

c) administer and maintain the training packages, up-dating and improving them on the basis of the experience gained with them; and

d) replace the documentary part of the packages with video tapes as required to improve flexibility in providing the training and to reduce instructor work and travel loads.

31. The training team serve as a pool of experts to provide on-site training as required and assist Posts with particular financial administration difficulties.

CLASSIFICATION LEVELS

4.48 Whereas the classification level of the Director of the Resource Planning and Analysis Division (EX 1) is considered appropriate and generally in line with equivalent positions in other Departments, the classification levels of the Directors of the Accounting and Financial Services and of the Management Services Divisions and of some other positions within the Bureau Divisions appear under-classified in relation to equivalent positions in other Departments; they should be re-assessed. The great variety of situations at widely separated Posts requires finance Directors with extensive experience.

4.49 The financial administration responsibilities in External Affairs are fully equal in magnitude and difficulty to those in the other Departments examined by the Task Force and greater than most; FI classification levels should be at least equal. In the other Departments examined by the Task Force, the financial agents responsible for activities related to the financial planning process (the cyclical activities) are usually at the FI-06, FI-05 and FI-04 levels. Those responsible for financial administration (the daily activities) are at the FI-05 and FI-04 levels. In this Department, the financial planning staff are at the FI-05(1), FI-04(1), FI-03(1) and FI-02(1) levels; the financial administration staff are at the FI-04(3), FI-02(5), AS-04(1) and AS-03(2) levels. It should be noted that, in the Accounting and Financial Services Division, the deputy Director (a rotational position) is at the FS-02 level; the position involves the supervision of Section chiefs at the FI-04 level and should justify a classification at the FI-06 level. Moreover, the incumbent should have served at a large Post.

4.50 In their travels to four Posts of very large, large and medium sizes, the members of the Task Force noted that the factors which should and do govern the current classifications of Post accountants are not only the size of Post budgets and numbers of monthly transactions, but also the degree of involvement of Post officers in financial administration. For instance, many LES accountant positions at Posts