

PREFACE

DFAIT is facing significant challenges, particularly in relation to its ability to attract and retain talented employees, the adaptation of its organizational structure, performance management, and management of the diversity of its work force.

The Department's future success thus depends on succession planning and all initiatives in the area of human resource strategic planning.

That is why we must adopt innovative strategies to attract and retain competent employees. But to take advantage of the know-how of these employees, we must provide them with a stimulating workplace and real opportunities for professional development.

There is matter for concern: more than 66% of senior managers will be eligible for retirement in the next five years, and 43% of our Canada-based employees will be eligible in 10 years. The question is whether we will have the necessary staff to fill the positions that will become vacant, particularly in light of the fact that the labour market is becoming increasingly competitive, and young people are becoming more mobile.

This organizational health report sketches a complete picture of DFAIT's work force and assesses our progress in increasing the representation of employment equity designated groups and applying the *Official Languages Act*. It also analyzes the movement of departmental employees over the past year, the succession planning outlook, our officers' eligibility for retirement, and other indicators of the organizational health of DFAIT.

This report provides information that is vital to senior and other levels of management for more effective strategic planning in human resources. It will also serve as a tool for communicating with employees. We intend to adapt this analytical report based on future needs in order to support senior management in its human resource decisions. We will do this by monitoring critical indicators of the Department's organizational well-being, anticipating trends with a view to acting proactively, and documenting potential issues and solutions.

ACKNOWLEDGMENTS

We wish to express our gratitude to the review committee for this report, whose members were Margo Nobert, Brenda Abud-Lapierre, Armande Audet, Joslyn Brodeur, Christina Dowler, Joanne Fortin, Louise LaRocque, Marc Leclaire, Michel Nadeau, Patrick Jezewski, Karl Piecka and Brigitte Schryer.