

careers which can limit the pool of individuals who are willing to consider relocation.

The current state of the foreign service benefits may no longer be an incentive to attract candidates. For example, requiring spouses to be hired as LES rather than CBS may not be attractive.

Insufficient Capability of Supporting HR Processes

The HR Branch itself has one of the most acute capacity shortages. Turnover in the HR Branch is approximately 45% compared to the general public service rate of about 22%. This shortage of capacity in turn affects the Branch's ability to provide effective support to line managers in staffing activities.

Although the Department has the available open positions, the onerous staffing processes are creating delays in filling them. Litigation over promotions and appointments slows down the promotion and hiring process which further compounds exposure to this risk.

In addition, as the proportion of LES grows, the amount of corporate HR management capacity for administration of pensions, and insurance terms and conditions grows. For example, because the nationality of LES can be different than that of the country they are working in, pension administration efforts increase.

There are integrity problems with HR data that limits ability to provide line managers with information to support management decision-making.

Increased Demands on Management and Staff

Central Agencies are increasing requirements of Departments. For example:

- DFAIT is required to provide annual assurance on the organization's management control framework
- New financial policies require more time to comply with
- HR Public Service Modernization Act (PSMA) implementation requires more work in the areas of reporting, monitoring and evaluation

Responding to growing demands increases the workload of existing staff. There are gaps in terms of people, systems and funding available to deal with the increased workload.