

3.3 Resources

This section on resources captures the human, physical and financial aspects of the management of this crisis.

Human

Staff were assigned to this project based on both their existing positions (and the relationship to the required tasks and functions of the DFAIT Task Force) and on the basis of their knowledge of the region and expertise in dealing with international crisis situations. Therefore, people were 'plucked out' of regular roles to work on this effort, either within the department or in the interdepartmental group.

It is difficult to assess the precise human resource commitment made to this effort, as the Task Force not only exclusively corralled Headquarters' resources, and of course those in the AGL region, but also relied heavily on New York and other Posts around the world for support. A rough estimate of the Headquarter's human resources commitment to this crisis is **220 person weeks or 4.2 person years**, excluding the core of ADMs.

Supplementary support was provided to the Kigali Post, through the reassignment of an officer and one administrative support person, and similar, extensive hours of work were reported.

Interviewees, both at Headquarters and Posts report a lack of regard for the extent of secretarial/administrative support which is required during crisis management. It was felt this may relate to an erroneous expectation that technology has usurped this role. Interviewees report a lack of appreciation for the amount of administrative work required to coordinate all parties, and keep communications flowing.

Physical

Efforts were made at the beginning of the exercise to locate separate work space for core members of Task Force to work. However, a suitable spot was not found and each participant worked out of their regular worksite.

The Operations Centre was used extensively, and found very beneficial for communications tasks. However, it was not conducive to the substantive work done in preparing briefs, speaking notes, position papers, policy statements and the like. Similarly, the ad hoc nodes or work groups often