

undesirable postings, it is difficult to staff appropriately qualified individuals to these postings. As a result, less qualified staff members often receive such positions.

Pre-Mature Promotions

Foreign Service staff members tend to get promoted quickly to middle management positions without adequate experience or training due to the need to fill positions quickly.

Gaps in Training

The demand for training in the Department is very high, and the scope of the training requirements is vast. As a method of coping with the highly demanding workloads, scheduled training is at times put aside in order to address urgent requests.

The standard FSO training provided is not always enough to produce fully-qualified staff. On-the-job experience is very valuable in the Foreign Service.

The official language and foreign language capacity within the Department is low within some of the missions, senior management, and audit. Management and executive (ADM) level training is not readily available. There is a perception amongst some staff that similar attention is not given to non-rotational staff training and development as compared with rotational staff training and development.

Structural Issues

Canada's proportion of positions abroad compared to those at HQ is low compared with other G8 countries. Also, the proportion of DFAIT employees to the proportion OGD employees abroad is comparatively low.

This risk is compounded by Risk 7: Records and Knowledge Management.

Current Risk Mitigation

Training, both formal and on-the-job, is a key mitigation for this risk. Training programs are encouraged and supported by training or learning plans. The Department is developing communications on training and the needs assessment process. Programs are offered by the Foreign Service Institute and the Canada School of Public Service (CSPS). Some LES training is