

Admittedly, career development in the assignment process is a difficult subject. While all secretaries probably would agree that career development should be given more consideration, one suspects that no secretary would want career development to be the over-riding or most important consideration in the assignment process. The fact of the matter is that most, if not all, secretaries join the foreign service in order to travel and to experience a variety of cultures and life-styles. One suspects that these matters, as well as timing, will remain the most important consideration in the posting process.

However, it should be recognized that all secretaries are very much interested in knowing the type of work which they will be expected to do and the demands of the job generally. At present, there is no clearly defined means by which a secretary can determine beforehand whether an offered position would be of interest to her/him. It would be desirable, therefore, if Personnel Operations Division could develop a card system describing the requirements of each position. Each secretary at a post abroad would be required to fill out, at least six months before she leaves the post, a 5" x 7" card describing on one side only what she/he does on the job and her/his opinion of the nature and pressure of the work. The cards would not require the approval of management. The fact that not all secretaries would hold the same opinion of the same job is recognized. Nonetheless, such a card system would provide a better idea of what the job demands. Knowledge of the jobs would also assist APOA in selecting the right individual for available positions.

WE THEREFORE RECOMMEND THAT

1. *A program of rotating secretaries through various divisions on initial assignment in Ottawa be instituted, and that the initial assignment provide for experience in a minimum of three divisions, with the employee spending approximately three to four months in each division, so that secretaries receive training and learn something about the various functions of the Department.*