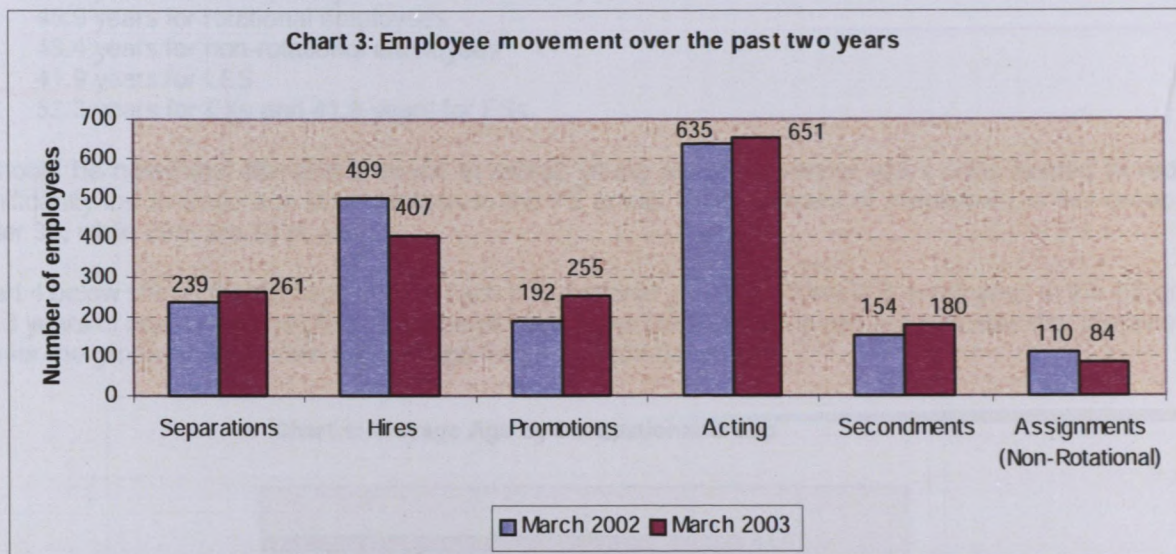


**SECTION E - EMPLOYEE MOVEMENT**

To understand how the work force is changing, we analyzed employee movement (or mobility). Chart 3 below summarizes employee movement over the past two years.



Between March 31, 2002 and March 31, 2003, a total of 341 employees left the organization, only 80 of whom retired. These separations are very costly for the Department, which loses the knowledge and experience acquired by these employees over time. At the same time, the Department has to pay the administrative costs involved in replacing these employees. For example, 407 employees were recruited in all and the net number of employees who joined the Department on secondment totalled 166. Simply put, efforts to attract and recruit new employees seem excessive in light of the low number of retirements. For this reason, it would be more appropriate for the Department to focus its efforts on retaining its employees (through training, etc.) in order to capitalize on its investment in them.

It is important to note that some occupational groups are particularly affected by employees leaving. This is especially true of the CO and ES groups, whose work is closely linked to the Department's mandate. Our calculation of departure percentages by occupational group, based on each group's individual strength, showed that 8.9% of the COs and 7.0% of the ESs left the Department. Only 28 members of the FS group (3%) left DFAIT in the last year (15 FS-02s, 10 FS-01s and 3 FS-00s).

Our analysis of separations showed that in other occupational groups, it was mainly young people who left the Department – 18% of employees who left for reasons other than retirement were under 30 years of age.