

for changes in personnel policy, including changes in conditions of employment, where these could be justified in terms of improved operational effectiveness and higher productivity. Where changes of this nature were required, management should not wait for employee pressures to be exerted.

Open Book Theory - There was a tendency to believe that all employees should be kept fully informed of all developments. However, such a principle involved a danger of creating expectations that could not be fulfilled. When a manager makes recommendations to his superiors concerning his subordinates, he has no responsibility to inform his employees of the recommendations. These recommendations may not be accepted or, for one reason or another, it may be impossible to implement them. This was part of the concept of the unity of management. In the new régime, all managers would have a responsibility to keep to themselves any differences of opinion that might exist between different levels of management. In matters of personnel policy it was hoped that the Treasury Board and departments would work closely together through interdepartmental working groups. The Treasury Board wanted departments to take responsibility but also wanted to continue to be in close touch with them and to be able to adjust policies and standards to meet the needs as they arise.

Conflict of Interest - It was pointed out that a senior F.S.O. negotiating on behalf of the employer on matters of F.S.O. salaries couldn't help but have a conflict of interest if he belonged to an association of Foreign Service Officers, since an increase in F.S.O. salaries would provide him with a larger pay packet. The speaker indicated that this was a problem that existed and would be repeated in other departments. He thought that ultimately there would develop through classification and other means a differentiation between managers and non-managers so that the pay of managers would not be affected by pay negotiations in which they participated on behalf of the employer.

Mechanics of Negotiation - Once the employee organization is certified as a bargaining agent, it will serve notice on the Treasury Board to enter into bargaining on an agreement. The local councils of staff associations will deal with their national office and it, in turn, will deal with the Treasury Board. The Treasury Board will ask for the participation of management from departments concerned and will seek their help in developing a bargaining position. The bargaining team led by the Treasury Board official will then meet with the employee organization to bargain. The results of the bargaining will be embodied in an agreement. The department will then be responsible for implementation. If implementation is not satisfactory to them, employees will be able to lodge grievances and process them up through the department to an independent tribunal.