5.4.5.4.2 The DFAIT Plan

The SXD HR strategy addresses the following aspects of HR development:

1. strategy for staff development and education;

2. definition of roles and responsibilities;

3. refinement and implementation of a performance management program;

4. definition of potential career paths;

5. provision of individual coaching;

6. implementation of personal planning mechanisms; and

7. review of rewards and recognition approach.

Specific goals are to:

- establish a consolidated HR support and internal training mechanism;

- bring in a senior HR practitioner to accommodate the volume of personnel transactions and to facilitate organisational restructuring; and

- focus on HR policy development, career planning and research into new, alternative HR practices.

Four aspects of HR management are targeted: competencies, staffing processes, multi-sourcing options and performance management.

Most recently, the *"Evaluation of Support for Information Management & Technology at Missions"* was tabled by SIXE in January, 1998. It cites issues including Canada-based versus LES staffing, senior systems administrators' salary concerns, etc.

5.4.5.5 Administrative Support Community

5.4.5.5.1 Profile

There are 113 SCY and 264 CR positions distributed throughout the department, although CR positions are concentrated in the Client Services Sector.

5.4.5.5.2 The DFAIT Plan

The competency profiles developed for rotational Headquarters-based SCY and CR positions apply equally to non-rotational positions. The focus group working on this issue found that the breadth and depth of SCY and CR skills have increased considerably in recent years; the groups have much in common; and job descriptions have not kept pace with the evolution of new administrative support competencies.

Managers described their need for a "program assistant," "office manager" or "administrative assistant". They saw staff in the new role acting as an integrated part of the team, the "information hub" of the division, bureau or mission. Managers identified two business requirements as critical: records management and security, primarily in the