

Non-Rotational Employees

16. A new appraisal process should be developed as part of the competency-based HR management pilot project.

DEPUTIES' RESPONSE: Agreed. Phase One now in progress includes the development of such instruments, with modernised appraisals, tools and processes to be in place for all employee groups by 2001.

17. The appraisal forms should include information on competencies attained and lacking, training required, and availability for single assignment.

DEPUTIES' RESPONSE: Agreed. This will be part of the implementation of the new system, when ready.

18. Managers and staff should be accountable to ensure the integrity of the appraisal process.

DEPUTIES' RESPONSE: Agreed. Managers will be held accountable and appraised on the completeness and timeliness of appraisals for which they are responsible. This responsibility will be linked to the pay-at-risk system.

19. Supervisors and staff must be shown how to identify employees' training needs in conjunction with the appraisal process.

DEPUTIES' RESPONSE: Agreed. The CFSI is developing the required module and all managers will be required to take these courses.

20. Supervisors must identify employees' training needs annually and make time available for training, taking into account the career aspirations of staff.

DEPUTIES' RESPONSE: Agreed. Supervisors will be instructed to do so this summer.

21. The Human Resources Bureau should identify bureaus where workload concerns are acute and work with management and staff on solutions.