



## APPENDIX D FS ATTRITION SINCE 1986

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DFAIT's annual attrition rates have varied between 1.6% and 5.3% of the total FS population since 1990, and are considered low by comparison with other public service professional groups. Clearly attrition is a fact of life for all organisations and should be factored into HR management planning. It is the demographics of attrition within DFAIT that are of concern—specifically the attrition rate for officers with between 5 and 10 years of experience. The number of officers leaving after their first posting has been rising steadily since 1986 with approximately 25% resigning within 7 or 8 years of joining DFAIT. If the upward trend observable in the figures below were to continue or even to be maintained at the 20 - 30% level, DFAIT would face a serious staffing problem. After five or more years of experience, the department's investment in an officer is considerable, especially if he or she has taken intensive language training. Equally or more important, these are the officers that should be at the heart of the department's planning for La Relève:

We have recently begun to track attrition by recruitment year. Using that measure, attrition is clearly on the rise among those who joined the department between 1986 and 1990. By the end of 1997, we had lost the following:

Recruitment Year	Percentage lost by 1997
1986	12%
1987	19%
1988	47%
1989	24.5%
1990	33%
1991	33%

Drawing conclusions after 1991 is difficult since most officers do not resign during their training or during the first posting but already over 20% of those hired in 1992 have left. For the 1986-1991 period, however, there is a clear upward trend.

### *Factors Leading to Attrition*

While they vary from individual to individual, there are some common themes among the reasons given by our departing officers. These include:

1. Low, non-competitive salaries;
2. Poor promotion prospects;
3. Spousal employment issues (single income, single pension);
4. Family related issues (ageing parents/children's education);
5. Devaluation of benefits (ex. FSDs);