



APPENDIX C: ROTATIONALITY PAPERS

13. The number of non-rotational officers in the corporate services sector is higher - 454 and covers a wider range of employee groups (PE, FI, PG, EG, OM, AS, AR, ED-EDS, SI, CS, EL etc.). They represent 89% of officer strength in corporate services sector.

Current Situation

14. Guidelines for the HR management of non-rotational employees are the same as for employees in the wider public service and differ in terms of assignment and promotion from rotational employees who are managed on a pool basis. Non-rotational employees "own" the positions they occupy and must compete for other more senior positions if they want to be promoted. As a result, and with the HR Bureau focus on rotational stream management, career development has been largely employee driven with little strategic or corporate planning taking place. This ad hoc approach does not serve the interests of the department or its cadre of experienced and valuable non-rotational employees.

Career development options

15. Given the diversity in the size and function of the non-rotational groups we need a multi-faceted approach that gives every employee options for career development.

A) Access to the EX Pool.

16. We have about the same ratio of non-rotational employees at the EX-minus one level to non-rotational EX positions as we do FS-2 to EXFS-1 positions (see table one). In fact the ratio of non-rotational officers to non-rotational EX positions is somewhat better than for any of the three rotational officer streams. There does not appear to be a problem here but these ratios should be monitored to ensure that no significant variations develop.

B) Managing the EX pool.

17. EX-1 level officers, both rotational and non-rotational, should continue to be managed on a stream basis. We propose, however, that access to the EX-2 level now should be through a common board. All executives at the EX-2 level and above can be managed on a pooled basis if we technically classify all positions rotational. The regulatory constraints in terms of access of non-rotational employees to the rotational pool would not apply to promotions and assignments within a pooled EX group (exclusion order would still be in place, all EX appraisals are the same and promotions cannot be grieved at the EX level.) . Non-rotational EX-1s interested in promotion would then be eligible to apply for EXFS-2 boards.

18. From a management perspective an EX pool provides greater flexibility for assignments (CIC has moved to a pooled assignment system for its rotational and non-rotational EXs but not to a pooled promotion system).

19. For employees, pooling the EX positions would remove the barrier between the two groups and send a signal that employees are considered equal. Non-rotational employees, particularly in the corporate services area, may never consider themselves rotational in terms of seeking an overseas assignment. They may also continue to look to other government