

INTRODUCTION

The responsibility of the Department of External Affairs for the conduct of Canadian foreign policy involves not only the development of that policy but also its implementation in Canada and abroad. The Department is comprised of an Ottawa-based non-rotational staff (including staff at seven Regional Passport Offices) and a rotational group of employees assigned for varying periods of duty to positions in Ottawa and abroad.

The non-rotational staff numbers approximately 1,800. The rotational staff numbers approximately 2,100, of whom about 1,400 are dispersed among the more than 130 Canadian Government offices abroad at any given time.

IMPLEMENTATION OF THE R/W POLICY

The Responsible Officer for the implementation of the policy is the Director General of Personnel who reports to a Deputy Under-Secretary of State for External Affairs. Accountable to the Under-Secretary of State for External Affairs and to the Treasury Board, the Director General of Personnel is responsible for the performance of the Department with respect to the Equal Employment Opportunity Policy in accordance with the Under-Secretary of State for External Affairs.

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The R/W Committee is chaired by the Director of Personnel Operations Division, and Sub-committees are created as required.

The R/W Co-ordinator is situated in the Human Resources Planning Section of the Personnel Operations Division. Reporting relationships are flexible and she chooses her own depending upon the scope of matters, e.g. it is acceptable for her to go directly to the Responsible Officer if she deems she should, informing the Director, Head of Section or any other officer that she has done so as of her option.

Managers in Personnel Operations Division bear a heavier responsibility for R/W in the Department of External Affairs than most other Departments. The 7:1 ratio of rotational to non-rotational employees, and the resultant need for careful control of this continuous mobility are a challenge to the system. What is to be done to meet this challenge is the subject of the