

Middle Managers

secondments outside the Department, to the private sector or to international agencies, as well as departmental participation in the Career Assignment Program. Recognize the value of such assignments through the appraisal and promotion processes.

DEPUTIES' RESPONSE: Agreed. Simplified and transparent processes will be developed to facilitate movement both within the Department and to positions outside the Department. For certain employee groups where career opportunities are more abundant in other departments, agreements will be made with such departments with a view to facilitate secondments and transfers. The creation of a competency-based human resource management system should increase accurate appraisal of such assignments.

4. **Develop a policy on "stretch" assignments and ensure consistent application at Headquarters and abroad (issue of acting pay needs to be examined in this context).**

DEPUTIES' RESPONSE: Agreed. Assignment divisions will develop a simplified and transparent policy on stretch assignments.

5. **Assign greater weight for competencies related to human resources management in assessing candidates for promotion to managerial positions.**

DEPUTIES' RESPONSE: We agree with the need to ensure that ability to manage human resources should receive greater weight in assessing candidates for promotion to managerial positions. Human resource management will be an integral part of the annual appraisal process and will be linked to pay at risk

6. **Consider asking employees to apply for a promotion exercise, substantiating their qualifications for consideration.**

DEPUTIES' RESPONSE: Agreed. The promotion procedures currently being revised as part of the competency-based management exercise will reflect this recommendation.

7. **Diversify career paths so that becoming a manager is not the only professionally rewarding goal.**

DEPUTIES' RESPONSE: We understand that as part of the UCS exercise Treasury Board is considering the possibility of establishing a parallel professional track.

8. **Eliminate the perceived "glass ceiling" for the promotion of non-rotational employees**