



APPENDIX C: ROTATIONALITY PAPERS

processes to fast track (competencies project) we may still need quick and flexible ways to staff mid to senior level vacancies in rotational groups. It makes operational sense to draw on our pool of experienced non-rotational employees with proven track records to fill rotational gaps on a lateral entry basis. Moreover, an enhanced single assignment program will enable non-rotational officers to develop the competencies (including overseas experience) required of rotational officers.

iii) We can continue to use standard PSC staffing mechanisms to fill non-rotational positions at any level with experienced candidates.

Process of lateral entry

7.
 - i) The review of the rotational classification of all positions during the UCS exercise will provide us with an overview of potential numbers but annual conversions also must be controlled to take into account supply factors.
 - ii) Annual assessment of supply eg the Department's ability to absorb more HQ based rotational positions will be based on a requirement to balance HQ with overseas positions in each rotational group (using roughly a fifty-fifty ratio). See Table I for current HQ/Mission distribution of Rotational positions.
 - iii) Demand for such conversion will vary but will likely be highest after the UCS rotationality review when the issue is publicized. SPF estimates that at present no more than 20 non-rotational officers are interested in lateral entry into the trade or political streams.
 - iv) Once an annual number of possible lateral entry numbers has been established for each rotational group a call letter can be issued for applicants. The process can be initiated in January or February with the objective of converting people in July/August to correspond to the assignment cycle.
 - iv) A Committee along the lines of the LWOP Committee will be established to review applicants using the above criteria.

Rotationality Policy

8. In many cases we have staffed non-rotational officers in foreign service positions because of the shortage of FS at the senior FS-1 to mid FS-2 level. This shortage is as a result of years of under recruitment and recent higher attrition rates among junior officers. The rotational classification should be the "default" classification in program areas unless a manager can clearly demonstrate that a position requires specialization or continuity. A lateral entry mechanism thus would allow us to balance rotational groups and convert back a number of positions that had been made non-rotational solely in order to staff them quickly. We propose to review the rotational classification of all positions during the UCS exercise. Non-rotational employees in converted rotational positions will be able to apply for lateral entry using the above criteria of eligibility. Numbers accepted annually will be determined by the ability of