

our goal will be the establishment of practical and useful standards and guidelines, and that our future orientation is going to be primarily that of a "service" agency. The point at which we expect to resume the role of a "control" agency will be in those rare instances when some weak manager abuses his delegated custodianship of the merit principle. I trust this may never occur -- but if it does, I suspect the scorn of his fellow-managers will be more impressive than the most severe sanctions that the Commission itself might invoke.

DISCUSSION

(The following information was provided by the speaker in response to questions.)

Mobility

In response to a question about how the policy of mobility of staff would apply to External Affairs, the speaker said that he couldn't be sure. He had held discussions on this point with the Under-Secretary. It presented an interesting problem for External Affairs and others. It would be unwise to suggest that the policy of mobility should impinge on the rotational careers in the Department of External Affairs. The Advisory Panel on Senior Appointments was sympathetic to the special problems of the Department.

General Executive Group

He said plans were underway to develop a general executive group whose members would have a centrally managed career, just as External Affairs had FSO's who could be moved to a variety of jobs but whose salaries were based on their FSO grades. People could move into the general executive group from the professional and scientific category or from the administrative category. Once in the general executive group, officers would not enter competitions on their own or move on their own initiatives. They would be rotated on a planned basis and would move to the Treasury Board, to the Privy Council Office, to the Civil Service Commission or to other departments in accordance with the need for enlarging their knowledge and expanding their careers. The objective would be that after a certain number of years of broadening experience they would qualify for the executive category as assistant deputy ministers and directors of branches. The door would be kept open for appointment to the executive category from the professional and scientific category and the administrative category but the majority of appointments would be from the general executive group.