

available in the inventory files, supported, where necessary, by interviews, and an appeal notice is then issued. At senior levels in management and in groups common across the Service, the use of posters in filling the majority of vacancies merely points to poor personnel management practices. If we don't know the people we have at these levels and their capabilities, we are not doing a good job. Issuance of a poster for a senior level position is to some extent a confession of inadequacy. One might ask what we expect to find that we didn't know, or at least should have known.

Manpower Planning Experts

Experts in manpower planning are hard to find. They are eagerly sought also by the private sector of the economy. However, the Government rates of pay are now reasonably competitive and we are attracting a few well qualified candidates. It will, however, be some time before the Commission can equip departments as well as it would like with experts in manpower planning. While responsibility for performance evaluation and appraisal belongs to line managers, personnel administrators who are experts in this field can be of considerable assistance to them.

Immediate Requirements of Manpower Planning

There are certain problems that should be faced if manpower planning is to be adequately developed in the Government Service:

- (a) Increased Mobility - It should be possible to move employees much more readily between functions and between departments. Arrangements should be made for movement between specialty areas and general areas. A more enlightened policy on payment of costs of moving should be developed as a means of encouraging increased mobility, particularly when rotation is involved.
- (b) Selection for Training - There is a tendency, in some cases, for departments to send those employees on training courses who can be spared or who can be conveniently away from their jobs for a period. Departments should give greater attention to the selection of candidates for these courses and ensure that the individual and the department will benefit to the utmost from these opportunities for development.