

Competencies have been developed for LES, but these are not yet incorporated in HR processes. With the exception of department-wide corporate competencies, the LES will not be subject to the same regime as Canada-based staff. Competencies have not yet been defined for non-rotational staff (in any event, other than corporate competencies for all and job-specific competencies for some program non-rotationalists, these will be defined by and for the full Public Service).

All rotational staff are assessed against the same criteria (competencies). Performance expectations change according to the level of the employee. For most assessments the criteria “roll up”: that is, employees are assumed to possess the skills and abilities assessed at lower levels.

The competencies currently used by DFAIT are compatible with, but not identical to, those suggested by the PSC for Executives. For those of our EXs interested in participating in the Pre-Qualified Pool (PQP) of ADMs and in the Accelerated Executive Development Program (AEXDP), the PSC model alone will determine their success. During the project, the current competency profiles and the mechanisms used to assess the competencies of individuals will have to be harmonised with the PSC model and adjusted to fit the new DFAIT regime.

4.2.2.2 Competencies in DFAIT

For DFAIT the basic competencies of individual employees are the building blocks of departmental capability. DFAIT uses the definition developed by the Public Service Commission for the federal Public Service to describe competencies: “any skills, knowledge, values, attitudes, personal attributes or distinguishing qualities and motives as demonstrated through behaviours which contribute to successful performance of work”.

Within DFAIT there will be four layers of competencies:

- **corporate** competencies that are common to all members of the organisation regardless of their individual roles (e.g. teamwork);
- **group** competencies specific to each of the three major employee groups: rotational, non-rotational and LES (e.g. for the rotational group, adaptability and sensitivity to other cultures, both critical to delivering departmental services while stationed abroad);
- **community** competencies that are required for specialised functions normally carried out by specialised communities; and
- **level and job-specific** competency standards required for critical roles, such as “Head of Mission” and “Desk Officer, Trade Policy Division”.

4.2.2.3 HR Management Processes to be Supported by Competencies

The following HR processes are to be supported by the competencies regime:

- **recruitment/selection**