

guidelines and practical tools for use abroad. Training, another key aspect of the role, is delivered at all management levels, either directly and/or in partnership with the Canadian Foreign Service Institute.

### LES Governance

The Locally Engaged Staff Bureau provides program support, technical expertise and secretariat services to two committees, the LESGC and the LESPBGC.

The LESGC, which focuses on LES HR policies, is a key instrument in the management of the global LES community. It also provides a formal link with missions' LES management consultation boards through their HOMs. This has proven to be an effective mechanism to share information and foster communication with LES on corporate and mission-specific issues.

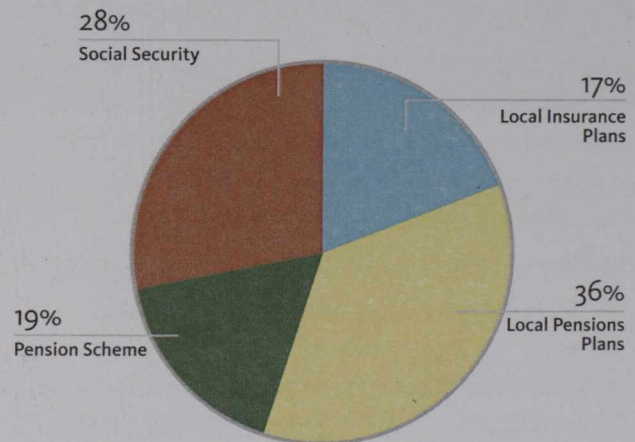
The LESPBGC's mandate is to provide advice on matters affecting the LES Pension, Insurance and Social Security Program as a whole; to leverage expertise; and to provide a focal point for the development of management policies and strategic advice relevant to the program.

### Key achievements during 2013-2014:

- Implemented the Total Compensation Review for LES in 42 missions and the annual salary adjustments for all other missions. Also implemented and obtained endorsement of the LESGC for an exceptions-based compensation framework related to payments in alternate currencies and the regularization of non-national employees with different salary scales.
- Supported the governance of the LES Pension, Insurance and Social Security Program through the LESPBGC and the U.S. Pension Investment Committee. This included a review of the investment strategy and management of \$190 million in pension funds and successfully managing \$65 million of program expenditures to less than 0.02 percent variance. Nine country-specific local social security affiliations were reviewed and benefits were updated for 19 local insurance plans as well as one mandatory pension program.
- Led the inclusion of LES in two key Government of Canada wide initiatives: the new Directive on Performance Management Program and the 2014 Public Service Employee Survey, the latter being a departmental first for LES.

- Developed HR capacity through new training initiatives and advised mission management on 175 new and existing labour relations and performance management cases, including the analysis and coordination of 14 grievance files for review and final decision. Also provided key support in relation to Budget 2012, including the elimination of 51 LES positions and the payment of related severance and pension benefits.
- Successful progression of the modernization of LES HR management framework through work accomplished to update the LES legislative framework, the global LES pay system and specific elements of the classification and monitoring regimes, including the addition of generic job descriptions and competency profiles.

**FIGURE 24**  
**LES Pension, Insurance and Social Security –**  
**Distribution of Vote 15 Expenditures**



Source: Locally Engaged Staff Bureau.  
 For dollar amounts, refer to Chapter 4, Figure 28.

## INFORMATION MANAGEMENT AND INFORMATION TECHNOLOGY SERVICES

The IM/IT Bureau plays a fundamental role in enabling the department to achieve its business objectives. To provide the IM/IT services needed by the Government of Canada abroad, the IM/IT Bureau and Shared Services Canada deploy and support a robust global