

### Advisory Services

Here I am referring to the advisory services in which the Commission has pioneered, in the fields of organization analysis and management analysis. These services have traditionally represented the closest thing to a purely advisory or staff function that the Commission has performed. In our proposals for new legislation we are not seeking any statutory base for this role, on the grounds that such would be inconsistent with a truly advisory service. Instead we are suggesting that the Commission may undertake such additional functions as the Governor-in-Council requests. We would be willing to give up this responsibility but our discussions with Deputy Heads and the Treasury Board secretariat indicate a strong desire for the Commission to continue in these fields, for the time being.

Accordingly, it is our intention to expand and upgrade our existing advisory services. Our objective is to develop the most effective "resident" management consulting firm in Canada. It should definitely be client-oriented instead of control-oriented. For the present, I see this developing along three lines:

- (a) Organization analysis
- (b) Management analysis
- (c) Personnel services

The first two are reasonably well known to all of you, but the third may require some elaboration. By personnel services, I mean a personnel consulting service primarily for the smaller departments and agencies that may have difficulty in justifying specialist personnel resources of their own. Such a service would of course also be available to supplement the resources of larger departments when they have major re-organizations or other "crash" programmes under way.

These three units, together with the resources of the Treasury Board's Personnel Policy and Administrative Improvement Branches, the Comptroller of the Treasury's Accounting Advisory Services, and the Commission's own Staffing Branch, should provide the Federal Government with a reasonably complete consulting service. I can envision a number of situations where task forces drawn from all of these groups might work together as a consulting team. Whether there would be advantages in having all of these expert resources under one administrative roof remains to be seen. For the present we intend to develop the capacity and skill of our own three services to the fullest extent possible and to provide departments with an integrated approach to their management problems in these three fields.