

of performance assessment on a continuing basis for the operation of Canada Manpower Centres. This would be a much more limited assessment than the Operation Performance Measurement System (OPMS) devised by the Treasury Board which is being gradually introduced into the federal public service. It would draw on the expertise available from the Management Services Branch but not originate there.

The Committee proposes that the Division consider the establishment of intra-departmental management-consultant style teams within each region to report to the regional director. The activity of a team such as this would be entirely constructive. It should be asked to provide management advice as well as to monitor performance. Participation in such a team should be a rotating assignment with members taken from and returning to regular CMC responsibilities. It must be stressed that this should not be contracted to outside efficiency expert organizations. Teams making recommendations for the improvement of the on-going operation of individual offices should be selected from experienced officers of the Division who have served for some time in the field, in both large and small Canada Manpower Centres.

The Department already participates in a similar team assessment of performance at Canadian missions abroad where immigration officers are located. These foreign service inspection teams could serve as a model for the home service operation. In terms of post responsibilities for budget planning and operation there is much to compare between the far-flung foreign posts and the operation of individual CMCs within a network of 450 offices located across Canada.

The assessments contained in reports from the management teams would greatly increase the degree of understanding of the regional director of the operation of the individual offices within his large territory. The complete review of the operation of a CMC would give an in-depth picture of the real performance which assessments now based on sheer numbers of referrals, placements, job orders and their cancellations, training places filled, etc. do not approach. The Division is justly proud of its dedicated staff. The establishment of manpower management consultant groups from within the Division would directly assist staff in their effective promotion of the programs of the Division in the large community they seek to serve.

The Committee recommends that the Division consider the formation of Manpower Management Teams, one for each region, drawn from the ranks of experienced manpower officers. These officers should be temporarily assigned to the Management Teams to examine the operations of individual Canada Manpower Centres, to advise managers and staff on methods to improve the efficiency of their operation and to report to management of the Division at both the regional and national level on the degree to which standards of service are being met in the field.

Concluding Observations

The Committee has said a great deal about the need for understanding of the Division's primary responsibility to job seekers and its need for the coopera-