

Many secretaries also feel they are being under-utilized in their present positions. Many officers do not - or will not - utilize the skills of their secretaries. There is a reluctance to delegate - a fear of giving up something from the officer's own job package to enrich that of the secretary. This reluctance stems partly from attitude, and the Department itself is guilty of fostering outdated attitudes by treating secretaries as a labour reserve. Major criticism is directed toward assignments in Ottawa, and most agree that assignments abroad are more varied and interesting.

In an effort to determine just what supervisors want or expect of secretaries, views were solicited from a cross-section of officers. Some said they would like to delegate tasks to their secretaries but the volume of typing, when secretaries are being shared by two or more officers, prevented them from assigning more meaningful tasks. One director felt that job enrichment is up to the secretary herself/himself to demonstrate a willingness to assume greater responsibilities. On the other hand, a senior manager could not even conceive delegation of more responsibility to a secretary.

#### WE THEREFORE RECOMMEND THAT

- 1. A number of rotational positions in the AS and PE Groups be developed to which secretaries could advance. These positions could include Executive Assistants to Heads of Posts at certain large posts (Washington, London, Paris come to mind), administrative, personnel and consular officers. This would also provide an avenue out of their occupational ghetto for those secretaries who do not want to sacrifice their rotationality for advancement.*
- 2. A training path for career progression be established, in order to prepare SCYs for promotion into the officers' ranks.*
- 3. Along with an establishment review and formal training of supervisors, it be emphasized that duties and responsibilities can be delegated to SCYs.*