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ADMINISTRATIVE PROBLEMS IN THE NORTH

The following is part of a recent address by Mr. J.A. MacDonald, Deputy Minister of Indian Affairs and Northern Development, to the Chartered Institute of Secretaries:

...I am not certain that there is a "new North". I am not certain that the whole of Canada isn't in one sense becoming a new North. We have been saying for many years that we are a young country and now, just as we are thinking about it as a middle-aged one, Canada has changed.

The change is all about us. Social and technological changes are combining to create new dimensions for our country. Forces which for many years were overlooked have become powerful voices. Voices which once reached but a handful of people are now conveyed forcefully to all. I am not certain that it is a new North - I think it is a whole new scene.

And it is a "new scene" for many skilled and experienced administrators to find that they must take into account forces which were formerly muted and to which far too many institutions paid too little heed....

When we were discussing the impact of this "new scene" the other day, I was told that, in the eleventh century, the students at the University of Padua took over the school. They fired those they felt were not teaching assiduously, and I was told that eventually the staff reasserted the institution to its own satisfaction. My comment was that all this happened at only one university, whereas today such an event would have been televised, radio'd, written about and featured until every university in the land was busy duplicating the feat. What all this proves, I suspect, is that there may indeed be little new under the sun, but what there is gets a good deal more attention today and gets it much faster.

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ADMINISTRATOR AND ADMINISTRATED

The rock upon which we build an organization must be, and must continue to be, the separation of the administrative function as distinct from that which is administered. Organizations are shaped to meet certain needs, but the basic conceptions of organization are, and must be, separate from the way in which they are applied. The organization will follow certain fundamental principles of human behaviour; for a senior public servant the programmes being administered will be intended to meet certain needs of the political organization which we call Canada. Just as there is a sociology of the totality of Canada, so there is a sociology of those affected by the programme and another sociology of the organization administering them. The wise administrator will take all these things into account. He will recognize that human factors and values are paramount if his end purpose is to be achieved. He will recognize that human factors and values will affect his operation from within as well as from outside.

The craft of administration is a means to achieve given ends. If those ends are in the field of human relations, then the wise administrator will use his craftsmanship to achieve and build sound personal relations between his staff and those affected. He