Public Service—Cont. Management of job classification,-Cont. Auditor General report-Cont. Follow-up report, **16A**:1-3 Audits, **16**:5, 7, 11, 22-5, 29-30, 47; **17**:6; **30**:19-22 Overview findings, Treasury Board submission, 17A:3 Background, 16:7-8 Bench-marks, **16**:7, 17, 19-20, 27; **17**:5, 12-3, 19-21 Causes, **16**:10-1, 18; **17**:13-4, 29 Classification officers, role, 16:17, 20-1, 33-6, 50-1, 53 Collective bargaining, relationship, 16:35-6, 42-3, 45; 17:23-4 Committee proposal, 16:46-7; 17:5 Committee report, Treasury Board responses, Apr. 30/86, 32A:50-65 Corrective measures, 16:6, 12-3, 23-7, 36-7, 40-1, 52-6; 17:6, 14-7 Cost, 16:4, 6, 9, 15-6, 20-2, 25; 17:4-6, 19, 22-3 Departments, identifying, 16:13-4, 49-50 Grievances, 16:28; 17:24 Improvement, measures, Treasury Board submission, 17A:1-2 Incentives, **16**:6, 37-9, 44 "Job"/"position", **16**:43 Management, role, etc., 16:44; 17:6-7, 20, 23 Morale, relationship, **16**:9, 13, 16, 42, 52 PM/CR groups, **16**:44-6; **17**:17-8 Performance review system, relationship, 16:23, 30, 32; 17:6, 16-7 Private sector, comparison, 16:5, 37; 17:21, 28 Red-circling, 16:23-4; 17:15-6 Reorganization of departments, relationship, 16:47-9; 17:5-6 Report to Parliament, annual, 16:5; 17:7, 13, 25-7, 29 Retirement, early, relationship, 16:40-1 Salaries, relationship, 16:6-7, 12-3, 16, 48-9 Sanctions, 16:6 Standards, 16:7, 18; 17:5, 7, 9, 13, 23 Statistics, 16:4, 6, 9, 13-6, 32-3, 41-2; 17:9-12 Time frame for revisions, 2 years, 17:12-3 Treasury Board position, 16:7-8, 10-1; 17:5-6 Treasury Board role, 16:8, 20-1, 28-9, 46-7, 51-3; 30:9 Wage and price controls, effect, 16:37 Women, 16:43-4 Zero error goal, 17:21-5, 27-9 See also Agriculture Department; Canadian International Development Agency-Staff; Indian Affairs and Northern Development Department; National Defence Department; Reports to House; Secretary of State Department; Statistics Canada Management, top-heavy, 16:40 Number, 20:18, 22 Performance review system see Public Service-Management of job classification Personnel management, audits, 30:19-22 Personnel positions, percentage of total number of Public Servants, 20:18-9, 22-4; 30:7-8 Production management system, establishing, use, 22:14; 29:6-8 Red-circling see Public Service-Management of job classification Reductions, lay-offs, 29:28, 33 Appeals, **29**:23 Attrition, **30**:27-31 Early retirement, 30:31-2 Information, access, 30:29 Numbers, **30**:27, 30 Older workers, 55 years and over, **30**:31-2 Retraining, reassignment, etc., 29:8, 22; 30:27-9 Reverse order of merit, 29:21, 23-5; 30:30 Work force adjustment policy, 29:22, 27-8; 30:28 Work force adjustment summary, 30:27-8; 30A:1-5 Senior management, 30:11 Disabled and handicapped, 30:12-3

Public Service—Cont. Senior management-Cont. Francophones, 30:17 Visible minorities, 30:11-3 Women, 30:12-3, 17, 25 Staffing system Appeal process, 29:20 Auditor General study, 20:33-4; 29:5, 9, 21 Audits, 29:8, 15, 17 Complexity and length of time to staff position, 29:16, 19; 30:9-10 Delegating to departments and agencies, 29:6-7, 14, 18; 30:15-6 Departmental needs, analysis, consultative process, etc., 29:15, 18-9 Direction and supervision, Public Service Commission role, 22:13-5: 29:7. 10. 16-7 Exclusion orders, 29:31-2 Management category, Public Service Commission role, 30:15, 17 Monitoring system, Auditor General comments, 1984-1985 report, 29:5, 29; 30:16 Monitoring system, centralizing, 29:7, 14 National application inventory system, 29:30 Outside hiring, percentage, **29**:29-30; **30**:7-8 Person-years allotment, Treasury Board role, **29**:16-7 Policies, evaluation, 29:5 Research and analysis group, establishing, 29:7, 14-5, 18 Selection standards and criteria, anti-discrimination guidelines, 30:10-6 Monitoring procedures, 30:14, 16-7 See also Canadian International Development Agency Women Volunteer work, taking into consideration when hiring, 30:25-6 See also Public Service-Affirmative action programs-Management of job classification-Senior management See also Appendices; Government expenditures-Banking practices, Electronic funds transfer **Public Service Commission** Audit Branch, person-years, 30:22 Auditor General report, 1984-1985, 29:3-33; 30:3-33 Commission response, 29:6-9 Follow-up report, 29A:1-16 Language Training Program Branch, role, re-defining, 29:6 Mandate, 29:9 Person-years, reduction, 29:8 Program evaluation, Auditor General report, 1984-1985, 29:8, 15; 30:8-9, 17 See also Public Service-Staffing system; Witnesses Public Works and Public Lands Grants Act (Bill C-13), references, Auditor General recommendation, Departmental response, 6:14 **Public Works Department** Accommodations and Services Program, revenue dependency policy, 24:17 See also Government buildings and office space-Leasing Activities, 6:7-8 Action plans, Auditor General Office/Comptroller General Office, assistance, 6:14, 37-9, 42; 7:38, 43; 24:9, 17, 25-6, 29, 45-6 Submitting to Committee, 6:7, 12, 14, 37-8 Task Force on Program Review (Nielsen), 6:38 Assets, valuation, 24:22 Audit and evaluation committee, Auditor General Office/Comptroller General Office/private sector representative, participating, 6:39; 7:37; 24:46 Audit and evaluation committee, role, 6:40; 24:7, 11-2 Auditor General report, departmental response, 6:11, 13-4; 8:5-8

21