



**5.3.1.4.4 FS Exit Interview**

In 1997 we began to compile statistical information on reasons for FS attrition by means of exit interviews. The intelligence gathered from these interviews feeds directly into our community management policies.

**5.3.1.5 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 FS 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	■ ■ ■ ■ ■	'97 analysis to be updated	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
Competencies-based HRM pilot	■ ■ ■ ■ ■	RFP 05/98, pilot began 07/98	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
UCS	■ ■ ■ ■ ■	JDs & evaluation coms underway	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
Accelerated promotion to EX/FS	■ ■ ■ ■ ■	Begun '97, will continue to '02	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
FS Development Program	■ ■ ■ ■ ■	Compensation agreed w PAFSO	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
FS attrition study	■ ■ ■ ■ ■	Annual monitoring	N/A		
FS exit interview program	■ ■ ■ ■ ■	In place	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■

■ Design ■ Implement ■ Maintain

**5.3.1.6 Further Details**

More information on these issues and other matters of importance to the FS community can be found in the full FS Community HR Strategy (to be developed by the end of FY 98/99).

**5.3.2 THE MANAGEMENT/CONSULAR STREAM (ROTATIONAL AS GROUP)**

**5.3.2.1 Profile**

The past 15 years have seen a dramatic change in the role of the rotational AS officer within DFAIT. The most significant event was the integration of consular duties with the group's previous management responsibilities. Increased delegation of authority to missions enriched and reinforced the portfolio of the Mission Administrative Officer (MAO), who has become the key resource advisor to the Head of Mission. Other pivotal issues include rapid changes in technology in the workplace, increased delegation of authority in resource management (human, financial, property and materiel), improved accountability, introduction of the hub-and-spoke concept - all of which had to be managed from a diminishing resource base.

Recent headquarters and mission audits have shown that overall management of resources in the department has improved and have directly linked this improvement to the Management/Consular stream. Despite this progress, some real problems remain. The breadth of their expanded role, their previous on-the-job experience and the training