

by the Commission itself of guidelines, standards, instruments of delegation, and audit procedures. Again, this is in hand.

Let me now turn to some interrelated functions that I think deserve special attention in any discussion of our new role.

#### Training and Development

There is abundant evidence of the continuing need for some central co-ordination in the field of training and development. By agreement with the Treasury Board secretariat, the Commission expects not only to continue many of its present services in this area but to expand its advisory and leadership role. It is our intention to strengthen our own professional resources so that we can give advice and assistance to the medium-sized and smaller departments as well as expand and improve our interdepartmental programmes. If the administrative revolution that is currently under way in the Federal Service is to succeed it must be paced by a massive programme of management development. It is our intention to supply whatever resources and facilities the Treasury Board and the departments deem necessary to fulfil this requirement.

#### Staffing Appeals

Earlier I made reference to the Commission's expected withdrawal from the area of disciplinary grievances. At this point I wish to clarify our intention and expectation of remaining active in the area of staffing appeals. Apart from our statutory responsibility in this field (which is not likely to change) there are two practical reasons for our continued involvement in the appeal process.

- (a) If the staffing function (and in particular selection and promotion) is to remain outside of the collective bargaining area, as visualized by the Preparatory Committee, it is essential that some independent body such as the Commission be available for the adjudication of grievances arising from managerial staffing decisions.
- (b) If the Commission is to delegate and decentralize its stewardship of the "merit principle" to departments it must establish a variety of post-audit procedures to ensure continued adherence to the merit philosophy. The appeal process is one obvious means of keeping in touch with the quality of departmental staffing decisions — and one that we expect to maintain.