

**Administration of the  
Foreign Service Directives (FSDs)  
by the  
Employee Services Branch (HES)**

**A Review of SERV and HEF**

*The Services Centre and the  
Foreign Services Directives, Policy  
& Administration Division*



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## EXECUTIVE SUMMARY

### The Purpose

The purpose of this report is to outline findings, options and recommendations from an August 2006 review of two Divisions in the Employee Services Branch (HES) that administer the Foreign Service Directives (FSDs). The review covered services provided by SERV and the Foreign Services Directives, Policy and Administration Division (HEF) to staff on foreign service abroad, as well as the Divisions' strategic capacity to direct DFAIT's contribution to the FSD Cyclical Review.

### The Accountability Framework

- There is consensus that SERV is responsible for relocation of foreign service and OGD staff going out, returning from and crossing between missions, as well as domestic relocations and administration of the Spousal Employment Program. HEF is responsible for administration of FSDs for foreign service staff while they are abroad. Mission Heads also have delegated FSD administrative accountabilities, although the operational responsibility lines between mission staff and HEF Service Advisors are not always clear.
- There is consensus on the delegated authorities in the Financial Management Accountability Framework.
- There is no consensus on Strategic Policy and Planning Accountabilities.

### Findings

Staff are committed to quality of service. Workloads and resources are not equitably distributed. The SERV Relocation Unit and the HEF Allowances Unit are chronically stressed, particularly from April to November, a period when HEF FSD Advisors reportedly have less to do because many of their clients are moving between missions and NHQ.

Four myths exist surrounding the capabilities and the services provided by SERV and HEF:

- **Myth #1:** SERV is very busy during the summer, but this is tolerable and reasonable because it doesn't have much to do the rest of the year.
- **Myth #2:** The work in SERV and HEF is very different - HEF is not as client service oriented because HEF Advisors do not have the same degree of contact nor knowledge of their clients' personal circumstances, as SERV Advisors do.
- **Myth #3:** There is a capacity to support HES's strategic policy and planning responsibilities.
- **Myth #4:** The financial management operational framework is solid.

### Options

Three Options are presented for consideration:

- **OPTION ONE** - Maintain the Status Quo Option
- **OPTION TWO** - Consolidate HEF and SERV Client Services, Make Incremental Changes to the Existing Policy Function and Strengthen the Financial Monitoring Framework
- **OPTION THREE** - Go Beyond Option Two & Build a Strategic Planning, Monitoring & Research Capacity.



## **Recommendations:**

1. Seek management support for Option Two - consolidate HEF and SERV services, make incremental changes to the existing policy function and strengthen the financial monitoring framework
2. Create a "One window" FSD Client Services Group and consolidate SERV "relocation" and HEF "while abroad" FSD services.
3. Introduce Incremental Changes to the Current Policy Function
4. The HES management team, led by the Executive Director, continue with the cyclical review analysis, supplemented by contracted/assignment expertise, supported by the AS-03s in the NJC/WGA Group.
5. As the cyclical review strategy is developed, in addition to recommending the spousal employment allowance increase, include a strategic component on spousal employment support.
6. Begin implementation as soon as possible, in order to be prepared for the next posting season.
7. Develop the high-level Implementation Strategy and the Human Resources Strategy and task Directors to develop Implementation Plans and Mandates for each Division.
8. Throughout implementation, consider Option 3: the Strategic Planning, Monitoring & Research Division, as an end-state possibility, once resource and strategic requirements are assessed. If the ES research capacity is needed, create and staff the ES-04 Senior Officer positions initially.
9. Share, as early as possible, the findings of this Report with SERV and HEF staff and with Mission Heads.



## **PURPOSE**

The Purpose of this report is to outline findings, options and recommendations from an August 2006 review of the two Divisions in the Employee Services Branch (HES) that administer the Foreign Service Directives (FSDs). The review covered services provided by SERV and the Foreign Services Directives, Policy and Administration Division (HEF) to staff on foreign service abroad, as well as the Divisions' strategic capacity to direct DFAIT's contribution to the FSD Cyclical Review.

The analysis was undertaken with a primary focus on:

- the accountability framework - who is responsible for what;
- current practises - what works and what could be improved; and
- organisational and resource implications of various design options for the delivery of services.

Information in this report is based on staff interviews, Internal Audit FSD Process Flow Charts (July 19, 2006) and various documents and resource materials provided by the client. **See Annex A: List of 25 Staff Interviewed During the Review.**

## **THE ACCOUNTABILITY FRAMEWORK**

There is consensus on Administrative Accountabilities: SERV is responsible for relocation of foreign service and OGD staff going out, returning from and crossing between missions, as well as domestic relocations and administration of the Spousal Employment Program. HEF is responsible for administration of FSDs for foreign service staff while they are abroad. Mission Heads also have FSD administrative accountabilities and the delegated authorities are clearly documented. **See Annex B: Accountability Framework for FSDs.**

The operational lines, however, between the Missions' and HEF Service Advisors' responsibilities are not always clear. For example, Missions have delegated authority for various sections of the FSDs, yet staff reportedly deal directly with HEF in various situations that MCOs could be handling. HEF reportedly encourages Missions to defer to HEF in order better to ensure, for example, that there are no duplicate payments (as in the situation disclosed by the Auditor General involving a duplicate \$40,000 travel related payment). Although one proposed solution is to limit Missions' discretion, the problem may be less about the delegated authorities, and more about it verification and monitoring of approval and expenditure capacities.

There is no consensus on Strategic Policy and Planning Accountabilities. HEF is responsible for "FSD policy". This includes relocation policy, with input from SERV. The Spousal Employment Assistance policy development process flows from SERV to the HR Policy Group, rather than HEF. HEF seems to have more of an "operational policy" focus rather than a "strategic policy and planning" focus, a distinction that is not necessarily made by the client groups. Historically, the HES Director has reportedly undertaken strategic policy and planning activity and product writing.

There is consensus on Financial Management Accountabilities: HEF is responsible for administering the \$100 million FSD budget (\$46 millions of which is related to allowances). SERV



manages the \$26 million relocation budget and the \$200,000 relocation reserve fund. The delegation of financial authorities instrument defines which authorities, for which FSDs, are delegated to HES and to Missions.

## **SERV-HEF HISTORY**

Prior to October 1994, FSD administration services reportedly were provided by three separate corporate groups:

- the Travel & Removal Group (approximately 10 staff);
- the Health Plan & Education Group (approximately 4 staff); and
- the Allowances Group (approximately 11 staff).

In October 1994, both HPM and SERV were created to deliver "one-window corporate services" by:

- consolidating the 25 staff in the three FSD related support groups and augmenting their compliment with another 6 or so staff from other corporate areas to form HPM, the administrative support group for FSD services; and
- creating a new SERV Division and staffing it with 7 people to provide the "one window" access to all services provided by the Client Services Bureau. The vision was that clients would contact or meet with SERV Advisors who would then triage questions or actions to the various corporate groups, one of which was HPM. This reportedly would allow Divisions to concentrate on complex/technical issues while SERV answered routine inquiries.

As the newly created SERV reportedly struggled with its mandate and responsibilities, a decision was made to "bring forward from the back room" (i.e. to bring forward from HPM to SERV) all responsibilities for relocation of outgoing and incoming employee in foreign service abroad. Incidentally, there is only an anecdotal record of what the specific and different mandates of the two groups were, or presently are.

In 2004, additional responsibilities and one PY were transferred to SERV from HEF (formerly HPM), including:

- cross posting relocations;
- educational shipments;
- supplementary shipments; and
- all relocation claims audit duties.

During this period there were two blanket reclassification processes. Shortly after 1994, the CR-04s in HPM were reclassified to CR-05s and the reclassification was extended to the CR-04s in SERV as well. Then in 2002, the CR-05s in SERV were reclassified to AS-02s and the reclassification was extended to CR-05s in HEF as well.

Prior to 1994, there were reportedly 11 FTEs devoted to relocation services and 15 devoted to allowances, education and health services. In 2006, excluding managers, there are:

- 8 FTEs devoted to SERV relocation services; and
- 27 FTEs and another 6 temporary staff in HEF delivering FSD services.



## CURRENT SITUATION - THE FOUR MYTHS

There is a mix of rotational and non-rotational staff in both organizations, most of whom have many years of service and are committed to quality of service. They have very extensive knowledge of the FSDs, both from service delivery and as recipients of allowances while posted abroad. There are currently 50.5 staff dedicated to the business lines or groupings of activities in HEF and SERV:

Service Components	FTEs 50.5	Classification Levels
HEF and SERV Managers	8	AS-07 HEF Director ( <b>18 direct reports</b> ) AS-06 SERV Director ( <b>4 direct reports</b> ) AS-06 HEF Deputy Director & NJC/WGA Coordinator ( <b>5 direct reports</b> ) FI3 (proposed) FSD Comptroller ( <b>6 + 3 direct reports</b> ) AS-04 SERV Account Executive ( <b>8 direct reports</b> ) AS-04 SERV Deputy Director & Spousal Employment ( <b>3 direct reports</b> ) PE-03 Training Officer ( <b>1 direct report</b> ) Recognition & Award Coordinator ( <b>no direct reports</b> )
SERV relocation services	9.5	8 AS-02 Advisors; 1 AS6 SAPP doing loss and damage; and A part time AS-02 shipments tracking Coordinator; (reporting to the AS-04 Account Executive)
HEF administration of FSDs to staff abroad	15	15 AS-02 FSD Advisors reporting to the HEF Director (one of whom does admin work for the 3 HEF managers); plus a portion of the time of six other AS-02s and one AS-03. (who are assigned missions in addition to their "comptrollership" and "subject expert" responsibilities)
HEF Foreign Service Allowances (FSA) System Administration	4+4	One senior AS-02 (working four days a week) with one mission; and three AS-02s Advisors, also with missions; supplemented by one SAPP and 3 students. The SAPP is reportedly being staffed indeterminately. (reporting to the FSD Comptroller)
HEF FSD Management System Administration	1	1 AS-02 Technical Administrator, with responsibility for two missions (reporting to the FSD Comptroller)
HEF NJC & WGA Coordination	5	3 AS-03 Subject Experts; 1 AS-03 Project Manager of FSD Cyclical Review (Assignment); and 1 AS-02 FSD Advisor (proposed new, to be created position). (reporting to the HEF Deputy Director/NJC Coordinator)
Pre-Posting Training	1	1 AS-01 Training Assistant (reporting to the PE-03 Training Officer); plus SERV & HEF Advisors participate in delivery
Spousal Employment Assistance Program	.5	1/4 of an AS-02; and 1/4 of a CR-05 (reporting to the D/Director SERV); a new AS-03 Spousal Advisor has been proposed (reporting to Director)
Medical Exam Coordination	.75	3/4 of an AS-02 (also doing Agora and domestic relocations); and
SERV Financial Management	.75	3/4 of a CR-05 Financial Clerk
SERV Reception	1	1 CR-03



