

4.2.1.2.3 A Delicate Balance

The pools of rotational positions and the pools of rotational staff must be kept in fine balance for this system to work. A variety of pressures can threaten that balance. For example:

- If there is insufficient recruitment to replace rotational staff lost to a rotational pool through attrition or to meet the demand for new rotational positions which has been created by expanded business requirements, some managers will find that positions owned by that pool will remain vacant, and their unit understaffed. If this is unacceptable, they must take extraordinary measures to reclassify the position, temporarily on a term basis or permanently, to non-rotational and then to fill the positions with a non-rotational employee.
- If for cost-reduction reasons a stock of rotational positions is eliminated in a Headquarters unit, the pool may be unable to find spots for all of their returning employees. In this case, alternative assignments outside of the pool, and perhaps outside of the department, must be found for them.
- If CBS positions are converted to LES positions at a mission to meet imposed cost reductions, the number of rotational positions abroad for rotational staff is reduced.
- Sometimes when positions are reclassified and staffed as non-rotational because a special skill set not found within the relevant pool is required, the business need for that special skill fades over time, but the position is never recaptured by the rotational pool.
- In general, the desired balance suffers when individual and managerial event-level preferences drive the annual assignment process rather than the principles of systems management for DFAIT's long-term corporate interest.

4.2.1.2.4 Problems

When the pools of positions and people get out of synch, business imperatives can drive classification and staffing decisions that offend the rotationality policy. These undermine the integrity of the system and departmental effectiveness and create internal pay inequity, security and other serious HR issues. To the extent that these aberrations proliferate and persist over time, a number of problems can be created. Here are some examples:

- A chronic insufficiency in rotational group (largely FS) recruitment over the years has driven the move to resourcing from non-rotational groups, increasing the volume of temporary classification and staffing activity within DFAIT, and causing serious HR system overloads that delay service and impair operational effectiveness.
- Morale is damaged by glaring examples of internal pay inequity (in some cases FSs work in Headquarters side-by-side with LAs, COs and ESs who are doing exactly the same work for substantially more money).