

- c) the FI positions in the Resource Planning and Analysis Division on the basis of comparability with equivalent responsibilities in other Departments; and
- d) on the basis of comparability with equivalent responsibilities in other Departments, some of the FI positions in the Accounting and Financial Services Division as follows:
 - i) Deputy Director; and
 - ii) unit chiefs of the Financial Control and Revenue and Recoverable units.

SELECTION AND EVALUATION OF PERSONNEL - FINANCIAL ADMINISTRATION TASKS

4.53 As the Auditor General pointed out, senior financial officers should be involved in selecting, appointing, training, evaluating and promoting all staff performing major financial functions. A previous section deals with the proposed involvement of the Bureau in financial management and administration training. With regard to the selection and appointment of financial specialists, the Task Force has not detected any opposition in the Department to the involvement of senior members of the Bureau; the fact remains, however, that a mechanism to that effect does not exist.

4.54 With regard to promotions and the evaluations on which they are based, it is important to distinguish between the kinds of individuals involved. The Task Force members see the officials with financial responsibilities outside the Finance and Management Services Bureau in the following categories: HOPs, some senior Post personnel, Post accountants, Headquarters responsibility centre managers and their budget assistants and accounting clerks, where applicable.

4.55 The Finance and Management Services Bureau is in an ideal position to assess by objective criteria (e.g. numbers of entry errors, sizes of variances, etc.) the performance of all these officials - not only financial specialists - in purely financial administration tasks. Because of the nature of its responsibilities, the Bureau must keep records of accounting and other financial administration errors; it is therefore in a position to indicate the performance of responsibility centre managers, HOPs and their staffs as financial administrators.

4.56 It follows that the Finance and Management Services Bureau has an important contribution to make in the selection and evaluation of personnel although, of course, final decisions in this regard must remain in the Personnel Branch and the Executive Committee. In this regard, the Bureau can contribute a great deal to the implementation of