



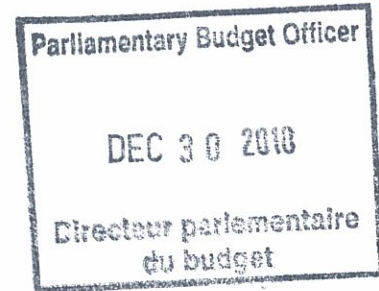
National Defence
Associate Deputy Minister

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Ottawa, Ontario
K1A 0K2

Défense nationale
Sous-ministre délégué

Quartier général de la Défense nationale
Ottawa (Ontario)
K1A 0K2

DEC 21 2010



Mr. Kevin Page
Parliamentary Budget Officer
Ottawa, Ontario K1A 0A9

Dear Mr. Page:

Further to your November 22, 2010 request for a copy of the Department's comprehensive human resources development plan, please find attached copies of the following documents in both official languages:

- *Civilian Human Resources Functional Assessment* for fiscal year 2009-2010; and
- *Civilian Workforce Functional Planning Guidance for Level 1 Human Resources Planning, 2011-2012*

The *Civilian Human Resources Functional Assessment* document discusses the critical human resources capability issues and risk areas affecting the department during the planning period and the plan to address these risks. At the corporate level, Group and Command human resources plans inform the civilian human resources functional assessment. This, in turn, is taken into consideration in the DND/CF business planning and funding allocation process. The current risks facing the Department of National Defence are grouped in five areas: integrated planning; recruitment and retention; employee development, including succession planning; enabling infrastructure; and accommodation.

The *Civilian Workforce Functional Planning Guidance* sets out areas of particular concern for the department and human resources planning instructions for fiscal year 2011-12.

Canada 

Concerning measures put in place to manage the Operating Budget freeze announced in Budget 2010, the Department of National Defence is managing this pressure in a variety of ways. In the short term, we have instituted restraint measures on travel, hospitality and conference attendance, some National Procurement spending is being re-profiled, and we are imposing stringent in-year pressures-management measures which should enable us to manage the pressures until savings from more strategic, enduring measures can be harvested.

Over the longer term, the Department and the Canadian Forces have launched a Canadian Forces Transformation and Institutional Alignment initiative with the aim of rationalizing our organizational structure and harvesting potential savings from related efficiencies. We will adapt to the extent possible through these measures, however success will also be dependent on the extent to which we are reimbursed for the incremental costs of expeditionary operations, including the withdrawal from the combat mission in Afghanistan and the follow on training mission.

If you or your staff have questions, please contact Ms. Cynthia L. Binnington, Assistant Deputy Minister (Human Resources - Civilian) at (613) 992-7447 or Mr. Kevin Lindsey, Assistant Deputy Minister (Finance and Corporate Services) at (613) 992-5669.

Sincerely,



Matthew King

c.c. Mr. Rick Stewart, Assistant Secretary to the Cabinet, Privy Council Office, Liaison Secretariat for Macroeconomic Policy