



APPENDIX C: ROTATIONALITY PAPERS

4. Every once in a while the Department has used lateral entry to convert some non-rotational officers to the FS group. This ad hoc approach causes morale problems as it is seen as unfair. There continue, however, to be valid operational reasons for lateral entry up to the level of senior FS-2 so we need to establish a simple, transparent and regular process to deal with it.

5. There have as well been occasional conversions of AS and other administrative positions from non-rotational to rotational. Given the similarities in the nature of the work of these groups, these conversions are relatively easy to accommodate. A regular process would make the practise transparent and defensible.

Criteria for lateral entry

6. Such a mechanism, using the FS group as an example, could be based on the following criteria taking into account two scenarios; one when employees bring their positions and one where they do not:

A) Lateral entry criteria for employees who bring a position (positions will be identified during the UCS review process);

i) the officer would be an indeterminate employee, want to join the FS group and accept foreign assignments;

ii) his/her current job must be comparable to FS work (eg policy or program work. Most non-rotational specialists, in Corporate Services but some also in functional bureaux, are unlikely to fit this condition or want to convert.) There is an existing policy criteria for determining rotationality that will be used to assess positions for conversion.

iii) the officer must have a proven record of performance based on appraisals and/or reference checks.

iv) his/her manager must agree to convert the position from non-rotational to rotational. Non-rotational officers would thus bring their positions with them to the FS pool and not reduce promotion opportunities for FS at lower levels. With the introduction of the FS Development Program and the up or out promotion system to FS-2 this will no longer be as critical an issue at the FS-1 level but it will remain a concern with the restructured senior FS levels.

v) non-rotational employees in positions identified rotational during the UCS review process will be grandfathered if they do not want to convert.

B) Lateral entry criteria without a position

i) There will be occasions when management will want to offer lateral entry to an employee or groups of employees but where for operational reasons their positions should remain non-rotational.

ii) Demographic projections indicate that we will begin to lose employees in greater numbers in 2002. While we are increasing recruitment and developing