



## APPENDIX C: ROTATIONALITY PAPERS

advantage of these opportunities through La Relève, competencies for corporate groups below EX level also are being developed. DFAIT officers in all groups should be encouraged to seek career development opportunities in the wider civil service, including through secondment as a path to bring enriched skills back to the Department.

### F) "Pooling" Non-rotational Groups

24. 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 formalise 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 FS. 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-groups of specialist (e.g. lawyers) and so a pool of COs with varying expertise and disparate career expectations is possible.

25. As this would be a major departure from current HR practices we propose holding discussions with employee groups such as the COs to see if there is interest in and potential to introduce an appointment to level system.

### RESOURCE IMPLICATIONS:

26. None. The changes proposed can be managed within existing resources.

### COMMUNICATIONS IMPLICATIONS:

27. The key message underlying the recommendations is that we want to operate a flexible and transparent human resource system that is able to provide equitable opportunities for all employees.

28. We will consult with employees to discuss the issues described in this document.

29. Detailed criteria and ground rules for conversion of positions, single assignments, lateral entry and pooling the EX and possible some non-rotational groups will be established and published before these processes are implemented