

5.4.5 HR PLANNING

Largely in response to La Relève, long-term HR planning with a Public Service perspective is now underway for four non-rotational groups within the Corporate Services sector. The Personnel Renewal Council is preparing a corporate (service-wide) plan for PEs, the Office of the Comptroller General is planning for FIs (who are also directly implicated in the Modern Comptrollership initiative), the Privy Council Office is planning for ISSs, and the Chief Information Officer (CIO) is planning for CSs. Each of these communities has a deputy minister as champion and a Subcommittee of COSO to further their strategic development. We will develop departmental plans for these functional groups in consultation with their Public Service communities, to ensure their and DFAIT's full participation in Public Service initiatives.

5.4.5.1 Economic and Trade Non-rotationals (ESs and COs)

5.4.5.1.1 Profile

There are 72 CO positions and 28 ES positions primarily in the Trade and Economic Policy Bureaux. Many of the CO positions were brought to DFAIT on the amalgamation of Trade and External Affairs in the 1980's. However, new CO and ES positions have been established since then to respond to the increasingly complex trade and economic policy issues of the '90s.

5.4.5.1.2 DFAIT Plan

We expect that the rotationality review will result in the conversion to the FS group of some non-rotational CO and ES positions. Nevertheless, we believe a significant number of these specialist positions will still be required. Given their importance to the department it is clear that we should be managing our non-rotational employee communities such as our COs and ESs, as carefully as we manage our rotational groups to take full advantage of their talent and experience. We need to ensure that we can attract, develop and offer these employee groups career development opportunities comparable to those offered to rotational employees.

There may be a significant enough number and distribution of positions in some non-rotational groups such as the COs to provide the critical mass necessary to allow "pool" or appointment-to-level-type management, if this is an option employees are interested in. The pool concept allows management and employees more flexibility in terms of assignments. It would in fact formalize an existing and significant internal secondment system that is in place to facilitate single assignments. Moreover, an appointment-to-level system provides management with a promotion mechanism to actively develop and promote exceptional employees on a regular basis. Promotion boards rather than individual competitions could determine promotion in the CO group as is now the case for the FS group. The competency project which includes the CO and ES groups in the pilot will develop group competencies as well as the tools to allow this kind of pool management if we want to move in this direction. The rotational pools operate with sub-