

6. STAFFING AND TRAINING

6.1. THE DIVISIONAL SECRETARY (DS) CONCEPT

THE PROBLEM

Some secretaries expressed a desire to see the position of Divisional Secretary abolished.

DISCUSSION

Some secretaries felt that their own jobs could be greatly enriched if there were no Divisional Secretaries, and they did not like having another person between themselves and their supervisors. They felt that they did not need this additional supervisor. New recruits see the Divisional Secretaries as something peculiar to the Department of External Affairs, and have not encountered a counterpart in previous positions. Secretaries feel that the Divisional Secretary is there primarily to provide training for junior secretaries but that many of them are not doing the job too well. One secretary said she preferred to look up procedures in the manuals herself - that she learned better that way than by being told. Supervisors from whom views were solicited felt that the Divisional Secretary was indispensable - that she was the focal point in the division and that this was very necessary with constantly changing staff. They saw the Divisional Secretary as a management position.

WE THEREFORE RECOMMEND THAT

- 1. Divisions with fewer than three secretaries do not have a Divisional Secretary, but if such situations do exist, that a review be carried out.*