

2. A study of training programmes for FSOs; and
3. A study of effective utilization of FSOs.

The team's recommendations are organized under these three main headings.

The team's first investigation focussed on the shortages of FSOs. Analysis of the Department's FSO manning system revealed that recruitment, changes in establishment and separations were three controls that should be managed in co-ordination. It was found that the Department had rarely succeeded in co-ordinating these controls: failure to set recruitment targets high enough had in particular contributed to both the chronic and acute shortages of officers. With respect to remedies for the shortages, the team concluded that a major lateral recruitment effort was neither desirable nor feasible, since the Department had already taken on large classes of junior FSOs in 1966 and 1967 to reduce the shortage. Recommendations, therefore, are directed to the acceleration of the advancement of FSOs now in the service, and to other measures -- secondment, contract employment and limited lateral recruitment -- which can relieve the situation without producing serious problems in the future.

To avoid a recurrence of the FSO shortages from which the Department now suffers, a formal programme of manpower planning is clearly required. Such a manpower planning programme should have the following characteristics:

1. It should stem from government aims and departmental objectives as articulated annually in the preparation of the programme review;
2. It should involve the regular analysis of work requirements and the regular recording of the use of manpower resources;
3. It should involve the long term forecasting of manpower needs and the long range planning of recruitment;
4. It should include a regular assessment of training requirements; and
5. It should enable the Department to co-ordinate the FSO appraisal system, the manpower inventory and a career planning programme.

To inaugurate such a manpower planning programme the Department will have to redesign its classification system for FSO jobs and refine and extend its personnel inventory system. The Department's existing classification system for FSO jobs was found to be so obsolete