

Middle Managers

to the management levels (see Report of Champion for Non-Rotational Employees).

DEPUTIES' RESPONSE: There is no question that there is a perception among many non-rotational staff that there is a glass ceiling, a barrier which prevents them from accessing positions in the Executive category. Non-rotational EX positions will be gradually pooled and access to the pool will be broadened. Various administrative difficulties with the Public Service Commission, which controls access to EX level positions, will need to be overcome before such a system is put in place.

9. **Ensure that personnel officers are able to provide independent and objective professional career development advice by hiring non-rotational HR experts as staffing and career counselling officers as appropriate. This would complement, not replace, the current role of assignment officers.**

DEPUTIES' RESPONSE: Agreed. Human resource officers will be given responsibility for employee groups and designated as counsellors for these groups. In addition, a visible and effective capacity in Personnel will be developed to provide career advice for non-rotational employees.

10. **Identify an FTE within SPS to co-ordinate the identification and dissemination of information on external opportunities using the Intranet and government-wide websites. The SPF career centre and government-wide web sites do exist but they are not as well promoted as they could be.**

DEPUTIES' RESPONSE: Agreed. The mandate of the Career Counselling Section in the Human Resources Policy and Operations Division will be strengthened to include such additional services.

11. **Improve the appraisal system to ensure transparency, consistency, realistic assessments and the development of a review mechanism.**
 - a. **Assessments should be based on a combination of the employee's input, interviews, written appraisals and clients' (from other government departments and/or the private sector) views, and assessed against established competencies.**
 - b. **Ensure that appraisals are completed annually for both rotational and non-rotational staff.**