

There are increasing service demands. For example, ministerial briefings, ATIP, and correspondence are growing areas and DFAIT has little control over volumes. Further, DFAIT has little control over the demand for support to partner Departments. For example, Trade Law is engaged in Canadian trade-related disputes which often arise out of actions of other Departments.

The official language and foreign language requirements also place training demands on staff requiring time away from daily work.

A high level of effort is required to fill in gaps due to rigidity in the staffing process. There is insufficient support available to managers in HR processes, which are brought about by a lack of capacity within the HR Branch itself.

Labour relations between the Professional Association of Foreign Service Officers (PAFSO), the Public Service Alliance of Canada (PSAC), and other employee associations are very complex in nature. This situation is amplified by the litigious environment and the sense of entitlement prevalent amongst the rotational FS staff.

DFAIT's "Brand" Weaknesses

Candidates may perceive DFAIT as not to be in full compliance with the government-wide HR policies. Prospective employees may see this as a reflection of the working atmosphere and decide to seek employment with another department that is in full compliance.

There is also a perception amongst some staff of poor managerial integrity. For example, some promises made in previous years have yet to be fulfilled. Also, there is a lack of confidence that the public sector surveys will result in any significant changes.

Gaps in spending on Health and Safety exist. For example, the health support services abroad have not been increased on par with the growth of staff abroad.

Additional Business Conditions

Additional business conditions expose DFAIT to this risk:

- There is no effective pool system to manage recruitment of non-rotational staff
- An overall management structure for LES is not in place;