In most organizations, there are often prevailing misconceptions or myths that become apparent to a detached objective observer, undertaking an organizational review. Four such myths exist surrounding the capabilities and the services provided by SERV and HEF:

- **Myth #1:** SERV is very busy during the summer, but this is tolerable and reasonable because it doesn't have much to do the rest of the year.
- **Myth #2:** The work in SERV and HEF is very different - HEF is not as client service oriented because HEF Advisors do not have the same degree of contact or knowledge of their clients' personal circumstances, as SERV Advisors do.
- **Myth #3:** There is a capacity to support HES's strategic policy and planning responsibilities.
- **Myth #4:** The financial management operational framework is solid.

The first two myths, and the undercurrents associated with them, may stem back to 1994 when the two groups were established. SERV was the "one window", the special client service group with large, new offices that did the client interviews, delegated work and triaged questions, then waited for others to provide the answers. HPM (HEF) was the support group that did the administrative and clerical FSD administration work, the "back room", a reference still cited today, 12 years later.

**Myth #1: SERV is very busy during the summer, but this is tolerable and reasonable because it doesn't have much to do the rest of the year.**

The reality is that SERV is a chronically stressed organization. During the seven-month period from April to October, eight Service Advisors (one is on sick leave indefinitely) relocate, on average, 670 clients. The Group logs 250-350 hours of overtime each month, mostly doing the paper and systems work flowing from the days activity.

Each day, each Analysts conducts an average of 2-5 in-depth interviews, deals with 4-6 "drop in" visits, receives 50-100 emails and 10-20 telephone calls. For the past two years, there has been at least one person (and sometimes more) on extended sick leave, reducing the compliment to 7, which is an average of almost 100 relocations undertaken by each Analyst.

Once the posting season winds down, from November through to March, in addition to the ongoing administration of FSD 15 for the increasing number of late departures, the relocation Advisors' activity focuses on:

- processing loss and damage claims and auditing relocation claims;
- surveying relocated staff and Missions to assess performance;
- meeting with movers on performance assessments; preparing freight forwarding tenders; reviewing house hold effects (HHE) shipment allowances; auditing LTS listings, updating BSI instructions; tendering and awarding standing offers;
- reviewing the FS handbook; updating outgoing and incoming kits; organizing moving Fairs and Take Your Kids to Work; and organizing the re-entry and pre-posting program briefings and tools for the next season, with delivery beginning in early February.

As a result, relocation Advisors do not recover from the excessive demands of the posting season. The cumulative effect is unsustainable, damaging to employees mental and physical well being. This situation is not new - it has existed for years, however, it has become increasingly intolerable over time because the number of postings has increased, while resource levels have not. As staff



become more stressed, the strong "service" culture contributes to the dilemma - there is a reluctance and insecurity about complaining or refusing to work the overtime, for fear that this may be interpreted as unreasonableness or incompetence, rather than reflective of an intolerable situation. Sick leave becomes the most "acceptable" means of coping.

Prior to 1994, there were reportedly 11 PYs devoted to relocation services and 15 devoted to allowances, education and health services. In 2006, there are:

- 9 PYs devoted to SERV relocation services; and
- 27 PYs and another 6 temporary staff in HEF delivering FSD services.

There has been a 75% increase in the number of points of service abroad in the past six years. According to the 2005-06 Report on Plans and Priorities (RPP) Canada has 280 points of service in 150 countries worldwide (embassies/high commissions, consulates general, consulates, missions to multilateral organizations, satellite offices and honorary consuls). In 1999-2000, there were 160 reported points of service (131 missions and 29 satellite offices and honorary consuls).

Providing services abroad involves the employment of approximately 6,800 staff overseas. According to the 2005-06 RPP, 25 percent of these are Canada-based staff (CBS) from a variety of departments and agencies, while the remaining 75 percent are locally engaged staff (LES). Approximately 60 percent of all staff abroad deliver Canadian programs and services, with the remaining 40 percent being responsible for the delivery of common services.

In February 2005, there were approximately 6,600 employees in missions abroad:

- 961 from DFAIT;
- 518 from other government departments;
- 5,049 LES; and
- 72 on secondment.

While we know there were 5,049 LES in 2005 and 4,303 LES in 1999-2000, information is not readily available on the number of DFAIT and OGD employees or the number of PCFs issued. It can, however, be suggested that the 75% growth in the number of missions and 17% increase in LES, between 1999-2000 and 2005-06, may be good indicators of a significant increase in SERV's client base.

Based on the number of new PCFs issued, last year there were 670 postings, while this year there have been 640 (as of August 21, 2006), broken down as follows:

- in fiscal 2005-06 - 316 new postings, 102 cross postings and 252 returning;
- in 2006-07 so far - 266 new postings, 115 cross postings and 259 returns.

**Myth #2: The work in HEF is somehow different, not as client service sensitive as that performed by SERV, because HEF Advisors don't have the same degree of contact with, or knowledge of, their clients' personal lives as SERV Advisors do.**



The reality is both SERV and HEF staff develop intimate knowledge of the personal lives of their foreign service clients. The nature of the work performed, advice given and service provided is very similar.

Although SERV's front end interview is intensive, over the course of the posting, HEF Advisors are the primary point of contact and they may deal with sensitive personal situations, such as family complications or breakdowns, health issues and so on, for all levels of clients.

Perceptions that SERV staff must have a more client service orientation than HEF staff only contribute to maintaining the legacy, the myth, of the special status of SERV. If there are any Advisors, in either SERV or HEF, who do not have a client service orientation, this is arguably a function of personality and enabling practices, rather than any inherent difference in the client service requirements of the work itself.

Despite the "one window" legacy vision, staff serving abroad now have three Advisors - one in SERV, one in HEF and the Mission MCO. It is interesting to note that the MCOs are generally minimally at the AS-04 level and often they are seeking FDS administration advice and guidance from the AS-02s in HEF and SERV.

There are currently two generic AS-02 Service Advisor position descriptions:

- the HEF Service Advisor - client service results are "a full range of compensation/benefits advice and services to employees, managers and/or their representatives; and
- the SERV Service Advisor - client service results are a "full range of relocation advisor services for employees posted to and returning from missions, as well as domestic relocations inside Canada" .....as well as "advisory services on a variety of topics such as compensation, FSDs, customs and health related issues".

The key activities of the two AS-02 position descriptions are as follows:

- the HEF Service Advisor - provides advice, information and options on compensation/benefits issues; researches and analyses data; liaises to resolve issues; undertakes peer verification, training and various administrative tasks.
- The SERV Service Advisor - consults, assesses, provides advice/options on relocation and other requirements; authorizes advances, payments, loans and call ups; liaises on unusual situations and advises on problem resolution; researches, develops information and provides cost estimates; undertakes peer verification, training and various other administrative tasks.

The work characteristics and required skills in both AS-02 position descriptions are very similar (some identical), with the exception that: SERV AS-02s activities are framed as administration of relocation requirements under the FSDs; and HEF AS-02s activities are framed as administration of compensation/benefit requirements generally. The described working conditions are the same, with the exception that HEF position descriptions state they may provide services in hospitals and be exposed to mentally or emotionally disturbed clients.

The work processes are different for the SERV and HEF Advisors, however the activities and tasks are the same:

- interview clients and provide information, advice and options on FSD provisions;



- attempt to find creative solutions, within the constraints of the directives;
- deal with client anxiety, stress, anger and other psychological stress;
- deal with all levels of officials and exempt staff;
- juggle multiple tasks and competing demands of a large client group, within stringent deadlines and with no control over the pace and volume of work.

At least nine or ten of the HEF Advisors have experience delivering service to clients for relocation, shipments and claims auditing because they were in HEF performing these duties prior to 1994 or 2004, when the duties were transferred to SERV. And there is at least one staff member in SERV who has also worked in HEF.

The primary differences in the two Divisions are:

- SERV's face-to-face interviews with clients (HEF transactions tend to be by email or phone although some clients do meet with their HEF Advisor before going out, particularly if it is their first posting );
- the organizational designs, manager-to-staff ratios and daily-transactions-per-advisor averages;
- the larger growth, over time, of the HEF resource base; and
- a reportedly more uneven distribution of work in HEF, with perhaps 35% -40% of the staff carrying heavier workloads and responsibilities than other staff.

Both the SERV Relocations Unit and the HEF Allowances staff are very busy and stressed during the period from April to October. During the same period, other HEF Advisors reportedly have lighter workloads (in terms of inquiries and activity), while foreign service clients are moving between posts and NHQ.

On average, HEF Service Advisors reportedly receive approximately 10 emails daily from their mission clients, some of which may be complex and require considerable research (particularly those related to health or family/compassionate requirements). Mission MCOs could be dealing with many of the information inquiries and also with some other cases. For example, mission heads have delegated authority for medical and compassionate travel situations, yet often do not exercise it, deferring to HEF. The delegation of financial authorities instrument clearly defines which authorities, for which FSDs, are delegated to HES and to Missions. There has been a debate about the merits of pulling back, into NHQ, more of the authorities since the Auditor General's Office discovered a \$40,000 double payment of a mission approved expenditure under FSD 50 (travel assistance).

