



## APPENDIX C: ROTATIONALITY PAPERS

### CAREER DEVELOPMENT FOR NON-ROTATIONAL EMPLOYEES

#### Considerations

8. We have a significant number of non-rotational employees (1100 of which 722 are officers) in the department both in program and corporate services bureaux and they now account for over one-half of all Canada-based positions. These employees are key contributors to the business of the department but for years our human resource management focus has been on rotational employees with little planning for, or career development opportunities offered to non-rotational groups.
9. Given their importance to the department it is clear that we should be managing our non-rotational employees as carefully as we manage our rotational groups to take full advantage of their talent and experience. We need to ensure that we can attract, develop, and offer these employees career development opportunities comparable to those offered to rotational employees.

#### *Role of Specialists*

10. Non-rotational staff are hired when specialist skills or continuity is required, or when the functions of the position vary significantly from the functions performed by rotational employees. The business and operation of the department has grown more complex in recent years. Thus the requirement for specialist skills has increased in some program areas traditionally staffed by generalist FS such as trade policy and communications, as well as in the corporate high technology sectors. The rotational classification of each HQ position will be reviewed during UCS and we expect this review will confirm the departments ongoing requirement for specialist head-quarters based employees.

#### *Demographics*

11. Non-rotational groups vary greatly in size and carry out a diversity of functions in both program and corporate bureaux, but they predominate in corporate services.

### DISTRIBUTION OF OFFICERS AT HQ

	CORPORATE	PROGRAM	TOTAL
ROTATIONAL (FS,AS)	56 (11%)	521 (62%)	577 (43%)
NON-ROTATIONAL	454 (89%)	318 (38%)	772 (57%)
	510 (100%)	839 (100%)	1349 (100%)

12. We currently have a pool of 318 non-rotational indeterminate positions (CO, ES, IS, PM, HR, AS) in the program branches and they represent 38% of officer strength in these branches.