

- Although we will always need specialised non-rotational employees, there is no concerted management of career development opportunities for this group.
- While there will always be valid operational reasons for lateral entry of non-rotational employees into rotational pools, we do not have a simple, transparent and regular process to deal with such staffing actions.
- Non-rotational employees who succeed in joining rotational pools often enter at levels that take considerably longer to attain for those who were recruited into the bottom of the pool in the normal manner. This is seen as "jumping the queue", limits promotional opportunities and engenders a sense of injustice within the pool.
- Serious security issues can arise at a post where a rotational position has been converted to an LES position to save money, but the confidentiality of its duties requires a Canadian to fulfil them.
- While it has been the practice that promotion to rotational EX1 positions requires a previous posting abroad, some non-rotational employees are promoted without having met this criterion, creating dissonance between word and deed and adding to the pool some EXs who may not be able or willing to serve abroad.

4.2.1.2.5 The Response

The HR Steering Committee has confirmed that rotationality is an appropriate, indeed an essential policy. The rotational system, and the great flexibility it provides, is critical to meeting current and emerging business needs. Nevertheless, the Committee also recognises that there will always be exceptional circumstances and the pools will need to be carefully and consistently managed.

Peter Sutherland recently championed a fundamental review of the current status of our rotational system. His report was presented to Executive Committee in May. The report scoped the key issues, and suggested an action plan for managed rotationality. The report is attached as Appendix C. On the basis of that report, the Executive Committee has approved the following:

1. Each rotational pool will be assessed to determine its optimal size (positions and employees) in relation to our business needs.
2. Beginning with the specific areas where pools need to be adjusted (identified through step 1), positions will be subject to some kind of reassessment against the rotationality policy. Positions currently misclassified as non-rotational will be restored to the rotational pool, and vice versa. It is probable that some ES and CO positions within program bureaux will be reclassified as rotational, and most functional group positions within corporate services such as PEs and FIs will remain non-rotational. Likewise, some FS and AS positions may become non-rotational. To reduce the burden of this reassessment, it will be conducted as an extra dimension to the review