

Officers, Finance Officers or Technical Officers - and there is no way of knowing that even this list is exhaustive. The Committee said in effect that this kind of fragmentation is not conducive to good career planning and development. I should perhaps add that in the new system, all officers engaged in personnel administration will be classified in a single group with a single pay plan and a single set of standards.

The fifth and final objective was to permit extensive delegation to departments of the authority to classify positions. It is difficult to exaggerate the potential significance of this objective. When I first joined the staff of the Civil Service Commission in 1957, I was impressed by the amount of paper moving in and out of the Jackson Building -- moving in and out and also standing motionless on cabinets and desks. It made me realize as nothing had before that personnel administration in the Civil Service was a highly centralized business. At that time, virtually every personnel action affecting every federal civil servant in Canada had to receive a central agency stamp of approval. Since that time, the situation has improved, the Commission having delegated a substantial amount of authority to departments, notably in the field of promotions. But classification decisions must still be made centrally, partly because the existing system of classification and pay is so complicated that any attempt to delegate authority might produce a serious loss of consistency in the application of standards. The Committee came to the conclusion that, with a simpler system, based on modern concepts and techniques, it should be possible to delegate a considerable amount of authority to departments. In the long run, the result should be very beneficial. With the authority to classify resting closer to the place where the work is actually done, it should be possible to get better classification judgments made and to have them put into effect more quickly.

These, then, were the objectives defined. The Preparatory Committee went on to examine the problem of how they could be achieved. After looking at a number of possibilities, it came to the conclusion that all of the stated objectives could at least be pursued in a system founded on a relatively simple structure of occupational categories and groups. Indeed, their conclusion was that only by adhering to the principle of occupational grouping could a satisfactory system be developed.

After much toil and argument, the Committee finally concluded that two levels of grouping should be recognized. The first was what we came to call the occupational category, a broad division considered useful for policy planning and development. Among other things, it seemed likely that the basic approach to salary administration could best be brought through at this level. Six categories were identified: Executive, Scientific and Professional, Administrative, Technical, Administrative Support, and Operational.