HEF's priorities for this year were identified as:

- daily management of FSDs for 1500 staff abroad; consultations with OGDs on their cases; briefings for outgoing employees;
- support to the NJC process; prep work for the cyclical review; grievance process;
- ZIV audit; respond to the OAG audit of the HR function in DFAIT; mission audits;
- Backlog of hardship missions (164); visit hostile environments; follow up to hardship missions visit; RFP for FSD 41 emergency medical evacuation and FSD 64 evacuation contract;
- Operational Plan for the Allowances section;
- Improving the FSA application with SMSH; getting the FSD Management System in HRMS; getting leave expenditures coded against the FSD budget;



- Guide for employees using the FSA system; training manual for FSD Advisors; and
- PLA project for the cyclical review.

**Myth #3: There is a capacity to support HES's strategic policy and planning responsibilities.**

The reality is there is a very limited capacity to adequately support HES strategic policy and planning responsibilities. In HEF, reporting to the AS-07 Director is an HEF AS-06 Deputy Director position, which has three recently-staffed AS-03 "subject experts" under it. This compliment has been supplemented by an AS-02 Advisor and an AS-03 Project Manager of Cyclical Review, on a one year assignment.

In SERV, reporting to the AS-06 Director position is an AS-04 Deputy Director position with responsibility for the Spousal Employment Assistance Program. A new position description has been classified at the AS-04 level in an attempt to develop a spousal employment policy and outreach capacity. It is not entirely clear whether this position is a response to substantive operational needs or to community pressures.

Both HEF and SERV Directors and Deputy Directors are strong, capable officers with limited organisational capacity to deliver strategic policy or planning services to the Executive Director of HES. The two organisations are reactive, driven by client and operational requirements. The AS-03 "subject experts" classification structure does not reflective a policy capacity.

References have been made to the desirability of the HEF model, based on a requirement to "link policy and operations". There is, however, no apparent distinction made between operational and strategic policy and planning capabilities. As it is commonly understood, strategic policy takes a long term view and focuses on medium to long term strategies, objectives and their implications. Strategic planning then tailors the strategic policy/thinking concepts to the specific context. And operational policy is about implementing and making operational the strategies developed through the strategic policy and planning processes and activities. While it is important that "operations" contribute (data, information, ideas) to the strategic policy and planning activities, the skill sets required for the various functions are not the same.

In the NJC model, which is driven by TBS, a question is "how does DFAIT play on or contribute to FSD/NJC strategic policy development"? The HES focus traditionally has been processes oriented, that is, who from HES will sit on which TBS committees, with little capacity to contribute anything other than tinkering at the margins of the status quo. And perhaps, if TBS is the "policy" centre on the FSDs, then what HES needs is a "strategic planning" capacity, certainly to contribute to TBS strategic initiatives but more importantly, to develop strategic and implementation plans for DFAIT's operations.

There have been suggestions by the Auditor General that modernisation and overhaul of the FSDs should be considered. There is limited capacity in HES, at the officer level, to undertake the strategic policy or planning research and analysis that would enable DFAIT senior executives to have a substantive discussion on the potential economic (and other) benefits and costs of such



considerations. At the present time the HES management team, led by the Executive Director and supported by contract expertise, are examining cyclical review strategies.

**Myth #4: The financial management framework is solid.**

The reality is there are some organizational vulnerabilities in SERV's framework for managing the \$26 million relocation budget and the \$200,000 relocation reserve fund as well as in HEF's framework for managing the \$100 million FSD budget (some \$46 million of which is related to allowances). There are also some financial framework issues associated with "self monitoring" - that is, having the comptrollership monitoring function in the same group as its monitoring activity of.

In HEF, there is a yet-to-be-classified FSD Comptroller position (proposed FI-03), currently staffed by an FI-01, on assignment from SMD. Under the Manager, at the time of writing there were four AS-02s, one SAPP and three students. This fall there will reportedly be one more AS-02 and the SAPP will be or has been converted to an indeterminate for a total complement of six AS-02s and three students doing allowances and verification and reconciliation of expenditures. One position (the AS-02 Technical Administrator) is responsible for the FSD Management System in HRMS and also contributes to the allowances work by doing openings and closings.

The senior Allowance AS-02, who works four days a week, manages and maintains the FS Allowance System (FSA) and, given his expertise, provides allowance advice support to the entire Division. The incumbent reviews all the PCFs (670 last year) and post arrival/departure notification emails, manually transfers all the information to HEF's "check lists", does research on "complex cases", enters "check list" data into the HRMS on "complex cases" and triages other cases and data entry to other AS-02s:

- one AS-02 does waivers and accommodation deficiency allowances (ADAs);
- one AS-02 does maternity and parental allowances; and
- one AS-02 does posting loans and cross posting allowances.

As no permanent support has been assigned to incoming or outgoing allowance data input (525 PCFs to August 21 this year and 585 PCFs last year), three students have been supporting this activity as well as:

- inputting salary base adjustments into individual client files in the FSA to correct a programming problem that started in 2000 (it was discovered in late 2004 and adjustment inputting began in the fall of 2005); and
- doing some work on systems manuals.

The senior AS-02 has also been verifying allowance data entered by the other AS02s and the students. This "verification" stage is built into the FSA System - before an allowance can be activated, it must be verified by checking data entered against the check list, post arrival/departure notification emails, salary base, dependent and employee profile. The senior AS-02 also has responsibility for reconciling variances and correcting them in the FSA System.



There is an AS-02 Technical Administrator position responsible for the FSD Management System in HRMS. The incumbent is busy from April to July researching, inputting and adjusting all base AMEX airfare and routing data, as well as TBS travel directive allowances and travel allowance information, upon which all FSD relocation and travel/hotel/meal/vehicle allowances are based. When there are rate increases, there is reportedly a requirement to get NJC approval on the increases and then enter them into the FSD Management System. It is interesting to note, however, that the NJC has not yet approved the rate increases for 2004-05 or for 2005-06. An obvious question is "what, if anything, is this indicative of?"

The AS-02 Technical Advisor also does the monthly opening and closing of allowances in FSA/HRMS and transfers the files to IMS. Once IMS has run a fatal error report, it is sent to HEF, corrected and returned to IMS. Three files are downloaded into IMS and IMS does an exceptions report. If there are any exceptions or variances HEF must research and reconcile the figures. The incumbent also contributes to data input for incoming or outgoing allowances when he has time. He and the senior AS-02 Allowances Advisor have trained 8 students since September 2005. He also has responsibility for two missions.

All of the AS-02s Allowance Advisors are assigned missions and have FSD administration responsibilities, reportedly to meet the AS-02 FSD Advisor classification level criteria (as the position descriptions are generic). The temporary staff compliment of three students indicates that the permanent compliment is not sufficient.

It would be operationally prudent to ensure that the essential knowledge required to maintain the FS Allowance System and the FSD Management System is not vested in two individuals. If the status quo is to be maintained, it will be critical to adequately resource and stabilize the organization and then ensure that cross training occurs within the core group. One of the primary benefits of the generic matrix organizational structure is cross-trained expertise, yet operational and resource constraints have prevented optimization of the flexibility inherent in generic positions in this Unit.

Consideration must also be given to rolling out, to the FSD Advisors, responsibility for the PCF-based allowance calculations and data entry. It makes sense to have the Advisor also calculating and entering allowance information. The salary adjustment is based on a very straightforward calculation using PWGSC salary information and Statistics Canada post indexes and post living allowance factors. This would distribute the workload more equitably and result in process efficiencies associated with minimizing the number of transactions involving the PCF/check list data. It would also compel Advisors to deal with allowance related inquiries from their clients. Currently, clients are supposed to deal with their FSD Advisor on allowances, but the practice reportedly is to forward all emails and questions to the "allowances staff".

The case against such an arrangement is that the more people there are entering allowances data in the FSD Allowance System, the more possibility there is for errors to be made. This can, however, be rebutted given that:

- it can reasonably be expected of all AS-02s that they competently and accurately perform tasks that are currently being undertaken by AS-02s and part time students;
- the work itself is pretty straightforward (even on "complex cases");



- there is a verification stage built into the FSA System and process whereby the data input and accuracy of the work must be verified by a person other than the one entering the data before an allowance can be "activated" (so the data entry can also be monitored and individual employee performance assessed and reported on); and
- there are monthly reporting and reconciliation of expenditure activities built into the systems.

Once PeopleSoft upgrades are made this fall, it could be useful to bring some high level management attention to moving forward the SMD architecture project (proposed in April 2006) to examine building the FSD Management System into the Human Resource Management System (HRMS) or the Financial System (IMS). After People Soft upgrades are made this fall, as the FSD Allowance System currently interfaces with HRMS PeopleSoft, HEF is proposing that the FSD Management System also be merged with PeopleSoft to enable then to work with both HEF systems (FSA and FSDMS) in PeopleSoft.

At the same time, attention could be given to making the FSA application more efficient and user friendly by incorporating into the FSA display some of the features that are common to other HRMS displays. For example, "tabbed" links between sections of the FSA site would enable the user to move around within sections, without having to repeatedly go back to the menu page to get into other related sections within the FSA System).

SERV, manages the \$26 million relocation budget and the \$200,000 relocation reserve fund. HAM originally sets the commitments (COs) and the SERV CR-05 Clerk adjusts them as required. The Clerk also:

- administers the travel authority numbers (TAN accounts);
- verifies and pays invoices for shipping, storage, insurance and some travel (AMEX);
- forwards, codes and records cheques to the Cashier's office with explanations to adjust individual commitments (i.e. reimbursement of overpayment of employee portions of Household Effects, Travel Authority Number credits, etc.);
- controls, prepares and forwards custom documents (A18B's) to Canada Customs and Revenue Agency for bonded shipments for employees being cross-posted;
- maintains active hard-copy bonded files for individual employees posted abroad as well as a master list, inventory of personal effects, customs documents, etc;
- reviews and verifies invoices for printing, training and the Rewards & Recognition Program;
- sets up Spousal Employment Community Coordinator contracts;
- processes security clearances for spouses and dependents (75 to date this year) and advises the missions (which DFAIT Security also does);
- sets up the year end PAY YE accounts; and
- maintains central PCF files.

