

## CO and ES Groups

4. **Establish in SPF a position, staffed by such a professional staffing officer, to be directly responsible for these communities, empowered to serve as a counsellor and ombudsman.**

**DEPUTIES' RESPONSE:** An assignment officer position will be created in SPF to service the CO and ES communities. It will likely be staffed by a member of one of these communities who has a good knowledge of the population along with the various duties performed by these two groups.

5. **Establish a simple and consistent policy on training for CO/ES employees, confirming their right to training, including middle and upper management training, language training, including official language training and maintenance. This should also confirm that newly hired COs and ESs should have access to introductory training for all new employees, including any cross-Canada training.**

**DEPUTIES' RESPONSE:** Like other employees, CO and ES staff have a right to training. When training is necessary, it will be provided. The CFSI will create an introductory course, which would be accessible to all new employees, including CO and ES staff.

6. **Make it mandatory for appraisals to be completed annually on all CO officers and all ES officers, with an effective system to ensure that managers comply in a timely and responsible measure. This should follow the established criteria, format and time frames used for FS officers.**

**DEPUTIES' RESPONSE:** Performance appraisal is an integral part of any Human Resources management system. At DFAIT, there is a requirement for an annual performance appraisal report for all staff. This requirement goes unfortunately unfulfilled for a majority of non-rotational staff. As of this year, managers will be held accountable for this and the process will be part of their accountability letter to their supervisor and linked to pay-at-risk. The format of the appraisal is likely to change fundamentally with the introduction of the Competency-based Human Resources Management System, of which a pilot-project will be completed in October 1999. For all staff, pending the introduction of new appraisal instruments, the first step will be to ensure that managers provide feed back to their staff and complete the annual appraisal. The assignment officer in SPF will be tasked with ensuring that appraisals are completed.

7. **Reform of the appraisal system is long overdue, and the CO and ES communities should be included in any new appraisal system developed in the Department.**