groups of specialists (e.g. lawyers) and so a pool of COs with varying expertise and disparate career expectations is possible.

As this would be a major departure from current HR practices, we propose holding discussions with employee groups such as the COs to see if there is interest in, and potential to, introduce an appointment-to-level system. (See appendix C for a discussion of other career development options for CO and ES such as single assignment, lateral entry, secondments, and access to the EX pool.)

5.4.5.2   Communications Community (IS)

5.4.5.2.1   Profile

There are 41 positions which are classified as IS (Information Services). 22 IS employees work in the Communications Bureau, as well as one AS, one SI and one CO employee working in IS positions. There are also three COs, three FSs, six ASs, and three EXs (two rotational, one non-rotational) working in the Bureau.

A single IS employee works in each of the following divisions: TBR, PGR, LSR, REO, and URR. Of the 41 IS positions, all are non-rotational and 20 employees have been appointed on a term basis.

5.4.5.2.2   The Public Service plan

The Communications Bureau has been working with the Privy Council Office and other departments to produce a long-term HR plan for the communications community.

The communications community has identified the following initiatives as key to its renewal:

- the review and update of the community's foundation document: the Federal Communication Policy;

- a new emphasis on the development of internal communications capability within the community;

- a Communications Management Development Program to improve community leadership;

- an accelerated communications training program for new recruits;

- an online Jobs Bank set up on the Communications La Relève intranet;

- a communications career enrichment program, to improve mobility and developmental opportunities; and

- the definition of core community competencies.

These initiatives are already launched or are under development.

5.4.5.2.3   The DFAIT Plan