

rather it is done in an ad hoc manner

- There is less career mobility for LES compared with CBS
- Employee handbooks, which outline the terms and conditions of employment for LES, are out of date, in some cases by 10 years and without clear directions, efforts may be increased unnecessarily

This risk is compounded by Risk 4: Resource Alignment and Risk 6: Staff Capability.

Current Risk Mitigation

A new Director General (DG) has been hired to look after the Human Resources Policy and Operations Bureau (HRD). The Department is also currently engaging “task-forces” to develop solutions to staffing issues. These task forces are comprised of people from different divisions within the Department, temporarily grouped together to work on specific tasks. In addition, an advocate (from the ADM-level ranks) for middle managers exists.

Targeted recruitment and hiring is conducted. For example, the communications community office is used to target candidates. Also, temporary solutions such as the use of overtime, secondments, term hiring, special recruitment processes, and external contracting are applied. DFAIT ensures overseas Foreign Service positions that are critical to service delivery are filled before positions in HQ are, leaving gaps in the HQ.

An action plan in response to the PS Survey has been drawn up. HR management plans are in process for each bureau, which will roll up into a corporate HR picture. Some branches practice succession planning. Efforts to build a conflict-competent organization are being made.

The Foreign Service Institute programs and other internal training programs are offered to help staff and managers learn necessary management skills including staffing skills.

LES issues are being reviewed; “LES of the Future” project is underway. Also dual pension schemes are offered in certain countries.