

7.3. ESTABLISHMENT REVIEW

THE PROBLEM

In some areas, especially at Headquarters, secretaries are limited to typing and stenographic duties and are therefore under-utilized, and in other areas they are under-employed because there are too many secretaries.

DISCUSSION

It is the feeling of this Committee that secretaries in Ottawa and abroad are not properly utilized, and are often considered an extension of a typewriter. In some areas, secretaries are so involved in typing that they do not have enough time to do more interesting projects or duties. Management should revise the ratio between FS officers and secretaries in order that secretaries be fully utilized in accordance with their potential and qualifications so that they are not limited to typing duties only. Again, in areas where they are under-employed, there probably should be fewer secretaries, or they should be given more meaningful duties that can be expected of a secretary. Management should also study the possibility of having a greater number of non-rotational typists and stenographers here in Ottawa. Consequently, rotational secretaries returning to Ottawa would find themselves in positions which are more challenging and more profitable for management and to the secretaries' careers.

WE THEREFORE RECOMMEND THAT

1. *The ratio of officers to secretaries, which is too high in some areas and too low in others, be revised and adjusted to a more meaningful operational ratio in order to benefit secretarial development and departmental operations.*