;
3. Strengthening the FS category by adding more FS levels and by raising the top of the FS band. This initiative is to provide a more regular career progression for FS officers and to allow that progression to continue without requiring strong career specialists to compete for entry to the management category.