

- There are no results for a significant percentage of employees (17%), since they have not been tested.
- 9.8% of employees in the EX group have less than CBC or do not have language test results.

### **Implications**

The Department may want to establish a second-language skills acquisition and maintenance program which would include language training and regular evaluations so that employees can maintain and enhance their level of bilingualism. Regular evaluations would also help reduce the percentage of language tests whose results are no longer valid. In addition, the Department should ensure that official languages are part of training and career plans. Special attention should also be paid to employees in the EX group and feeder groups who do not have a minimum level of CBC or do not have any language test results. Obligations for executive positions require bilingual proficiency at the CBC level or higher for positions from levels EX-02 to EX-05.<sup>18</sup> The Department might also consider increasing the proportion of Francophones in the CO, ES, and EX groups to bring it in line with their representation in the Canadian population as a whole, i.e., 27.8%. It is important to maintain high official language standards, particularly where rotational employees are concerned, in order to effectively serve Canadians abroad.

### **Locally engaged staff**

Locally engaged staff (LES) are employed in 111 countries,<sup>19</sup> hence there can be significant differences in LES circumstances depending on where they are located. As well, the services LES provide may differ depending on where they work, therefore it is difficult to analyze this workforce in great detail within the framework of this study.

### **Highlights**

- The number of locally engaged staff rose by 395 between 2001 and 2006.
- The LES workforce can be broken down geographically as follows: Asia-Pacific, 31.5%; Europe, 25.7%; Middle East and Africa, 17%; North America, 13.1%; and Latin America and the Caribbean, 12.6%.
- Women accounted for 3,086 locally engaged staff (61.5%), compared with 1,931 men (38.5%).

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<sup>18</sup> Directive on the Staffing of Bilingual Positions ([http://www.tbs-sct.gc.ca/pubs\\_pol/hrpubs/OffLang/dsbp-ddpb1\\_e.asp](http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/OffLang/dsbp-ddpb1_e.asp))

<sup>19</sup> Missions Abroad: by Geographic Region and Category ([http://lbp.dfaic-maeci.gc.ca/smd/mission\\_region-en.asp](http://lbp.dfaic-maeci.gc.ca/smd/mission_region-en.asp))