

The Commission made some effort toward manpower development in its Junior Executive Officer programme. It must be admitted, however, that there have been serious deficiencies in this programme. For example, we don't know what has happened to the J.E.O.'s of the last five years. We have hired a specialist to examine the J.E.O. programme and make proposals on how we should get such candidates from the universities and what we should do with them once they are in the Public Service, what type of programme should be laid out for them, and how central direction should be organized governing the use of J.E.O.'s. We must build a platform for staff development of such young officers who can form an important element in the creation of a strong executive structure.

Why is Manpower Planning Needed?

There is obviously a good deal of self-interest for management involved in a manpower development programme. Where there is a sound programme, turnover is likely to be reduced, morale is kept high, and there is greater continuity of performance. Employees are likely to be more effective because they are faced with a challenge and have the opportunity for the full use of their talents.

There is also the important consideration that effective and capable people for senior managerial positions are not available in anything like the numbers needed by government and business. The ones who are available in the employment market are often over-priced. They often have not had time to mature and develop because they have been lured from one post to another too rapidly. Thus, the Government cannot rely solely on outside sources of manpower to meet its senior executive needs and must make the best possible use of the manpower resources already in the Service.

There is also an acute shortage of skilled talent in the technical and administrative fields. The shortage is likely to worsen as time passes.

What the Commission is Doing

The Civil Service Commission has appraised personnel officers against exacting standards. A good many officers already in this work did not meet these standards. The exercise revealed that serious needs must be met through improved processes of hiring, training, re-training, rotation, and re-assignment. The number of trained personnel administrators has been increased and the Civil Service Commission is well on its way to ensuring that the expert capabilities needed are available in sufficient quantity to enable the departments to carry out the personnel function adequately.