



procedures and policy; a high level of computer literacy; and research, writing and communication skills. As important were the attributes of flexibility and adaptability, teamwork, initiative, and good judgement.

In short, the managers were looking for a “hybrid” combination of SCY/CR/AS capabilities in their administrative staff. They identified three elements required to build the administrators they need: a new classification system, improved training programs and institutional and personal recognition of the value administrators bring to the organisation.

The focus group felt that the full range of available skills was not being engaged effectively for two reasons:

1. although individual SCYs and CRs are often required to go beyond the traditional limits of their positions to develop and use new skills, these expanded duties and demonstrated new competencies have not yet altered the general perception of the groups’ capabilities as a whole – the shift is largely unrecognised;
2. as long as job descriptions continue to lag reality, the true broadened capabilities of SCYs and CRs will continue to be unacknowledged, untapped and unrewarded.

The participants developed 18 recommendations for reshaping the roles of SCYs and CRs to meet new departmental needs for administration.

The results of our internal consultations mirrored what we learned from our participation in the interdepartmental task force on the Workforce of the Future. We will pursue the development of an integrated training and assignment program for rotational administrative support based on acquired and accredited competencies. The UCS will allow us to collapse our administrative support groups into a single group whose role within missions we can better align with our business purposes.

5.3.3.2.1 Progress to Date

5.3.3.2.1.1 Resolution of the CR Surplus

As promised in the first HR strategy, in 1998 we fully resolved the CR surplus through a combination of measures. We reviewed all non-rotational CR positions with term incumbents, and, where appropriate, we changed the position to rotational and staffed it from the surplus pool. In some cases, surplus employees availed themselves of the Early Retirement Incentive (ERI) program or benefits under the Work Force Adjustment Directive (WFAD). Finally, some senior CRs were promoted to the rotational AS community. Once our HR strategy is firmly in place, we will manage our workforce proactively so that these kinds of management issues do not arise again.

5.3.3.2.1.2 Provision of Career Opportunities

In 1997, we promoted 20 administrative and technical employees into the rotational Management/Consular stream, through a rigorous competitive process. Given the natural fit of the work of the stream with the experience and competencies developed within the