The ledgers for these various transactions are manually maintained spreadsheets on the incumbent's hard drive which are then manually reconciled against various reports from IMS and PWGSC Central Removal Service and Central Freight Services.

In addition to the financial responsibilities, the CR-05 also provides back up for the AS-02 who does medical exam coordination (it is estimated this requires .75 of an FTE). The Clerk does not perform the AS-02s Agora data base duties or domestic relocation and claims duties. Last year, from March



2005 - December 2005, when the AS-02 was on language training, the CR-04 performed the duties of both positions (except from March to the end of September, when another person was hired to look after the Community Coordinator support and the Security Clearances).

## THREE SERVICE DELIVERY MODELS

There are three basic models for client service delivery:

- decentralised, specialist models;
- centralised, generic models; and
- hybrid models, combining aspects of each.

**Decentralised, specialist** systems have two distinct characteristics. There is not a centralized coordination group which coordinates services; and the services or products flowing through the system are narrow and specific, based on content. The primary benefits of the decentralised, specialist model, when it works well, are process efficiencies and clear accountabilities.

**Centralised, generic** systems are capable of processing a large variety of services, regardless of the content and clients. The tasks, skill sets and position descriptions are generic and organised on matrix principles, providing flexibility to assign tasks, as required, depending on the changing work flow. For example HEF FSD Advisors provide centralised, generic FSD services to clients abroad and SERV Advisors provide centralised, generic relocation services.

The primary benefits of **centralized, generic services** are that the "one window" service is convenient for clients and there are process and content efficiencies and consistencies. The primary disadvantage of these systems is, given the generic nature of the positions and classification levels, all staff must have comparable skill sets and abilities to ensure that workloads are distributed equitably. They must also have performance measures, clear guidelines, documented precedents and shared best practices to ensure that quality of service standards are consistently applied and maintained.

**Hybrid models** involve centralizing some services, as well processing other products through decentralized, specialized systems. Hybrid models often evolve, over time, product line by product line, as a way of attempting to solve problems. For example, SERV's Spousal Employment Assistance Coordinator position is a very specialized service that has been placed in a centralized Division, with other generic positions and tasks. Some of the HEF/Mission MCO arrangements reflect hybrid principles as well. Both HEF and Missions have S.34 FAA expenditure initiation and spending authority. Missions sometimes will, and other times will not, exercise their specific delegated authorities (for emergency and compassionate travel, for example) and leave it to HEF to manage situations.

## MATRIX ORGANIZATIONAL DESIGN PRINCIPLES



Generic, flat, matrix organizations tend to be organized into distinct "clusters" of activities, within which there are formal line control responsibilities, as well as fluctuating directional guidance responsibilities for managing people and the work, as required.

In the matrix concept, as work-flows fluctuate, the person responsible for formal line control re-directs clustering of staff activities, as required, and may designate (or not) someone responsible for functional direction of each cluster or cell.

As the generic position descriptions include responsibility for activities in the business line, staff can be assigned to focus on high volume activity, as required. In service business lines, the skill sets required are generic, regardless of content. Advisors tend to be expeditious multi-taskers, who clarify, triage, research, track, and respond to service requests. They also maintain data bases, produce reports and give advice on best practises. Across government, these positions tend to be classified at the AS-03 level in various service systems.

In HES, the generic HEF Advisor position descriptions and the flat HEF organization reflect matrix organizational design principles. SERV also has generic AS-02 Advisor positions, despite the fact that SERV is a more hybrid organization.

The groundwork was laid, however, it did not go far enough in previous organizational redesigns. In 1994, the "one-window" concept was a reasonable one, but the SERV-HPM organizational models and the linear, specialized systems put in place did not enable or support it. The current SERV relocation group, the one that would most benefit from matrix design principles, given the wildly fluctuating workloads, is too small and too specialized.

The HEF structure today reflects true matrix design principles, but the span of control is too broad and somewhat contrived. For example, although there are 20 generic AS-02 FSD Advisor positions (and one AS-02 FSD Technical Admin position), the Allowance AS-02s do a lot of data entry, work which is different from the work of the 15 AS-02 FSD Advisor positions reporting to the AS-07 Director. As an "equalizer", all of the positions are assigned some missions and do FSD administration work. So, from a classification perspective, it is a very creative model. From a management perspective, it is rather cumbersome because the Director position has 17 direct reports, in an organization that requires a lot of ongoing operational guidance and direction, given the detailed and administrative nature of the work. In addition to the micro-operational focus, the "policy" and "comptrollership" responsibilities require Director engagement, as does the ongoing, daily management of the Division and support required by the Executive Director.

Although the current structures and division of HEF-SERV responsibilities and resources do not maximize the flexibility inherent in matrix organizations, the two Divisions are very well positioned to benefit from matrix design principles:

- The HEF and SERV AS-02s have the same client service results (advice and FSD-based administrative services) and the same client group (employees in foreign service abroad);
- the work of the service providers is clustered (by mission);
- the required skill sets are the same (client service orientation and knowledge of the FSDs); and
- many of the HEF Advisors have experience in relocations, shipments and claims audit work as it was done in HEF before being transferred to SERV in 1994 and 2004.



## ORGANIZATIONAL DESIGN OPTIONS

Three organizational design options are presented for consideration:

- **OPTION ONE - Maintain the Status Quo Option**
- **OPTION TWO - Consolidate HEF and SERV Client Services, Make Incremental Changes to the Existing "Policy" Function and Strengthen the Financial Monitoring Framework**
- **OPTION THREE - Go Beyond Option Two & Build a Strategic Planning, Monitoring & Research Capacity**

### OPTION ONE - Maintain the Status Quo Option

This option would involve staying on course with:

- Finalizing and staffing the proposed HEF organization;
- For cyclical review and NJC strategic support, relying on the HES management team, led by the Executive Director, supported by the HEF NJC/WGA Group of four AS-03s, under the AS-05 Deputy Director;
- Classifying and staffing the proposed AS-04 Spousal Employment Networking Advisor position in SERV; and
- In preparation for the 2007 posting cycle:
  - staff the AS-04 SERV Account Executive position; back fill the position of the Service Advisor who is on sick leave; put in place training and assignment arrangements (with HEF or elsewhere) for at least three additional SERV Advisors during the posting season; and
  - recruit and train at least four temporary help staff to support the HEF Allowances Group.

### The Benefits of Option One

Maintaining the status quo is the least disruptive option. HEF and SERV staff and their clients are familiar with the world as it is. There are no incremental resource requirements, so scarce HCM resources can be devoted to other priorities.

### The Costs of Option One

- The SERV operation is not sustainable - demands on staff are unreasonable; more than half the SERV Advisors are eligible for retirement within the next 18 months; there is no transition or succession plan; and recruitment is very difficult, given the situation and classification levels.
- The HEF Allowances operation is under-resourced and stressed; the financial management operational framework is not solid.



- In order to meet the strategic policy and planning requirements of the cyclical review, the Executive Director, HEF Director and HEF Deputy Director will need to perform "policy officer roles", supported by the four HEF AS-03 "subject experts".
- Successor HEF Directors may find the flat, broad design of 16 direct reports very cumbersome to manage.
- The reported inequitable distribution of work and responsibilities in HEF may continue and in turn contribute to inefficient use of scarce resources which HES cannot afford.
- The undercurrents between SERV and HEF, based in history and legacy, will likely continue.

**OPTION TWO - CONSOLIDATE HEF AND SERV CLIENT SERVICES, MAKE INCREMENTAL CHANGES TO THE EXISTING POLICY FUNCTION AND STRENGTHEN THE FINANCIAL MONITORING FRAMEWORK**

**Consolidate HEF & SERV FSD Services - The "One window" Service**

Create an AS-07 Director of FSD Client Services and an AS-06 Deputy Director position responsible for SERV "relocation" and HEF "while abroad" FSD services. Create and classify a generic AS-03 FSD Advisor position responsible for relocation and FSD services while the client is abroad, as well as some other duties described in detail below. At the same time:

- continue the "mission based" grouping of work, in both SERV and HEF, but pull back and re-assign all mission responsibilities based on an assessment of resource requirements and volumes of activity;
- review the accountability and operational frameworks based on two key principles:
  - HES will stop exercising FAA S34 and S33 authorities that mission staff (MCOs, MAOs and FMOs) have delegated authority for; and
  - employee "certification of use and expenditure" will be substituted for current control and approval mechanisms, wherever possible.
- cross-train current staff in HEF and SERV activities before the 2007 posting season;
- once cross trained, when each incumbent AS-02 is assessed and meets the Statement of Qualifications of the new position description, reclassify the incumbent;
- let attrition (retirement and/or departures) deal with any resource redundancies; and
- re-invest any resource savings gained from the accountability and operational framework reviews in the strategic planning & financial monitoring functions.

**Introduce Incremental Changes to the Current Policy Function**

Create an AS-07 Director of Strategic Planning & Monitoring position, with an AS-06 Deputy Director position, and staff the Division by consolidating:

- the five staff in the HEF NJC/WGA Group;
- the AS-04 Spousal Employment Program Manager and the vacant new AS-04 Spousal position;
- the FSD Comptroller position and "allowances" staff;



- the SERV CR-05 Financial Clerk who will, during transition, continue current activities (verifying and paying relocation and other invoices, increasing commitments; security clearances for spouses, community coordinator contracts etc), except for backup services for medical exams which will be done by the FSD Client Services Division (or given to Assignment Services).

The HES management team, led by the Executive Director, would continue with its cyclical review analysis, supplemented by contracted/assignment expertise, supported by the AS-03s in the former NJC/WGA Group.

