4. The creation of a single Administrative Group for rotational administration and support groups. The objective of this change would be to improve upward career mobility for employees who desire to develop skills and expertise throughout their career with the Department, and to respond to the Department's increasing needs for employees who can bring a wide range of administrative and technical skills to their assignments at headquarters and abroad. This would be linked to changes in access to the EX category noted in 2 above. The Department will, however, have to await the outcome of the Public Service 2000 project before it can process with these changes;

5. Introduction of a system of generic job descriptions for application to as many positions as possible during 1991. This will be of particular assistance to managers and help to speed up the classification process.

II. **Changes in Practices and Procedures for Managing the Department's Personnel**

1. A set of immediate high priority initiatives to strengthen training in the Department and to address current shortcomings in areas such as professional, managerial and official and foreign language skills. These initiatives include:

    o establishment by Autumn 1991, of a departmental institute or centre to serve as a framework for the Department's training and development programs for all employees. The objectives of the centre or institute will be to reinforce Departmental professionalism, build departmental/professionalism, build departmental/employee identification, and open up opportunities for networking with federal and provincial governments, the private sector and academic institutions;

    o better defined managerial responsibility to ensure appropriate training targets are set and met (building to an average of 4% annually of employee time for training), and decentralization to line managers of budgets for specialized training;

    o adjustments in training programs to develop cross-stream expertise, better specialized skills, managerial capacity, and improved access of non-rotationals;