

Middle Managers

this is the most effective way to run such a program. With the introduction of PeopleSoft, we now have a Human Resources management software which is used broadly in the Public Service and which offers the versatility we require. This modern and sophisticated instrument will prove immensely helpful in the management of employees in the Department. With respect to differentiating the assignment process from those of appraisal and promotion, we believe that the tools being developed in conjunction with the Competencies-based management project as well as a reorganized bureau will address this concern. In fact, we intend to add an assignment officer to manage the CO and ES groups. The Competency-based Human Resources Management system, which is being piloted, should bring new appraisal tools. SPF will therefore adapt to the new processes."

3. **Annual presentation by the Employee Assistance Program (EAP) and the Occupational Safety and Health Section (SBEH) to Executive Committee on the state of organizational health with recommendations to improve the general wellness of the employee and family members of the organization;**

DEPUTIES' RESPONSE: This is a very good idea and it will be explored with our Counsellors.

4. **Clarification of the role and responsibilities of Deputy Directors, distinct from those of Desk Officers;**

DEPUTIES' RESPONSE: Given the wide variety of Divisions at DFAIT related to their size, composition and mandate, it appears difficult to apply standard descriptions. We believe that Directors should determine the scope of deputy-directors' responsibilities within their divisions. There are some global standards as provided by the Public Service Commission and the CFSI has developed and delivers a first-rate course for middle-managers based on these profiles. Moreover, we believe that UCS will recognize the distinction between different levels of responsibility assigned to FS officers.

5. **Inclusion of Deputy Directors in management teams;**

DEPUTIES' RESPONSE: It is incumbent upon every Director, DG and ADM to include all those who have managerial responsibilities in their teams.

6. **CFSI's "Strategic Leadership Course" should be made compulsory for Departmental Managers (participation on each course should reflect management levels). CFSI working with "graduates" from the Middle Management Development Programme and**