

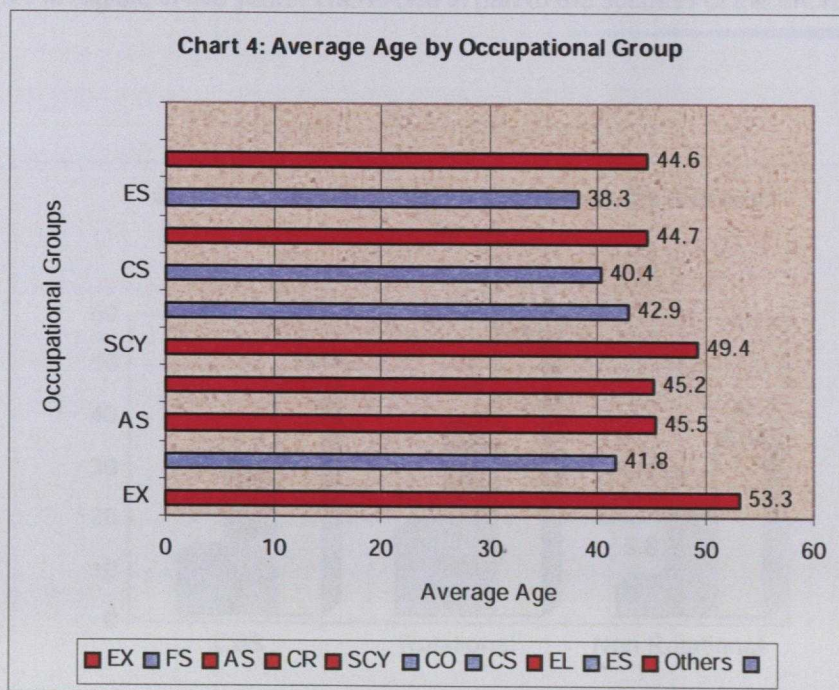
SECTION F - SUCCESSION PLANNING OUTLOOK

Average ages of DFAIT employees at March 31, 2003, were as follows:

- 44.6 years for CBS (43.5 years for the federal public service as a whole)
- 45.9 years for rotational employees
- 43.4 years for non-rotational employees
- 41.9 years for LES
- 53.3 years for EXs and 41.8 years for FSs.

It should be noted that the efforts made to recruit young people in recent years have helped to reduce significantly the average age of employees in the FS group. Thirty percent of employees in this group are under 35, while 29% are 50 or over.

Chart 4 below shows the average age for each occupational group. It shows that employees in the EX group (53.3 years of age) are among the oldest employees in the Department. A red line indicates that the average age for the group is higher than the average for all Canada-based staff.



Years of service

1. The average number of years of service of CBS at March 31, 2003 was approximately 17.
2. The average number of years of service for the EX, CR, SCY and AS groups — 27.1, 19.4, 18.8 and 18.5 respectively — was higher than the average for CBS as a whole. These are the four main groups, particularly the EX group, which increase the average number of years of service of CBS.
3. The ES group had the lowest average number of years of service — approximately 8 — followed by the EL and FS groups, at 12.5 and 14.3 years respectively.