Champion - David Ryan

1. **In the context of the Competencies project, finalize the design and testing of the following Human Resources management instruments and processes:**

   - **a new appraisal system identical for all employees of the Department, based on the behavioural and technical profile of one's classification group to provide feedback to employees and leading to training and learning activities;**

   - **a new promotion system, where candidates qualifying under time in grade will apply for promotion, advance arguments on their proven abilities against competencies and find more senior sponsors willing to support their candidacy;**

   - **a competencies-based assignment and succession planning system; and**

   - **a realigned competencies-based recruitment and staffing system.**

   DEPUTIES' RESPONSE: The new Human Resources instruments to be developed under this project are of great importance in the renewal of our HR processes.

2. **Establish the profile of all Departmental classification groups, implement the full design of competency management software, make it accessible to all users and train them on its use.**

   DEPUTIES' RESPONSE: The Competency-based Human Resources Management System is perhaps one of the most important initiatives undertaken as part of the HR Strategy. We are awaiting the result of Phase I, which is due for completion in October 1999. Providing that the results are satisfactory, and so far there is every indication that they will be, we will press on with Phase II. So far, we appear to be at the forefront of the Public Service in the development of competency-based instruments. Once in place, this system will bring new transparency, efficiency and openness in our human resources management processes.