As the cyclical review strategy is developed, in addition to recommending the spousal employment allowance increase, include a strategic component on spousal employment support, clearly articulating variables that are beyond the department's control (pension, EI, foreign agreements, foreign labour market information and access). Calculate costs required to deliver on current expectations and develop recommendations on some reasonable outcomes.

The AS-04 Spousal Employment position would take the lead on operational policy initiatives and relations with the Spousal Employment Committee of the Foreign Service Community Association. Do not staff the new AS-04 Spousal Employment Coordinator position until it is clear why it is required. Stop thinking of spousal employment services as a "program" and consider the following:

- spousal employment "policy" and Agora data base activity should be transferred to the Strategic Planning and Monitoring Division;
- spousal interviews, security clearances and support activities should be part of the FSD Advisor's pre-posting interview and services duties; and
- outreach employment while abroad opportunity information, activities and support should rest with the mission MCOs and LES who are closest to the local labour markets.

It would also be worthwhile to transfer, to the Foreign Service Institute, the dozens of pre-posting briefings and workshops that subject experts from HES and other Sectors contribute to. Of the two FTEs devoted to training, the PE Training Officer position is an anomaly. As the incumbent is leaving this fall, do not fill the PE position indeterminately. The AS-01 Assistant position could be retained to support to the AS-04 Spousal Employment position and others.

An even greater anomaly is the Recognition and Reward Program. It doesn't fit with FSD administration. Find another location for the administration and financial management of this program.



### **Strengthen the Financial Management Operational Framework**

Reporting to the Director of Strategic Planning and Monitoring, the FSD Comptroller and allowances staff would maintain the status quo on Allowance activity (with student and SAPP support), until FSD Client Service Advisors are trained on the PCF-based allowances calculation and HPMS data entry responsibilities.

Once the PCF-based allowances calculations and HMPS data entry duties are rolled out to the FSD Advisors, the roles of the senior FSA Advisor and the FSD Technical Administrator, with support from the SERV CR-05 Financial Clerk, will focus primarily on:

- verification and reconciliation of activity related to the \$100 million FSD budget (some \$46 million of which is related to allowances);
- monitoring activity associated with the \$26 million relocation budget and the \$200,000 relocation reserve fund;
- monitoring allowance activity performed by the FSD Client Service Advisors;
- adjusting financial commitments (COs) associated with the relocation budget;
- reconciliation and payment of relocation, shipment, storage invoices;
- verifying shipment and storage invoices against call-up documents (KKBs);
- payment of insurance invoices (MARS Canada, UNIRISK etc);
- variance report analysis and making corrections in IMS and HPMS;
- Community Coordinator COs and contracts;
- Set up year end PAY YE invoices with PWGSC;
- maintaining the integrity of the data bases;
- systems analysis and recommendations for improvements;
- providing statistical and financial information for planning, monitoring and research;
- producing guidelines for consistent application across the FS Allowances System and the FSD Management System.

The FSA Advisor and the FSD Technical Administrator would be given the opportunity to be cross trained and meet the Statement of Qualifications for the AS-03. The primary focus of the FI FSD Comptroller position would be developing the verification and monitoring framework and moving forward the SMD architecture project to build the FSD Management System into the Human Resource Management System (HRMS) or the Financial System (IMS). Once the allowance calculations and data entry were rolled out to the FSD Client Service Advisors and the monitoring framework was in place, the "financial officer" requirements could be assessed. If it is agreed that an FI-03 is a high enough level, consideration can be given to having the position owned and resourced by Finance (SMD).

### **Implementation of Option Two**

Implementation would have to begin as soon as possible, in order to be prepared for the next posting season. Appoint an acting Director and an acting Deputy Director of the consolidated FSD Client Services Unit. Appoint an Acting Director and an Acting Deputy Director of Policy. Retain the Comptrollership Unit and Manager position initially. Use existing positions as follows for pay purposes:



- Appoint the acting Director of the consolidated FSD Client Services Unit (EXT-434 AS-06 Director SERV);
- Appoint, as acting Deputy Director of the consolidated FSD Client Services Unit, someone from HEF who has as done both SERV/HEF work as (using vacant EXT-100191N AS-04 SERV Account Director);
- Appoint an Acting Director and an Acting Deputy Director of FSD Strategic Planning and Monitoring (using HEF AS07 Director EXT-408912R position and HEF AS-05/6 Deputy Director EXT-6803R) positions.
- Retain the FSD Comptroller position and allowances positions.

These two Directorate managers, led by the HEF Executive Director, would oversee implementation planning and execution. Initially the managers responsibilities (and the groupings of the 50.5 current staff) would be divided as follows:

Proposed Service Components	FTEs 50.5	Grouping of Positions
HES Managers, reporting to the Executive Director	4	<ul style="list-style-type: none"> <li>➤ AS-07 Director of FSD Client Services (proposed)</li> <li>➤ AS-05/6 Deputy Director of FSD Client Services</li> <li>➤ AS-07 Director of FSD Strategic Planning &amp; Monitoring (proposed)</li> <li>➤ AS-05/6 D/Director of FSD Strategic Planning &amp; Monitoring</li> </ul>
FSD Client Services reporting to the Director/Deputy Director	26.5	<ul style="list-style-type: none"> <li>➤ From SERV: eight SERV AS-02 Advisors doing Relocation Services; 1 AS6 SAPP doing loss and damage; a part time AS-02 shipments tracking Coordinator</li> <li>➤ the AS-02 Service Advisor (EXT-400536) doing medical exam coordination and DFAIT domestic relocations for new recruits outside of the public service;</li> <li>➤ From HEF, the fifteen AS-02 FSD Advisors reporting to the Director. From SERV, one CR-03 Receptionist.</li> </ul>
FSD Strategic Planning & Monitoring	9	<ul style="list-style-type: none"> <li>➤ From HEF, three AS-03 Subject Experts; one AS-03 Project Manager of FSD Cyclical Review; and one AS-02 FSD Advisor (SAPP);</li> <li>➤ From SERV, one AS-04 Spousal Employment Program Manager and a vacant AS-04 Spousal position;</li> <li>➤ From SERV, one PE-03 Training Officer; one AS-01 Training Assistant;</li> <li>➤ From SERV, one AS-02 Recognition and Reward Co-ordinator.</li> </ul>
	11	<ul style="list-style-type: none"> <li>➤ From HEF, the FSD Comptroller position</li> <li>➤ From HEF, one senior AS-02 (working four days a week) and one AS-02 Technical Administrator</li> <li>➤ From HEF, three AS-02s Advisors; supplemented by one SAPP and 3 students. Once allowance calculations and data entry work is rolled out to the FSD Client Service Advisors, move the three AS-02 positions to the FSD Client Services Unit and assign them mission responsibilities.</li> <li>➤ From SERV, one CR-05 Financial Clerk.</li> </ul>

Staff in the FSD Clients Services Unit would be integrated and cross-trained in SERV relocation services and HEF "while abroad" and "allowances" services. Approximately nine HEF staff have



experience with cross postings, shipments and claims audits, from work they did in HEF before it was transferred to SERV.

All AS-02 Advisors would be given a choice as to whether or not they wished to be cross-trained and provided the opportunity to meet the Statement of Qualification for the reclassified AS-03 generic FSD Clients Service Advisor position. The qualifications would include demonstrated competencies in:

- Administration of FSD services to clients while abroad;
- All relocation services (foreign servants abroad, OGDs, DFAIT domestic new recruits from within and outside of government): posting interviews, pre-posting briefings; processing non accountable relocation allowance (NAA); processing incidental relocation allowance (IRA); providing spousal employment assistance; moving household contents; processing and auditing claims, etc;
- Spousal Employment Support: and
- Allowance calculations, FSA System allowance-related data entry and allowance inquiries.

Any staff who chose not to be cross-trained and/or did not meet the Statement Qualifications would remain at the AS-02 level. There are four critical points:

- all AS-02s must be given the choice, opportunity and training, if they so desire;
- the optimal is to have all of them cross trained and equally competent; and
- the Executive Director must ensure that legacy practices are not repeated - avoid recreation of the two tiers of Advisors - **do not revert to the "back room" model of previous years.**

It is important to be aware of what messages will be sent by accommodation decisions. Consider, for example:

- co-locating parts of the two Directorates in space currently occupied by HEF and SERV;
- using the closed offices in HEF predominately for FSD Advisors conducting posting interviews (occupied by both current SERV and HEF staff);
- accommodate, in the space currently occupied by HEF, the Director of the FSD Client Service Unit, the spousal employment staff, the Deputy Director of the Strategic Planning and Monitoring Division and the Allowances staff; and
- accommodate, in the space currently occupied by SERV, the Director of Strategic Planning and Monitoring Division, the five NJC/WGA staff; and the Deputy Director of the Client Services Division; and so on.

Each Director would be responsible for developing an Implementation Plan for their Division, consistent with the vision articulated in a higher level Implementation Strategy that would be developed first. The Deputy Directors' key responsibilities would be to ensure that ongoing operations continue, and requirements are met, during the transition period.



## The Benefits of Option Two

The benefits of consolidating HEF and SERV Client Services, making incremental changes to the existing policy function and strengthening the financial monitoring framework are:

- There are very few incremental resource requirements;
- The current policy function remains intact, with the difference being that the Director and Deputy Director will be able to devote their full attention to it.
- Costs can be offset as there are likely fewer positions required in consolidated FSD Client Services, particularly if it is coupled with:
  - HES ceasing to exercise FAA S34 and S33 authorities that mission staff (MCOs, MAOs and FMOs) have delegated authority for; and
  - current control and approval mechanisms are replaced with employee "certification of use and expenditure," wherever possible.
- The financial management operational framework will be consolidated and strengthened;
- Clients will have "one window" services in NHQ, as well as on-site mission services;
- the benefits of generic, matrix organizational principles will be available to managers and staff;
- The workload will be distributed more equitably, resources better utilized and SERV relocation staff and HEF allowances staff will no longer be subjected to unreasonable demands;
- transition and succession planning is possible; recruitment will be easier;
- The undercurrents between SERV and HEF, based in history and legacy, will likely be resolved.

