

provided for Trade; however, it is not structured sufficiently towards development of individual skills-sets. Travel duties are provided to staff to enhance their knowledge of the Department's operations at missions. Also, Values and Ethics training is provided and the PMA for 2007-08 will measure values and ethics performance.

Competency-based hiring is now practiced at DFAIT. A performance management program is in place along with a peer review process. A performance improvement program to develop underperforming employees is in place.

Centres of expertise are being developed. Responsibility for administration of the Departmental procurement process has recently been recentralized, shifting responsibility to the Centre of Expertise for Contracting Services.

A strategy is being developed for the updating of LES handbooks to provide adequate guidance at missions around policies and procedures.

Costing policies are being developed to allow special bonuses for high-risk postings in order to attract highly-skilled staff to such postings.

Potential Impacts

If this risk were to materialize, it could result in inefficiencies in operations and delivery of services or programs. Delays in processing time in centralized areas such as the Centres of Expertise for Contracting Services may occur.

There may be an increase in incidents of non-compliance with policies including the Official Languages Act and other policies. Lack of experience may lead to inappropriate decisions being made (especially vulnerable to this is legal and senior diplomatic advice), a lack of knowledge transfer or the provision of bad advice.