

Champion - Sandelle Scrimshaw

1. **Demonstrated commitment by Executive Committee to the implementation of the Human Resources Strategy by announcing Year 2000 as the year dedicated to the Department's "Human Resources". This announcement should be accompanied by an Action Plan with measurable objectives, time-lines and dedicated resources. The Human Resources Steering Committee and Champions should be retained to support and oversee implementation;**

DEPUTIES' RESPONSE: The Human Resources Strategy is by far the most significant and ambitious HR project ever undertaken by the Department. It has involved 13 Champions and a Steering Committee composed of 15 Directors General. A scorecard has monitored progress and an Integrated HR Plan will be sent to Treasury Board. This effort will continue and will be supported by a modified Steering Committee and Champions as appropriate. We do not believe that it is necessary to make 2000 the year of HR. We hope that true to the Strategy, every working day will be one where HR issues are shared, discussed and promoted by all managers and staff.

2. **Creation of a new sector, headed by an Assistant Deputy Minister, devoted to Human Resources Management (or alternately, the restitution of the position of Associate Deputy Minister, with specific accountability for the implementation of the Human Resources Strategy). Complementary measures should include the allocation of FTEs to develop a personnel policy capacity and to provide a career counselling and professional "mentoring" function in the Department, staffed by professional, non-rotational officers. The development and maintenance of a reliable personnel data base is also critical to the assignment process and long-range planning. As a further concrete step, Management is encouraged to make SPF the assignment division for the FS community with responsibility for EX-1's and 2's devolved elsewhere in the Personnel Branch. Responsibility for the management of the appraisal and promotion process should also be handled separately from SPF;**

DEPUTIES' RESPONSE: The structure of the Human Resources area will be changed. Additional resources will be dedicated to the improvement of career counselling for both rotational and non-rotational staff. The Career Counselling Unit staff will be enlarged and its work better publicised. We are pleased with the existence of a mentoring system for new FS officers and will be willing to consider expanding the program to other groups. Mentoring is done on a voluntary basis by various experienced officers in the Department and we believe that