

to their terminal earnings. This created immobility. It also had undesirable social consequences. The portability of pensions was essential to a dynamic personnel programme. There was, for example, a bulking up in the scientific population at the wrong age. With a large number of senior scientists on strength, there was not enough opportunity for the junior scientists who were likely to be more creative. These senior scientists could go out to universities and make a great contribution but they were locked in by the pension plan benefits and were most reluctant to leave, even when opportunities elsewhere were attractive.

Public Service Inertia

He said that he was convinced that fears that the new concepts of management would merely reflect a transfer of inertia in the Public Service were groundless. The transfer of responsibility from the Civil Service Commission to other agencies was being made with specific objectives in mind. The shifts were going to facilitate management in the Public Service. The Commission was sincere in wanting to be freed from operational responsibilities that have slowed up its staffing and personnel work. The only possible discouragement might be the slowness of departments in taking advantage of the opportunities offered to them to assume responsibility.