## The Costs of Option Two

The costs of consolidating HEF and SERV Client Services, making incremental changes to the existing policy function and strengthening the financial monitoring framework are:

- There will be resistance, many are comfortable with the status quo, for a variety of reasons.
- There still will not be a permanent or substantive strategic planning, research or financial analysis capacity; the Executive Director and Directors will need to perform "policy officer" roles supplemented by contract/assignment expertise.
- Support requirements of the AS-04 Spousal Employment position can be provided by the AS-01 Assistant.
- The cost differential, per position, between the AS-02 and AS-03 salary mid range is approximately \$3,600 a year. Only when consolidation and re-organization of the work has occurred will the number of required positions and the associated cost be known.

## **OPTION THREE - GO BEYOND OPTION TWO & BUILD A STRATEGIC PLANNING, MONITORING & RESEARCH CAPACITY**

This option involves, as in Option 2, consolidating HEF & SERV Client Services into the FSD Client Services Unit. It also involves introducing optimal changes to the strategic planning, monitoring and research capacity as follows:

- develop the capacity to undertake strategic planning, research and financial analysis to support the Division's policy, program and financial management responsibilities;



- create a new ES-06/07 Director of Strategic Planning, Monitoring & Research, reporting to the HES Executive Director; and
- create two new Senior Officer positions at the ES-04 level and two junior positions at the ES-02 level.

The Division's compliment also includes the senior FSA Allowance Advisor, the FSD Technical Administrator, the SERV CR-05 Financial Clerk and one new CR-05 position. They are the core capacity for financial management and monitoring, maintaining the critical data bases (the FS Allowance System, the FSD Management System and Agora) and providing statistical and financial information.

The two AS-04 Spousal Employment Officers will take the lead on operational policy initiatives and relations with the Spousal Employment Committee of the Foreign Service Community Association. Support requirements of the AS-04 Spousal Employment positions would be provided by the AS-01 SERV Assistant. Training responsibilities would be transferred to the FS Institute.

Over time, once the AS-03 reclassification of the AS-02 Advisor positions occur, it would be advisable to assess the placement and requirement for the NJC/WGA positions:

- the three AS-03 Subject Expert positions;
- the AS-03 Project Manager of FSD Cyclical Review positions (assignment); and
- the AS-02 FSD Advisor (SAPP position).

The transition organization is the same as that in Option Two (ie the HEF and SERV positions initially transferred into the transition organization). The end state organization has some different classification levels and a slightly different composition of staff, providing for an enhanced Strategic Planning, Monitoring and Research capacity, as outlined below:

Proposed Staff	FTEs	Proposed Initial Positions in the Strategic Planning, Monitoring and Research Division and
Managers	3	<ul style="list-style-type: none"> <li>➤ <b>ES-06/07 Director</b> Strategic Planning, Monitoring &amp; Research</li> <li>➤ <b>FS-02/AS-06 D/Director</b> Strategic Planning, Monitoring &amp; Research</li> <li>➤ <b>FI-03 FSD Comptroller</b></li> </ul>
Strategic Planning, Monitoring and Research Division staff (reporting to the Director/Deputy Director)	14	<ul style="list-style-type: none"> <li>➤ <b>Two new Senior Officer positions (ES 4);</b></li> <li>➤ <b>Two new Junior Officer positions (ES-02);</b></li> <li>➤ From HEF, three AS-02 "subject matter experts";</li> <li>➤ From SERV, one AS-04 Spousal Employment position and one new AS-04 Spousal Employment position (vacant);</li> <li>➤ From SERV, one AS-01 Assistant;</li> <li>➤ From HEF, one senior AS-02 Allowance Advisor (working four days a week); one AS-02 Technical Administrator; and one AS-02s Advisor.</li> <li>➤ From SERV, one CR-05 Finance Administrative Clerk (plus another new CR-05 position)</li> </ul>

**Benefits of Option Three**



The benefits of consolidating services and making optimal changes to the strategic planning, monitoring and research capacity are:

- HES will have more capacity (with the ES positions) to undertake strategic planning, research and analysis to support the Division's policy, program and financial management responsibilities.
- Costs can be offset as there are likely fewer positions required in consolidated FSD Client Services, particularly if it is coupled with:
  - HES ceasing to exercise FAA S34 and S33 authorities that mission staff (MCOs, MAOs and FMOs) have delegated authority for; and
  - current control and approval mechanisms are replaced with employee "certification of use and expenditure," wherever possible.
- The financial management operational framework will be strengthened and the comptrollership monitoring function will be separate from activities and staff being monitored.
- Clients will have "one window" services in NHQ as well as on-site mission services.
- The benefits of generic, matrix organizational principles will be available to managers and staff.
- The workload will be distributed more equitably, resources better utilized, SERV Relocation and HEF Allowances staff will no longer be subjected to unreasonable and unhealthy demands.
- Transition and succession planning is possible; recruitment will be easier.
- The undercurrents between SERV and HEF, based in history and legacy, will likely be resolved.

### **Costs of Option Three**

The costs of consolidating services & making optimal changes to the strategic planning, monitoring and research capacity are:

- There are incremental resource requirements associated with creation of the Strategic Planning, Monitoring & Research Division.
  - Director position: The cost differential between the mid-range of the AS-07 and the ES-06 salary bands is approximately \$5,700 a year.
  - Deputy Director: The mid-range of the AS-06 (\$77,981) is higher than the FS-02 (\$68,699);
  - Senior Officer positions: The cost differential between the mid-range of the ES-04 and the AS-03 "subject expert" positions is approximately \$15,122 a year per position.
  - Junior Officer positions: the cost of each ES-02 is \$ 47,973 mid-range.
- There will be resistance; many are comfortable with the status quo, for a variety of reasons.

It would be possible to hold Option Three as an "end state vision" and move in that direction, as required, once it is determined:

- what savings, if any, are likely to occur from the consolidation and re-organization of the work;
- what the cyclical review requirements are;
- what additional strategic planning and research capacity is required to support the objective of the Executive Director HES and the ADM HCM; and
- whether these objectives warrant, over time, the re-allocation of scarce resources.



## RECOMMENDATIONS

It is recommended:

1. HES seek management support for Option Two - consolidate HEF and SERV services, make incremental changes to the existing policy function and strengthen the financial monitoring framework
2. **Create a "One window" FSD Client Services Group** and consolidate SERV "relocation" and HEF "while abroad" FSD services by:
  - Creating an AS-07 Director of FSD Client Services and an AS-05/06 Deputy Director position responsible for SERV "relocation" and HEF "while abroad" FSD services.
  - create and classify a generic AS-03 FSD Advisor position responsible for relocation, allowances and administration of FSD services while the client is abroad;
  - cross-train current staff (who choose to be cross trained) in HEF and SERV activities before the 2007 posting season and reclassify individual positions when each incumbent meets all the Statement of Qualifications of the new AS-03 position;
  - continue the "mission based" grouping of work but pull back and re-assign all mission responsibilities based on an assessment of resource requirements and volumes of activity;
  - review the accountability and operational frameworks based on two key principles:
    - HES will stop exercising FAA S34 and S33 authorities that mission staff (MCOs, MAOs and FMOs) have delegated authority for; and
    - employee "certification of use and expenditure" will be substituted for current control and approval mechanisms, wherever possible; then
    - reinvest, in the Strategic Planning & Comptrollership Functions, any efficiency and resource savings gained from the accountability and operational framework reviews.
3. **Strengthen the Financial Management Operational Framework** by:
  - initially, maintain the status quo on Allowance activity (with student and SAPP support);
  - add the CR-05 Finance Administrative position from SERV;
  - over time, roll out the PCF-based allowance calculation and data entry responsibilities to the FSD Advisors;
  - the roles of the senior FSA Advisor and the FSD Technical Administrator, with support from the SERV CR-05 Financial Clerk, will focus primarily on:
    - relocation invoice responsibilities;
    - monitoring, verification and reconciliation of activity related the \$26 million relocation budget, the \$200,000 relocation reserve fund and the \$100 million FSD budget (\$46 million of which is related to allowances);
    - providing statistical and financial information for planning and monitoring; and
    - producing guidelines for consistent application across the FS Allowances System and the FSD Management System.
  - The primary focus of the FI FSD Comptroller position initially will be the SMD architecture project and development of the financial control framework, systems, manuals and tools.



- Implementation would have to begin as soon as possible, in order to be prepared for the next posting season. Appoint an acting Director and an acting Deputy Director of the consolidated FSD Client Services Unit. Appoint an Acting Director and an Acting Deputy Director of Policy. Use existing positions for pay purposes. Retain the FI-03 FSD Comptroller position.
4. **Introduce Incremental Changes to the Current "Policy" Function by creating** an AS-07 Director of Strategic Planning & Monitoring position, with an AS-05/06 Deputy Director position, and staffing the Division by consolidating:
    - the five staff in the HEF NJC/WGA Group;
    - the AS-04 Spousal Employment Program position and the new AS-04 Spousal position;
    - the FSD Comptroller position and allowances staff;
    - the SERV CR-05 Financial Clerk who will, during transition, will continue current activities (verifying and paying relocation and other invoices, increasing commitments; security clearances for spouses, community coordinator contracts etc), except for backup services for medical exams which will be done by the FSD Client Services Division (or given to Assignment Services).
  5. The HES management team, led by the Executive Director, continue with the cyclical review analysis, supplemented by contracted/assignment expertise, supported by the AS-03s in the former NJC/WGA Group.
  6. As the cyclical review strategy is developed, in addition to recommending the spousal employment allowance increase, include a strategic component on spousal employment support, clearly articulating variables that are beyond the department's control and develop recommendations on some reasonable objectives.
  7. Begin implementation as soon as possible, in order to be prepared for the next posting season. Appoint an acting Director and an acting Deputy Director of the consolidated FSD Client Services Division. Appoint an Acting Director and an Acting Deputy Director of Strategic Planning and Monitoring Division and use existing positions for pay purposes during transition.
  8. Develop the higher level Implementation Strategy and the Human Resources Strategy and task Directors to develop Implementation Plans and Mandates for each Division.
  9. Throughout implementation, consider Option 3: the Strategic Planning, Monitoring & Research Division, as an end-state possibility, once resource and strategic requirements are assessed. If the ES research capacity is needed, create and staff the ES-04 Senior Officer positions initially.
  10. Share, as early as possible, the findings of this Report with SERV and HEF staff and with Mission Heads.



