

substance and definition and almost, at times, to disappear in a forest of checks and balances. One could almost sustain the thesis that collective bargaining has been slow to establish itself in public services because employee representatives have been unable to identify individuals with whom they could really deal.

Be that as it may, I believe that the coincidence of the Glassco recommendations and the commitment to collective bargaining has had, and is continuing to have, a dramatic and beneficial impact. Because of pressures released by the coincidence, we have managed in the past three years to launch a programme of reform and renovation that bids fair to change the face of personnel management in the Public Service.

The programme has many constituent parts. The systems of classification and pay are being completely overhauled. The approach to recruitment and promotion is being modernized. There is a new interest in manpower planning and a new emphasis on training. Plans for a computerized central personnel record are about to be implemented. A coherent concept of management development is beginning to emerge. Strenuous efforts are being made to increase and upgrade the quality of personnel administration resources, both at the centre and in the departments. Perhaps most important, the structure of managerial authority and responsibility is being streamlined. Bill C-170 identifies the Treasury Board as the employer for purposes of collective bargaining. Companion measures soon to be introduced will permit the Civil Service Commission to concentrate on the task of staffing the Service with qualified personnel and provide the Treasury Board with the authority needed to play the employer role. The same measures will provide for an extensive delegation of authority to deputy ministers and subordinate departmental managers.

Looking to the future, I think it is fair to say that we are in for an exciting time. In the British Civil Service, the introduction of collective bargaining and arbitration was followed by a period of what someone has referred to as "starch and dynamite". We expect some of the same. We also expect in time to establish a mature and productive relationship with the organizations representing employees and to use the pressures released by that relationship in a manner calculated to increase the quality of the Public Service. We are keeping our fingers crossed.

DISCUSSION PERIOD

(The following information was provided by the speaker in answer to questions)

Attitude of Management - In response to a question whether management should still try to get improved benefits for employees or should wait until the employee organization asks for them, the speaker said that it would still be the responsibility of departmental management to press