

RECOMMENDATIONS

1. A detailed work analysis should be conducted by the Department. Such an analysis would be a complete review of the responsibilities involved at various levels. This analysis should include a complete description of all duties. Communication flows both written and verbal should be studied for each role. The activities of the incumbents should be recorded within random time intervals. Perceptions of the role by not only the incumbent but by subordinates and superiors should be recorded. This procedure would help to make evaluation criteria more specific and could lead to the isolation of specific variables which would predict success in the Service at various levels.
2. An intensive training program which would increase managerial and supervisory skills should be developed for personnel at various levels of the Department. Attention should be given to the officer's ability to orient his subordinates and structure his activities with a goal setting and review frame-work. Better management and supervision could lead to faster development of junior officers and relieve the burden on the shoulders of senior personnel at the same time.
3. The Department should increase its counselling services for junior officers. This would entail expansion of the Personnel Department so that officers could be consulted and briefed before each