

Middle Managers

DEPUTIES' RESPONSE: Agreed. The CFSI will enhance the human resources component of the directors' and middle managers' courses. Moreover, human resources management will be an integral part of the annual appraisal process and will be linked to pay at risk.

16. **Develop a creative approach to the delivery of training (including the modular delivery of courses over several weeks to make them more accessible).**

DEPUTIES' RESPONSE: CFSI will explore this recommendation.

17. **Establish a mechanism ensuring management accountability for and commitment to the principle of enabling middle managers to take advantage of training opportunities.**

DEPUTIES' RESPONSE: Human resources management including training will be included in the terms of reference of audits.

18. **Training should be integrated into the performance appraisal of both senior and middle managers to make them accountable as learning leaders. It should also become a more important component of the Bureau Business Plan.**

DEPUTIES' RESPONSE: Human resources management will be an integral part of the annual appraisal process and will be linked to pay at risk.

19. **Executive Committee should articulate more clearly departmental priorities, measure all new initiatives against these priorities, assess resource implications, indicate to which issues managers should give priority attention, and appraise all managers against these standards.**

DEPUTIES' RESPONSE: This matter will be brought up with the Executive Committee.

20. **Promote and reward cooperation, teamwork and strategic management over individual excellence, competitiveness and crisis management, (as cited in "Findings of Political and Economic Studies", August, 1996).**

DEPUTIES' RESPONSE: Teamwork and strategic management will be assessed by means of the new competency-based tools.