

Middle Managers

the Strategic Leadership programme should develop new vehicles for dialogue between managers at all levels;

DEPUTIES' RESPONSE: Given limited resources, the middle-manager course is not compulsory. It should be. As an example of developing new vehicles for dialogue between managers at all levels, a dialogue on values will be initiated under our personal guidance. In fact this mechanism will become the main vehicle to discuss ethics and values among all ranks in the Department.

7. In order to make Deputy Ministers and ADMs more accessible, physically integrate ADMs with the bureaux for which they are responsible, institute monthly "cafeteria sessions" where staff can interact with Deputies and discuss issues of concern, and encourage all Managers to "open their doors" and undertake regular "bag lunches" and "walk-about".

DEPUTIES' RESPONSE: We will review the matter with the Executive Committee and will identify the most effective ways to improve communications in all sectors.

ADDITIONAL RECOMMENDATIONS FOR CONSIDERATION

1. Recognize Middle Managers as an integral part of the Management team.

DEPUTIES' RESPONSE: We certainly see middle managers as part of the management team and trust the ADMs, Directors General and Directors share in this perception.

2. Distinguish through UCS between the responsibilities/authorities of junior, mid-level and senior FS-2s; between those who are desk officers and those who have deputy director status; and offer remuneration and other forms of recognition which reflect those distinctions.

DEPUTIES' RESPONSE: We are still unable to predict the outcome of the UCS exercise. It is clear however that this objective review of all the positions in the Department will provide a much sharper and improved picture of the relative responsibilities of FS-2s and will address this issue, providing appropriate recognition.

3. Increase flexibility of assignment opportunities to facilitate movement, including