

## **Staff movement**

DFAIT's workforce is very dynamic as a result of its rotational system, with approximately 45% of CBS on constant rotation between Canada and abroad. This system creates significant human resource management challenges for both rotational and non-rotational employees.

Rotational employees are assigned by level or given acting appointments when the situation so requires. Judging by the high number of acting appointments at the AS, EX, and FS levels and the number of acting appointments and secondments of non-rotational employees to rotational groups, there is reason to believe that there is an imbalance between rotational positions and the number of employees available to fill them.

With regards to non-rotational employees, the challenges stemming from staff movement are quite different, with retention as the focus. Turnover of non-rotational employees is more of an issue than it is for rotational employees, particularly in the PE and FI groups, due to competition from other departments for this workforce. Non-rotational CBS account for 89.4% of separations for reasons other than retirement, compared with 10.6% for rotational employees.

In the *2005 Public Service Employee Survey*,<sup>6</sup> 44% of DFAIT's workforce identified staff turnover as a major problem in their work units over the previous three years. It is also unsettling to note that 37% of those employees who took part in the survey plan to leave the Department in the next five years.

### **Highlights**

- A total of 321 CBS were hired. Of these, 200 (62.3%) came from inside the Public Service and 121 (37.7%), from outside.
- 201 CBS (62.6%) were hired on an indeterminate basis, compared with 120 (37.4%) on a term basis.
- 215 employees (4.9% of the total workforce) received promotions. Of these, 83 (38.6%) were non-rotational and 132 (61.4%), were rotational employees.
- In all, 942 employees were acting as of March 31, 2006. Of these, 684 (72.6%) were rotational and 258 (27.4%), non-rotational.
- 916 positions (97.2%) held by acting employees were rotational, compared with 26 (2.8%) which were non-rotational.

---

<sup>6</sup> Public Service Employee Survey (<http://www.hrma-agrh.gc.ca/survey-sondage/2005/results-resultats/14/index-e.htm>)