

THE NEW MANAGEMENT CONCEPT FOR THE PUBLIC SERVICE OF CANADA

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Important changes are taking place in the Public Service of Canada. There are three forces at work in the government bureaucracy, all of them stimulating, unsettling and provocative of change. These are:

- (a) The managerial revolution that was triggered by the Glassco Commission;
- (b) The requirements of collective bargaining which have been accepted in principle by the government and which require a great deal of reclassification and conversion work in all departments;
- (c) The need of making progress in the development of a bilingual and bi-cultural public service.

These forces and factors, each one of them powerful in its own right, are each in their own way giving new shape and direction to the public service of which we are a part.

I would like to suggest to you what are some of the changing concepts of management in the public service, what are the trends and developments in our new philosophy of management and what are the implications of these changes for all of us here. In so doing, I would like to provide a background against which you can view the more detailed and technical information that will be provided in later sessions.

Government vs. Business Management

In contemplating the new philosophy of management in the public service, we should try to define what is management in government. One must realize that government management is not the same as business management, although the differences must not be made the excuse for setting aside business-like concepts in the conduct of government affairs. Management is not synonymous with government. To manage is not to govern. Management is a process carried on within the framework of the government. The