

Some of the questions with which we shall have to grapple are familiar to industry and other outside employers; others peculiar to government. Here are some of them:

Should all employees of the Crown of Canada come under the Civil Service Act? At present there are many thousands who do not; the bulk of them being "prevailing rates" and casual workers employed directly by departments.

How and to what extent should civil servants participate in the determination of their own pay and working conditions? This is ultimately a matter of government policy but the Commission, which has statutory responsibility for recommending salary and wage levels, will be closely affected by developments in this field.

How can we reconcile the necessary safeguards for the merit system, of which the Commission is the custodian, with the extent of departmental authority required for efficient management? Here again, before submitting recommendations, the Commission will have to weigh with great care the evidence on both sides and seek to strike a balance between two points of view.

Another matter to which I think we should give attention is further means of encouraging a wider reflection in the Public Service of the national character of all of Canada. And this without impinging on the essentials of the merit system and the competitive examination procedure which we must at all costs retain. It seems to me that it is of particular importance to a wide and varied country like ours, that our Public Service should reflect in broad measures the nation and its people.

In Ottawa, I believe, we have at present a fair degree of representation from the various regions; but I am not sure that we could not do more to encourage larger numbers of suitably qualified candidates from parts of Canada more remote from the Capital to present themselves for examination. There might, also, I believe be more movement of departmental officials between regions of the country. Certainly there are difficulties, including those of cost, in such suggestions. But here perhaps is an opportunity to serve a general objective of national importance, the greater unity of Canada.

We will, doubtless, wish to introduce into our report provision for much that is new in the art - I find it difficult to regard it as a science - of personnel management. We will, I imagine, wish to give due place to such matters as training, counselling, career planning and other phases of personnel administration where further profitable developments could take place.