

Middle Managers

- c. **Develop a mechanism for ensuring that appraisals prepared for employees working outside the Department receive the same consideration and weighting as those done for officers who remain within the Department.**
- d. **The appraisal review committee should be reinstated to ensure quality control and consistency across the system.**

DEPUTIES' RESPONSE: Agreed. A team is currently reviewing the appraisal process in the context of the Competency-based HR management system and is taking into consideration all the issues referred to above.

12. **Develop an effective feedback mechanism, separate from the appraisal process.**

DEPUTIES' RESPONSE: Agreed. The development of a 360 degree feedback mechanism is currently underway.

13. **Develop means of ensuring improved vertical and horizontal communications, by encouraging senior managers to include middle managers in weekly GOB and bureau meetings, by ensuring timely debriefings of senior level management meetings, by inviting middle managers to attend ministerial briefings as appropriate and by including middle managers in key departmental priority-setting exercises such as management retreats and the preparation of Bureaux Business Plans.**

DEPUTIES' RESPONSE: Good management practices include effective vertical and horizontal communications. We expect that enhanced human resources components of CFSI's Director and Middle Manager courses will lead to increased and improved communication practices.

14. **Incorporate training into career planning and offer more training linked to competencies required for promotion.**

DEPUTIES' RESPONSE: Agreed. Within the context of the competency-based management project, a new feedback tool will be created which will ensure that the link is made between competencies required and training needed to acquire those competencies. Moreover, managers will identify training needs, in cooperation with their employees, and will identify the necessary resources and make time available for training.

15. **Improve leadership training for senior and middle managers in knowledge and skills related to human resource management.**