

major missions such as London and Washington. This heterogeneous operating environment poses special training, security and informatics challenges for project design and implementation.

4.2.2.4.3 Resistance to Culture Change

Clear competency profiles for assignments will allow qualified individuals from outside the department to serve with DFAIT on secondments, even though they have not been developed within the career streams of the department. In some cases, clear understanding of the developmental needs of potential leaders will allow DFAIT to identify appropriate assignments outside of the department to accelerate acquisition of key competencies.

Changes to the promotion/assignment processes will be welcome to the degree that they create greater openness and transparency. The change to competency profiles will, however, create some apprehension amongst those who perceive that their careers might be affected. The challenge here is to develop strategies for proactively managing these cultural changes.

4.2.2.5 Pilot Project

The new DFAIT competencies-based human resources management regime will be piloted first with a cross-section of employees from the rotational and non-rotational populations as well as a cross-section of business lines and selected HR processes. It will be supported by an automated information system that makes the regime easy to use for managers, employees and HR management initially involved in the pilot. It will encompass eventually all aspects of staffing from recruitment, through training and development, to assignment and promotion processes. Finally it will be sufficiently scaleable to encompass eventually all employees, positions and offices within the department around the world.

4.2.3 STREAMLINED CLASSIFICATION: UNIVERSAL CLASSIFICATION STANDARD (UCS)

4.2.3.1 The Tool

The UCS is a classification tool that will be used to evaluate work. It is a technology-based system that will be open and more easily understood by everyone. A single "universal classification standard" free of gender bias will replace the individual classification standards which now exist for each of the 72 public service occupational groups. The UCS is also expected to lead to simpler job descriptions.

For DFAIT, the UCS is vital to our HR strategy. It is the vehicle for delivering Public Service reform for our non-rotational people and key to the way our department will deal with other important issues, including restructuring the FS and administrative support groups, and resolving the classification issues attached to the Management/Consular stream.