

4.1.5.2 The Communication Responsibilities of Management	30
4.2 STRENGTHENED ORGANISATIONAL CAPABILITY	31
4.2.1 Workforce Planning	31
4.2.1.1 Institutionalising Integration of HR Planning and Business Pl	lanning31
4.2.1.2 Managing Rotationality	32
4.2.1.3 Demographic Analytical Model	36
4.2.1.4 Aligning Work with Purpose	37
4.2.2 Competency-based HR Management	
4.2.2.1 Current Status of Competency-based HRM within DFAIT	38
4.2.2.2 Competencies in DFAIT	
4.2.2.3 HR Management Processes to be Supported by Competencies	s39
4.2.2.4 Challenges	
4.2.2.5 Pilot Project	
4.2.3 Streamlined Classification: Universal Classification Stand	
4.2.3.1 The Tool	
4.2.3.2 Implementation	
4.2.4 Learning Strategy - Aligned Training and Development	
4.2.5 Compensation	
4.3 AN ENABLING CULTURE	43
4.3.1 Dismantling Departmental Barriers to An Inclusive Cultu.	re44
4.3.2 Building a Representative Workforce	
4.3.2.1 Official Languages	
4.3.2.2 Employment Equity	
4.3.2.3 Youth Employment	
4.3.3 Improved Information Management (IM)	
4.3.3.1 Integration of IMT and Other Corporate Resource Planning	
4.3.3.2 IM Support for HR Activities	49
4.3.4 Reducing the Personal Cost of Rotation	50
4.3.4.1 Foreign Service Directives (FSDs)	
4.3.4.2 Spousal Employment Issue	51
5 COMMUNITY PERSPECTIVES	54
5.1 THE LOCALLY-ENGAGED STAFF (LES) GROUP	
5.1.1 Profile	
5.1.2 Clarifying the Role of LES	54
5.1.3 Progress to Date	
5.1.3.1 Classification Conversion	
5.1.3.2 Compensation Policy	
5.1.3.3 Training for LES	
5.1.3.4 HR Function	
5.1.4 Overview of HR Initiatives in Progress	
5.2 EX GROUP	
5.2.1 Profile	
5.2.2 EX-1s to 3s	59
5.2.2.1 Stream Ownership of EX Positions	59
5.2.2.2 Rotational Pool	60
5.2.2.3 Accelerated Executive Development Program (AEXDP)	
5.2.3 EX-4s & EX-5s, the ADM Pool and the ADM-PQP	
5.2.2.4 Progress to Date	
5.2.3 EX-4s & 5s and the PQP	
5.2.4 Executive Compensation – the Strong Report	
5.2.5 Overview of HR Initiatives in Progress	
5.2.6 Further Details	
	