



areas of documents and communications. They also required administrative support with basic budget management and accounting control skills; knowledge of governance, procedures and policy; a high level of computer literacy; and research, writing and communication skills. As important were the attributes of flexibility and adaptability, teamwork, initiative, and good judgement.

In short, the managers were looking for a “hybrid” combination of SCY/CR/AS capabilities in their administrative staff. They identified three elements required to build the administrators they need: a new classification system, improved training programs and institutional and personal recognition of the value administrators bring to the organisation.

The focus group felt that the full range of available skills was not being engaged effectively for two reasons:

1. Although individual SCYs and CRs are often required to go beyond the traditional limits of their positions to develop and use new skills, these expanded duties and demonstrated new competencies have not yet altered the general perception of the groups' capabilities as a whole – the shift is largely unrecognised.
2. As long as job descriptions continue to lag reality, the true broadened capabilities of SCYs and CRs will continue to be unacknowledged, untapped and unrewarded.

The participants developed 18 recommendations for reshaping the roles of SCYs and CRs to meet new departmental needs for administration.

The results of our internal consultations mirrored what we learned from our participation in the interdepartmental task force on the Workforce of the Future. We will pursue the development of an integrated training and assignment program for rotational administrative support based on acquired and accredited competencies. The UCS will allow us to collapse our administrative support groups into a single group whose role within missions we can better align with our business purposes.

5.4.5.6 PMs

5.4.5.6.1 Profile

There are 29 PM positions in the department, scattered across 15 bureaux. This distribution of PMs shares neither a common purpose nor a common home within the department. Consequently, it is hard to treat them as a distinct community.

5.4.5.6.2 The Initiatives