## **Annex A: List of 25 Staff Interviewed During the Review**

Pam Leblanc	Executive Assistant to the Deputy Minister of Foreign Affairs
Rita Rudaitis-Renaud	Executive Director, HES
Miriam Lopez-Arbour	Assistant to the Executive Director, HES
Francine Groulx	Director, SERV
Janis Lawson	Director, HEF
Deborah Birrell	Deputy Director & Spousal Employment, SERV
Heather Bracken	Deputy Director & NJC Coordinator, HEF
Pierre Desautels	FSD Comptroller, HEF
Suzanne Dumouchel	Account Executive, SERV
Mylene Bernicky	Service Advisor, SERV
Denis Drouin	Service Advisor, SERV
Rick Hyndman	Service Advisor, SERV
Rock St-Jean	Service Advisor, SERV
Maria Arruda	FSD Advisor, HEF
Peggy Jones	FSD Advisor, HEF
Andree Massicotte	FSD Advisor, HEF
Line Dupuis	Service Advisor, SERV
Gaylee Franey	Finance Administrative Clerk, SERV
Jocelyn Lacroix	Service Advisor, SERV
Donna O'Connor	Service Advisor, SERV
Doug Dobbins	FSD Advisor, HEF
Eric Niman	FSD Technical Administrator, HEF
David Stephens	FSD Advisor, HEF
Denis Philippe	FSD Advisor, HEF
Jim Davidson	Receptionist, SERV



## Annex B: Accountability Framework for FSDs

Activity or Service	Accountability	Current Practice - Authority
FSD Policy Development	Deputy Head ADM, HR Ex Dir - HES	<ul style="list-style-type: none"> <li>➤ Executive Director position description outlines accountability for directing FDS policy development,</li> <li>➤ No specific policy responsibilities identified in Director of HEF position description (AS-07 Management &amp; Consular Officer). SERV responsible for relocation (FSDs 13-17).</li> <li>➤ SERV &amp; HEF overlap on development of new FDS 18 (spousal support).</li> <li>➤ HEF priorities identify responsibility for hardship missions file.</li> </ul>
FSD Administration	Deputy Head ADM, HR Ex Dir - HES	<ul style="list-style-type: none"> <li>➤ Executive Director accountable to ADM for administration of the FSDs.</li> <li>➤ No specific FSD admin responsibilities identified in Director of HEF position description. SERV responsible for relocation (FSD 13-17).</li> <li>➤ HEF priorities identify responsibility for daily management of FSDs for 1,500 abroad.</li> </ul>
TBS-NJC cyclical review of FSDs: developing DFAIT positions	Deputy Head ADM, HR Ex Dir - HES	<ul style="list-style-type: none"> <li>➤ HES Executive Director leads management team in development of DFAIT NJC positions; options; and strategies.</li> <li>➤ Senior management approval process being developed.</li> </ul>
TBS-NJC cyclical review of FSDs: representing DFAIT on NJC committees	Deputy Head ADM, HR Ex Dir - HES	<ul style="list-style-type: none"> <li>➤ HES Executive Director leads DFAIT representation on NJC committees; delegates representation on sub-committees.</li> </ul>
FSD Managerial discretion up to \$10,000	Deputy Head FSD 15.42 (a)	<ul style="list-style-type: none"> <li>➤ EX-01 Director ES (Until July 2006, held by both Director SERV and Director HEF).</li> </ul>
FSD Delegated Authorities for Approval of Expenses	Deputy Head ADM, HR Ex Dir - HES SERV & HEF Missions	<p>See Table on Following Page.</p> <p>(Note: FSDs for Heads of Missions and/or their dependants must be approved by delegated authorities in HEF)</p>

### Foreign Service Directives Delegated Authorities



<b>FSD #</b>	<b>Subject</b>	<b>Mission</b>	<b>Headquarters</b>
2.01	Dependant status for adults or common law partner		HEF
4	Accountable advances	X	HEF, SERV
9	Medical and dental examinations		SERV
10	Posting loan		HEF, SERV
12	Travelling exp for dependants on pre-posting briefing programs		HEF, SERV
13	Assistance for single parents on training or temporary duty assignments outside		HEF, SERV
14	Travelling expenses for Dependants on Foreign Lang. Training		SERV
15	Relocation travel		SERV
15.03 (c)(d)	Deferred FSD 50		HEF
15.42	Managerial Discretion		HES Ex Dir
16	Assistance for principal residence		HEF
17	Spousal employment assistance		SERV
25	Shelter	X	HEF
26	Security deposit advance	X	
28	Safe storage expense benefit	X	
30	Post transportation and related expenses: Vehicle rental	X	HEF
32	Child care expenses		HEF
33	Education assistance at the Lycée Claudel		SERV
34	Education allowances		HEF
35	Education travel		HEF
38	Preventative medical services expenses		HEF
39	Health care expenses	X	HEF
40	Provincial health insurance premiums - Dependant in Canada		HEF
41.03, 41.05	Health care travel	X	
42.01	Medical and/or dental expense advance (authorization)	X	
44.02	Holidays (designation, adjustment and substitution)	X	
46	Post leave/option		HEF
47	Leave for post-attributable injury and illness		HEF
48	Other leave		HEF
50	Vacation travel assistance		HEF
51	Family reunion		HEF
54	Compassionate travel	X	HEF
55, 56, 58	Allowances (Post living, Foreign service, Post differential)		HEF
64	Emergency evacuation and loss		HEF
66	Death abroad of an employee or dependant	X	
70	Reporting requirements and verification allowances		HEF



## Annex C: Operational Process Description

The process information was obtained from employee interviews, process flow charts developed by Internal Audit and various other reference documents provided by the client. Operational activities conducted by SERV and HEF are commonly described in terms of "SERV does outgoing, incoming and cross postings and HEF looks after staff while they are abroad". For purposes of this Annex, the process description has been broken down into:

1. Medical Examination Coordination
2. Posting Interview
3. Pre-Posting Briefings
4. Processing Non Accountable Relocation Allowance (NAA)
5. Processing Incidental Relocation Allowance (IRA)
6. House Hunting Trips
7. Providing Spousal Employment Assistance
8. Moving Household Contents
9. Processing Damage Claims
10. Allowances While Abroad
11. Vacation Travel While Abroad
12. Shelter Waivers While Abroad
13. Other Support While Abroad
14. Long Term Storage

### 1. Medical Examination Coordination

- Assignment Officer submits medical interview request to AS-02 SERV Advisor who contacts outgoing employee to obtain information and completed form which is then submitted to Health Canada;
- SERV Advisor coordinates appointment time with Health Canada and employee; if cross posting, SERV Advisor sends a list of local Doctors to the employee at the mission.
- Health Canada returns medical results to SERV Advisor who forwards them to the Assignment Officer.
- If positive, Assignment Officer processes the Posting Conformation Form (PCF) in People Soft; HAM provides the financial coding; and the Assignment Officer issues and distributes the PCF to the employee, SERV and HEF.

### 2. Posting Interview

- Technically the posting interview takes place once the PCF has been issued, however, more often than not employees are contacting SERV as soon as they have "unofficial confirmation" of their posting, pressing for release of the non accountable relocation allowance in order to make travel arrangements.
- Once the PCF is issued, SERV Advisors meet with the employee (and often the spouse who may bring children) to discuss outgoing (and also anticipatory while abroad and incoming) details such as:
  - Pre-Posting Briefings & Briefing Expenses
  - Posting Loan



- Non Accountable Relocation Allowance (NAA)
- Incidental Relocation Allowance (IRA)
- Family Separation Expenses
- House Hunting Trips
- Real Estate and Legal Fees/Breaking of Lease
- Education travel and incoming Lycee Claudel assistance
- Temporary Accommodation
- Language Training
- Family Separation Expenses
- Assistance for Single Parents
- Spousal Employment Assistance
- Moving Household Contents
- Processing Damage Claims
- Allowances While Abroad
- Long Term Storage
- Other Support While Abroad
- Passport & Visa Services

### 3. Pre-Posting Briefings

- SERV and HEF deliver pre-posting briefings and workshops on a variety of topics:
  - 20 Mandatory Administrative Briefings: Ten (five english and five french) two-day and ten one-day briefings with presentations on a variety of topics: relocation (SERV), education (SERV &HEF), psychological preparation (HEC), virtual library (SXXL), security (ISTC), compensation (HMOP), FSDs (HEF), distribution services (SPG), values & ethics (ZVE) and diplomatic privileges (JLAA).
  - 76 three-hour Optional Workshops (38 english and 38 french) on a variety of topics: international relocation, financial planning, wills and estates, taxation and customs, family interest (teens, children, on being alone), personal interests (CPR, first aid, entertaining, managing household staff) and spousal employment.

### 4. Processing the Non Accountable Relocation Allowance (NAA)

- HEF Advisor enters and maintains AMEX airfare cost and routings information in FSD Management System (FSDMS) by:
  - Researching rates for airfare (from American Express), hotels (from Missions), meals (TBS), vehicles (online); and
  - Entering and updating rates in FSDMS.
- For outgoing employee:
  - SERV Advisor enters post into FSDMS and system provides routing and airfare; Advisor enters other details (eg. current exchange rate from Bank of Canada web site) and calculates the NAA;
  - Advisor prints the NAA form, employee signs it and Advisor enters the payment into IMS, checking that employee bank information is in IMS
  - Advisor prints, signs and forwards payment request and NAA to Finance for review, approval and payment of NAA.
  - Employee may now book and pay for travel.
- For incoming employee:



- SERV uses the PCF and email exchanges to calculate and get signature on the NAA form which is emailed to employee, then returned to SERV;
- Mission enters information into IMS and approves and issues payment to employee.
- For cross postings:
  - Mission admin staff are involved in calculating routes and fares;
  - SERV uses the PCF and email exchanges to calculate and get signature on the NAA form which is emailed to employee, then returned to SERV;
  - Mission enters information into IMS and approves and issues payment to employee.

