

## CO and ES Groups

**DEPUTIES' RESPONSE:** As noted above, the format of appraisals is likely to change fundamentally. Focus groups have already met on the matter and testing of new instruments will start this summer. Members of these communities will be invited to participate.

8. **Develop and administer a job enrichment policy to provide all officers with opportunities to broaden and deepen experiences and skills.**

**DEPUTIES' RESPONSE:** Human Resources management at DFAIT has provided opportunities for non-rotational officers to be deployed to other positions in the Department in order to acquire new skills. Traditionally, there has been no systematic approach to the development of careers for non-rotational officers. CO, ES and other officers have been recruited by managers to accomplish not only generalist tasks, but also specific and specialized jobs. The appointment of an assignment officer in SPF will facilitate the management of these officers as a cohesive group.

9. **The Department should adopt a transparent and consistent policy for recruitment to the CO and ES groups. This should afford a preference for qualified support staff and for term employees against a performance-based standard.**

**DEPUTIES' RESPONSE:** As it stands now, individual managers hire non-rotational staff. There is no departmental intake as such, but isolated staffing actions. The requirements are set by managers for every job they need to fill. Should the two groups decide to move to an appointment to level system, it will then be possible to have departmental recruitment.

10. **The Department should adopt a clear and simple policy on internal mobility for CO and ES officers that supports the principles of job enrichment and develop a transparent lateral entry process into the FS category for those who are interested in such an opportunity.**

**DEPUTIES' RESPONSE:** Some CO and ES employees already benefit from a program of internal deployment. Given the nature of the non-rotational environment, these deployments can only take place when all the parties concerned, i.e. the employee, the sending manager and the receiving manager, agree. Lateral entry to the FS category will be opened to employees from other groups who meet the stated requirements. Lateral entry to the rotational groups is planned for as early as this summer, based on clear and transparent rules. These exercises will not be designed to advantage members of any particular group of employees.