

For many years, FS Development Officers have undergone an extensive orientation programme. The orientation programme for Administrative Support employees has also been in place for a number of years. Both programmes have undergone extensive revision as time passed and the Department grew and changed. Leave arrangements for educational purposes and the system of reimbursing personnel for successfully completing courses relevant to the Department's requirements have been well entrenched for a number of years. Relevant policy documents are circulated to all employees annually and notices of opportunities for "in-house" courses (e.g. Supervisory Skills, Pre-Posting Training) are circulated throughout the Department periodically. Once or twice a year, Senior Management Seminars are held in an effort to up-date the skills of managers.

The performance of all employees is evaluated at least once a year, and more frequently if either a supervisor or an employee is changed or transferred. For the rotational employees especially, job rotation is a fact of life.

Career counselling has been an (informal) adjunct to the assignment process for rotational employees and to the staffing process for non-rotational employees. Movement from the support staff to an officer group (or career development) is not a new rung in the career ladders of our employees. This is being continued through the FS intra-departmental competition and the Officer Specialist Development Programme.

Every employee was invited to complete a revised personal resumé form in 1976, which in addition to tombstone data, provided an opportunity for individuals to make their wishes known regarding career development (i.e. requests for experience in specific fields or activities, for geographic experience and training, including language, secondments, etc.).

This concept has been expanded to include the circulation of a list of projected Support Staff vacancies abroad, by location, group and level, to encourage employees to indicate their interest in specific assignments. The same procedure has been introduced for the FS group.