

Champion - Adriaan de Hoog

- 1) Managers should be confronted with their responsibility to create an atmosphere conducive to learning. Managers should take an interest in the career aspirations of employees and empower them to develop new skills. Managers themselves frequently have to learn such "soft" skills. Change in management style requires involvement from Deputies and it is recommended that Deputies communicate their expectations of this role to all Departmental managers when the CFSI Strategic Leadership course begins later this year.

DEPUTIES' RESPONSE: Traditionally, most managers have not attached to HR issues all the attention which was required. All too often, HR issues were left to "Personnel" to handle. Given the complexity of the modern workplace, this approach is no longer acceptable. Managers have primary responsibility for the guidance of employees under their authority. They have to communicate with their staff, provide them with feed back on their performance, and complete annual appraisals. They also need to be attentive and responsive to their employees' career aspirations. Some managers have and demonstrate these skills and behaviours. Many others don't and that is why training in these areas need to be improved. The CFSI has already taken the lead in developing a Leadership Course and in looking into reinforcing the HR components of various management courses they offer. We usually participate in these courses and will make a point of stressing the importance which we attach to the proper management of HR in the Department.

- 2) Career mobility for non-rotational employees should be facilitated.

DEPUTIES' RESPONSE: We are waiting for the completion, in October 1999, of the first phase of the Departmental Competency-based Human Resources Management project. If the results are satisfactory, and so far we have every reason to believe that they will be, we will proceed quickly with the implementation of phase II. By 2001, we will have a new system whereby the competency profile of every position in the Department will be available for all to see, and every employee will have their own competency profile. This new system will also bring new HR tools such as new means of performance appraisal, including 360 feedback. These new tools will improve HR processes and will increase efficiency and effectiveness.

We believe that career mobility is a useful way for employees to acquire new skills and facilitate their career progression. We are conducting a survey of some non-rotational groups to assess their interest in the promotion to level system with a view to implement it, if there is sufficient interest and after consultation with the unions. We will also look at ways to facilitate mobility between departments for such groups as the FI and PG, where they constitute the core groups.