Guidance on enabling human resources support for digital talent

Managers and business owners of digital and IT‑related initiatives must work with their human resources (HR) advisors to ensure that the organizational structure and staffing options available support digital service delivery and operations, balancing any HR‑related risks carefully against the risks of non‑delivery or artificial dependence on contracting out.

* Use the generic suite of HR products for the digital community wherever possible to proceed quickly and consistently through the classification process.
* Leverage term appointments to the extent possible to mitigate dependence on contracting out.
* In cases where a contract is being considered to address a talent gap, the official language profile of the work should be consistent with the language profile of the equivalent work within the department. Managers are encouraged to work with their HR advisors, engaging the Office of the Chief Information Officer (OCIO) as necessary, to leverage the generics and avoid language‑related fairness issues between staffing and contracting.
* In cases where there are digital talent shortages, managers are encouraged to work with their HR advisors to consider leveraging the flexibility available through the non‑imperative staffing process, where appropriate.
* Second official language training for digital talent is strongly encouraged as a mechanism to support employee development and to build a strong bilingual digital workforce.
* In cases where managers experience recruitment challenges, they are encouraged to use the education requirement equivalencies available to them under the[Qualification standards for the core public administration by occupational group or classification](https://www.canada.ca/en/treasury-board-secretariat/services/staffing/qualification-standards/core.html).
* In cases where there are digital talent shortages, managers are strongly encouraged to consider flexible work arrangements, such as remote work, within the parameters of their department’s guidelines.
* In cases where operations are funded on a cost‑recovery basis, making indeterminate appointments impractical, departments are strongly encouraged to maintain a reasonable inventory of vacant term positions to enable staffing while balancing financial risk, without creating artificial dependency on contracting.
* In cases where a contractor has been working with a department for more than three years under the same contract or in the same role, departments are required to inform OCIO using the Annual Digital Talent Survey. As a best practice, departments are strongly encouraged to consider alternative talent sourcing approaches, such as a staffing appointment.