#### **5. Processing the Incidental Relocation Allowance (IRA)**

- For outgoing employee, SERV Advisor enters payment into IMS (fixed amount, changes annually); prints and signs payment request and forwards to Finance, with copy of PCF, for review and approval and payment.
- For incoming and cross postings, SERV Advisor emails authority to Mission; Mission enters payment into IMS and approves and issues the allowance to employee.
- Employee incurs various moving expenses without any reporting or accounting requirement.

#### **6. House Hunting Trips (HHT)**

- Outgoing employee (primarily to the US):
  - submits request for accountable advance to SERV Advisor who calculates advance amount (travel, 8 nights hotel, 7 days meals and incidentals; vehicle rental) and prepares payment requisition and sends to Cashier's Office where it is entered into IMS and HHT Advance is deposited to bank account.
  - After trip, employee prepares travel claim and submits cheque (if required) to Cashier's Office where cheque is processed, forwarded to SERV front desk where it is logged and then forwarded to the SERV Advisor.
  - SERV Advisor verifies claim and submits to Finance for review, approval in IMS.
- Incoming employee submits email request for advance to SERV Advisor who calculates advance amount and emails authority document to Mission which has responsibility for approving and issuing advance, as well as IMS processing of travel claim after HHT is undertaken.

#### **7. Providing Spousal Employment Assistance**

- In addition to 22 Pre-posting workshops on a variety of subjects (knowing yourself, career focus, resume writing, job search strategies, interview preparation, starting your own business, ESL, training for missions jobs - immigration, consular, community coordinators), other services include:
  - Various FSD allowances;
  - For all spouses and dependants over 18, the SERV CR-05 processes security clearances with DFAIT ISTC and then sends an email to the Mission advising of clearance (78 processed to the end of August 2006); and
  - SERV maintains the Canadian Agora data base (of contract or casual positions available in the NCR and abroad).

#### **8. Moving Household Contents**

- SERV organises the Moving Fair.



- Outgoing employee brings completed Moving Company Selection Form to SERV Advisor who verifies PCF details; checks that moving company is under the 75 non-storage moves annual threshold; processes automated call up against a standing offer; calculates and enters air shipment weight entitlement; prints and signs call-up.
- Employee prepares inventory; moving company prepares and submits estimate to SERV; shipment tracker tries to consolidate shipments into shared containers.
- Moving company packs contents (air, ship or storage) and dispatches.
- Mission arranges for customs clearance for outgoing and cross postings; for incoming, SERV arranges.
- Incoming or cross postings, similar process as above, with greater MCO involvement.

## **9. Processing Damage Claims**

- Employee checks for damages, prepares inventory; obtains appraisals and/or electronic certificates and provides them to Mission and SERV Advisor;
- If under \$200, Employee submits Statement of Claim to UNIRISC and carrier within 30 days and moving company responds.
- If over \$200, Employee submits Notice of Intent to Claim to UNIRISC and carrier within 30 days; moving company responds; then employee submits Statement of Claim.
- UNIRISC receives Statement of Claim and supporting documents; processes claim, contacting employee and SERV, as and if necessary.
- For more than \$5,000, SERV loss and damage officer must pre-approve claim.
- UNIRISC sends cheque or explanation to employee;
- UNIRISC sends monthly invoice for amounts paid out and fees to SERV and SERV pays invoice after CR-05 validates and reconciles.

## **10. Processing Allowances While Abroad**

- HEF administers allowances related to FSDs 2,3,15,29,69,70,46,55,56 and 58.
- HEF receives a paper copy of the PCF from the Assignment Officer. If it is an OGD employee, HEF creates an entry in PeopleSoft.
- HEF Allowance Advisor reviews the PCF (for both DFAIT and ODG employees) and manually transfers information to the HEF "check list" form.
- HEF Allowance Advisor determines the FS Points applicable (based on PWGSC salary data, Stats Can post index and post living allowance factors) then BF's the PCF and check list until the mission sends a confirmation of arrival/departure email message.
- HEF Allowance Advisor receives the confirmation email, pulls the checklist and PCF from the BF system and cross-checks the information, reconciling any differences and adding to/modifying the check list as required.
- Senior Advisor does all "complex" cases and enters data into the Foreign Service Allowance Systems (FSA System); other completed checklists are triaged to other AS-02s for data entry.
- The Senior Advisor goes into FSA System and "verifies" all the data entered by other AS-02s and then "activates" the allowances (previously people entering data were "verifying" their own entries).
- HEF Allowance Advisors obtain employee salary information from PWGSC and activate the FSDs and Shelter Cost in the Allowance System.



- HEF updates new salary levels for each employee at the beginning of each fiscal year and updates the post indexes each month based on Statistics Canada indexes.
- Allowance system calculates adjustment amount for next payment.
- HEF AS-02 Technical Administrator (in the FSA System) closes the payment on the third Tuesday of each month, transfers the data to IMS.
- The monthly allowance payment is deposited into the employee's bank account and the employee can check payment details in HRMS self-service module.
- When HEF Allowance Advisor does the monthly closing of allowances in FSA/HRMS and transfers the files to IMS, IMS runs a fatal error report. The report is sent to HEF, corrected and sent back to IMS.
- Three files are downloaded into IMS (Detailed Statement of Payments Made by Employee & GDL; Monthly Statement of Allowances and Deductions by Post & Employee; Allowances Summary) and IMS does an exceptions report.
- IMS returns the exceptions report to HEF. If there are any exceptions, HEF researches and reconciles the figures.

### **11. Shelter Waivers While Abroad**

- Each month, eligible employees prepare a request for waiver and submit it to the FDS Advisor based on (1) either the home in Canada has not been rented or (2) there are two spouses on different postings, paying two rents.
- The Advisor verifies the request, calculates the amount, completes the Waiver Request Form and submits it to the FDS Allowance Section where the waiver is entered into the Allowance System.

### **12. Vacation Travel While Abroad**

- Employee enters leave request into HRMS People Soft; prepares an FSD 50 request form (including approximate amount); and submits the form to the FSD Advisor who:
  - confirms the details with the PCF and in HRMS;
  - goes into the FSD Management System to verify employee is eligible and has no outstanding FSD 70 reports related to other 50s;
  - cuts and pastes wording and amounts from the FSD management system into an authorisation email (which includes a bank FSD 70 form) and sends the authorisation email to the employee with copy to the Mission MCO.
  - Generally the Mission MCO will enter payment into IMS and issue the payment.
  - If the payment is issued by HEF, the FSD Advisor enters the payment into the IMS, prints and signs the payment request and forwards it to Finance (SMFT) for review, approval and issuance of payment.
  - Employee books and pays for travel, then completes and submits an FSD 70 Report to the FSD Advisor who checks the details and enters the information in the FSD Management System.



### 13. Long Term Storage

- PWGSC Central Removal Services (CRF) and Central Freight Services (CFS) have standing offers with moving and storage firms and make payments on behalf of DFAIT;
- While packing up, employee may have consign some household effects to long term storage;
- Once a month PWGSC sends invoices to SERV (estimated \$1 million worth bi-weekly for 300-400 LTS lots).
- The CR-04 verifies each lot and authorises payment by checking:
  - the KKAB (call up), if necessary to confirm name and mission;
  - the PCF to verify that storage entitlement is still in effect; and
  - consulting with SERV Advisors (against a 35-page Master List, depending when lots are removed from storage and the new year call-ups made).
- Towards the end of the fiscal year, SERV receives, from PWGSC (CFS), the Weight Entitlement Report for each employee for the year. The CR-05 sorts by mission and makes adjustments to the list that includes outgoing and incoming moves. (List contains KKAB number; employee name; Air Shipment (entitlement, mover's weight and cost; freight forwarder weight and cost); Sea Shipment (entitlement; mover's weight and cost, container stuffing; freight forwarder weight and cost); and Surface Shipment (entitlement; mover's weight and cost).

### 14. Other Support While Abroad

- Employee and/or Mission CMO contacts the HEF Advisor and/or SERV Advisor on various other circumstances such as:
  - leave for post attributable illness/injury;
  - compassionate travel;
  - family reunion;
  - medical/dental care expenses;
  - day care assistance;
  - education allowances and travel;
  - emergency evacuation and loss;
  - relocation in specific circumstances;
  - family breakdowns or problems;
  - other "personal" crisis.
- Generally the SERV Advisor will advise the employee to contact the HEF Advisor if non-relocation situation arises while the employee is abroad.
- Most requests come to HEF by email. HEF Advisor opens email, determines nature of request and if for information sends the information. If request is for authority (travel, vacation etc):
  - HEF Advisor will email the request authorisation form to the employee;
  - Employee completes and returns;
  - HEF approves (or negotiates) the requests, completes the form and sends email to mission to make the payment.
- Often, in addition to advising the employee, the HEF Advisor (AS-02) is giving advice and guidance to the Mission CMO (AS-04+) on application and interpretation of the FSDs and may also be attempting to find creative solutions to problems and consulting the Director on application of the FSDs.



## Annex D: Salary Dollar Information

Top of the 2006 Salary bands are as follows:

<b>AS-02</b>	51,989
<b>AS-03</b>	55,724
<b>AS-04</b>	61,047
<b>AS-05</b>	72,919
<b>AS-06</b>	81,046
<b>AS-07</b>	90,420

<b>ES-02</b>	51,909
<b>ES-03</b>	62,471
<b>ES-04</b>	74,288
<b>ES-05</b>	84,567
<b>ES-06</b>	94,581
<b>ES-07</b>	102,379

<b>FS-01</b>	58,700
<b>FS-02</b>	77,244
<b>FS-03</b>	97,245

