

THE DEVELOPMENT AND USE OF HUMAN RESOURCES

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Manpower development is a responsibility to which the Canadian Civil Service has not given sufficient attention in the past but to which we are now devoting a great deal of attention and determined effort. We have not been alone in this neglect. Private industry has also done very little in manpower planning and manpower development; probably because they have had to be concerned so much with industrial relations in recent years. Whether for government or industry, a fully integrated manpower programme is costly but essential.

The question is sometimes asked, "Why should the employer spend a lot of money on manpower development?" There are those who contend that good employees will rise to the top whether or not there is a development programme and this is true in enough cases to justify the generalization. But the employer should not be concerned only with the few who do rise in this way; he should be interested in getting the best from all his employees, in meeting needs created by expansion of activities or programme changes, and in preparing for succession in important positions within his organization.

What does a manpower development programme involve? I would say that it is a programme that ensures:

- (a) That the right employees are hired;
- (b) That the employees are properly placed;
- (c) That employees are properly trained;
- (d) That employees are presented with sufficient challenge;
- (e) That employees have sufficient authority to permit their growth and development; and
- (f) That employees are given the opportunity to broaden their experience and background through rotation, transfer or temporary assignments.

In my opinion all of these elements are necessary for a coherent and effective development programme.