



## **APPENDIX A: DFAIT PURPOSES & ORGANISATION**

The third system is the "non-rotational" system which includes about 1,100 employees who work almost exclusively at headquarters and are identical in their terms of service with the public service at large.

The three personnel systems can be correlated with the business lines they support. International Business Development is delivered jointly by trade commissioners, LES and in certain instances by other government departments (e.g. Industry and Agriculture and Agri-Foods). International Security and Co-operation is delivered almost exclusively by political/economic officers while Public Diplomacy involves a combination of political/economic officers and non-rotational employees. Trade and Economic Policy is delivered by a combination of trade commissioners, political/economic officers and non-rotational trade policy specialists and economists. Outside of Canada, Assistance to Canadians Abroad, Corporate Services and Services to Other Government Departments are delivered almost exclusively by management/consular officers and LES. (The Passport Office has its own self-contained personnel system which is not included in this project.)

Non-rotational personnel are concentrated in Corporate Services and Services to Other Government Departments, although they are also to be found in other areas, including trade policy work, as noted above. As a general rule, non-rotational employees provide specialised expertise that requires time to develop or work in positions which have no direct overseas counterparts. The employees in the LES system are concentrated in Corporate Services and Services to Other Government Departments, but are also assigned to all of the other business lines as they are delivered abroad. They provide local expertise, language proficiency and continuity.

The senior executive pool provides executives to staff Head-of-Mission positions abroad and positions at the director general level and above at headquarters.

Missions are a key feature of the department's structure and are the primary mechanisms for delivery abroad of DFAIT's and other government services.