

The differences in the nature of skills and in the levels of judgment demanded become the basis for organizational groupings, giving managerial spans of control which would be practical, cohesive and effective. Figure 6 depicts the shape of the complete organization, but must be regarded as tentative pending the completion of Phase II.

168. The most important change, which would shape others, would be, of course, the creation of the Bureau Information Control Offices. It is the needs of these Offices which will in part call for an additional eleven man-years, (shown in the FY 1976/77 "B" Budget forecast) which is a quite modest increase when records management manning levels are viewed in the perspective of the rapid growth of Departmental personnel strengths and workload over the past fifteen years (see Figures 1 and 2 on pages 14 and 15.) It should, however, be noted that there would be at the same time some twenty-two upward reclassifications within the present manning levels. Some lateral changes resulting from different skill requirements would also be necessary.

169. Figure 6 also shows a new position, that of Director of Information Systems, which would without doubt be the key position and person in the whole system. Momentum generated and maintained by this individual would determine the extent to which the Department would be able to enjoy the benefits potentially available in the system. The first incumbent would preferably be an FS since there would be a need to understand and develop the system from the point of view of those associated with the substantive programmes of the Department. Furthermore, early development work relating to Level III and IV activities would require professional FS knowledge, both to see the possibilities and to translate them into action acceptable to the users.

170. Figure 6 makes provision for the Central Information Control Office and the computer and other special equipment operations. The overall breadth, scope and functions of the organization would have to be considerably augmented, -- partly as a result of the introduction of Level III and IV activities -- but several large components of the present system, such as the Mail Room, would be left much as they are or only augmented to some degree.

171. All the evidence within the Department as well as in a number of other institutions makes it clear that the Bureau Information Control Officers would have to function in a quasi-professional manner and that their span of skills would have to be much broader than that required of the CR group. This aspect has already been dwelt upon at some length. The reclassification process would have to start early in order that recruitment and staffing could be carried out in time to provide the right people when needed. Some of them may be found in the Department but the probability is that a number would have to be recruited from outside. This would almost certainly apply to those needed to work with the computer itself but training to upgrade the skills of some of those now in the Registry could open opportunities for them to operate microfilm cameras, processing and other equipment. Except as indicated below the Bureau Information Control Officers and other operating personnel should all be recruited to fill non-rotational positions as has been emphasized elsewhere in this report.

172. At present the rotational pool of CR's provides the majority of those in the analyst/classifier section. This function would be shifted to the Bureau Information Control Officers which could cause some strain for the operation of the rotational pool if there were no off-setting effects. Fortunately, several aspects of the "Preferred System" would come together to eliminate this problem. Obviously some of the clerical filing functions now performed in the