

- A comparison of LES arrivals and departures shows that there were more arrivals than departures (+109) in non-office and administrative support groups (levels 02 to 05), whereas higher levels (06 to 10) recorded more departures than arrivals (-37).

Implications

Management of locally engaged staff should be consistent with country strategies given the large number and range of services they provide in their respective regions. Also, due to the lack of information, it would be useful for the Department to conduct studies on locally engaged staff in order to better manage this workforce. These studies could focus on staff working in certain strategic regions identified in the Department's *Report on Plans and Priorities*,²⁰ such as Brazil, Russia, India, China, the European Union, the Middle East, the United States, and other G8 partner countries. Furthermore, employee handbooks should be reviewed on a country-by-country basis to ensure they reflect current working conditions among locally engaged staff.

Other organizational health indicators

Other organizational health indicators have been examined as an adjunct to the other sections of this report and to provide a more qualitative overview of the Department's workforce.

Complaints and grievances

- 139 labour relations complaints were filed in 2005-2006. Of these, 96 (69.1%) were labour relations grievances.
- 82 classification grievances and 18 harassment complaints were also filed. Most of the classification grievances (73 or 89%) had to do with the conversion of the FS occupational group structure to 4 levels in July 2005.
- The Informal Conflict Management System (ICMS) enables users to solve their disputes themselves. Of the 52 cases that were received by the system, 34 (65.4%) were resolved through conflict coaching, 10 (19.2%) through mediation, and 4 (7.7%) through facilitation, while 4 cases (7.7%) were still pending as of March 31, 2006.
- 5 of the 7 active grievances (71.4%) concerning the Foreign Service Directives were completed.

²⁰ 2006-2007 Report on Plans and Priorities (http://www.tbs-sct.gc.ca/rpp/0607/fait-aeci/fait-aeci_e.asp)