

Training

- A total of 51,956 student days were devoted to training in the Department. Among CBS, the AS, FS, and EX groups accounted for the most student days of training, with 7,477 (17.4%), 12,672 (29.5%), and 2,135 (5%) student days respectively.²⁶ Note that the AS, FS, and EX groups account for 25.7%, 22.7%, and 7.5%, respectively, of the total CBS workforce.
- Of the training courses offered by the Department, official language training had the highest participation rate (13,813 student days or 26.6%), followed by foreign language training (8,001 student days or 15.4%).
- The In-Canada Training Program had the highest attendance among locally engaged staff (1,634 student days or 18.1%), followed by information management and technology training (1,475 or 16.3%), and official language training (1,214 or 13.4%).

Implications

Compulsory training requirements under the new learning policy must be met in order to preserve knowledge, and particularly knowledge concerning delegation of authority.²⁷ In addition, the Department should increase its efforts to foster continuous learning in order to ensure that employee qualifications are consistent with DFAIT priorities. Furthermore, employees should each have a training plan, which should include language training where necessary.

Overtime

- Departmental employees were paid \$13,849,384 in overtime. Of this amount, non-rotational employees were paid \$6,644,910, and rotational employees, \$7,204,474.

Implications

According to the PSES,²⁸ 58% of DFAIT employees say they are occasionally, rarely, or never able to complete their work tasks during regular working hours. In addition, 37% feel compelled by others to do overtime. However, employees who work long hours report a greater incidence of stress-related health problems as well as greater difficulty in juggling work and family.²⁹ Consequently, a more extensive study on the use of overtime in the Department should be conducted to shed light on all the potential ramifications. Furthermore, in a presentation to the Executive Committee in October 2006, it was recommended that trends in the use of overtime in the missions and the regions be reviewed. Human Resources will therefore study the issue.

²⁶ Report on Learning 2005-2006 (http://intranetapps/cfsi/virtual/cfsm/CFSI_Annual_Report_2005-2006_English.pdf)

²⁷ Policy on Learning, Training and Development (http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/TB_856/td-afp_e.asp)

²⁸ Public Service Employee Survey (<http://www.hrma-agrh.gc.ca/survey-sondage/2005/results-resultats/14/occgrp-e.htm>)

²⁹ The Human Resources Environmental Scan for the Public Service of Canada (http://www.hrma-agrh.gc.ca/hr-rh/hrp-prh/hrespst-aerhfp_e.asp)