



of positions for UCS conversion, scheduled to run from May until December of this year.

3. The effect of proposed reclassifications under the rotationality policy on the desired balance between position and employee pools, which drives the frequency and duration of the posting cycle, will be carefully considered and alternatives or remedies will be identified, before positions are moved between groups.
4. Similarly, the effect of proposed reclassifications on career paths for rotational and non-rotational employees will be carefully considered, and alternative paths or remedies will be identified, before positions are moved between groups.
5. There will likely be a carefully-controlled multi-year conversion to rotationality of non-rotational employees (encumbering rotational positions) who meet the rotational pool competency profiles and wish to become rotational.
6. Non-rotational incumbents of newly-designated rotational positions who do not wish to become rotational will be grandfathered on an appointment-to-position basis until they move on to another job.
7. Recruitment levels for rotational pools will be adjusted in light of the new departmental map and a forecast of departmental needs three years down the road (which will be identified through the business plans).
8. A regular, transparent lateral entry mechanism will be introduced following UCS conversion.

This initiative has significant people and policy implications for the department. It will have to be well thought through, well understood and supported by decision-makers, and well communicated throughout. The activities must be carefully orchestrated with those required within the same timeline for the implementation of the UCS and to support the pilot for the refinement and extension of our competencies-based HR management regime.

4.2.1.3 Demographic Analytical Model

In the first HR strategy, we introduced our prototypical analytical model that would eventually allow us to monitor the evolving demographic profile of the department as a whole and of each of its communities. The model supported projections of current demographic trends into the future so that we can identify in advance critical workforce issues that are likely to arise. As a pilot test for this new tool, we analysed two of our six communities: the FS and EX Groups. We said that, beginning in April 1997, we would refine this tool and extend our analysis to the rest of the Department. Although we still believe that a sound understanding of our demographics is essential to the development and management of our HR strategy, this project stalled in 1997.

We want to be able to model the entire department far into the future, to track possible shifts of personnel between departmental communities through promotion, and possibly