



programs provided to them have been more successful in developing strong generalist capabilities in rotational ASs than the deep specialist skills in corporate services areas they now require to support the management of missions. These specialist skills are essential to the effective use of the authorities delegated to missions in recent years. On the expectation that these delegated authorities would remove work from Headquarters, Ottawa staff in the Corporate Services Sector was reduced. In practice, some rotational ASs have not yet acquired sufficient expertise in key corporate services areas to exercise their delegated authorities without assistance from Ottawa, thereby continuing the former pressure for advice on fewer Ottawa resources. The hub-and-spoke concept cannot be fully leveraged until there are fully-trained rotational ASs in each hub who can manage their new advisory roles without regular support from Ottawa. We will address this challenge through the rotationality review (see below).

The stream is heterogeneous, the result of inconsistent management of the group in the 1970s and 1980s. People in the stream have varied education and work experience backgrounds. The disparate short- and long-term career expectations of stream members cannot be reconciled in a single view. On the one hand, there is a group of young and well-educated officers with high expectations of their own career prospects and their future contributions toward the good management of the Department. On the other hand, a quarter of MCS officers are now approaching retirement age and can reasonably be expected to view the balance of their careers somewhat differently.