

- Are there mechanisms to ensure that quality and productivity are maintained? Can you make the system work using the current combination of rotational, non-rotational or locally-engaged staff?
- Are official language requirements of access and service accommodated?
- To what extent is the current physical environment meeting the new requirements (e.g. equipment, furniture, ventilation, lighting, layout, electricity, etc.)?
- Do you have access to the people to maintain both the hardware and the software?

Management of Change

- Who will be responsible for managing the change process?
- What are the requirements?
- How ready is the organization to change?
- What capability is there either within the organization or available to the organization to bring about the changes?

Results of Phase II - The result of Phase II should be a human resource impact statement for each option recommended. This will include training requirements, redeployment forecasts and job content implications. In addition, standards for measuring productivity and quality of service should also be established so the impact of automation can be clearly measured. At posts, the report should include information on any local labour laws that affect training, redeployment, or layoff of locally-engaged staff.

PHASE III

3. Human Resource Strategy Development

This corresponds to the General Design for the EDP Phase. Managers now produce a list of Critical Issues where the proposed system changes and human resource concerns (identified in Phase 2) are likely to interact. Critical issues could include training, reorganization, staff redeployment, etc. A strategy to meet and overcome each critical issue is decided upon. Managers should contact the Personnel Policy and Planning Division ADA for assistance on critical issues. ADA will contact other personnel divisions for their involvement and advice on classification, training, staff relations, etc.

At the end of this phase you should be able to answer the following questions: