

its findings available to representatives of both management and employees, produced a major breakthrough on a number of fronts. It had a very great impact on staff relations, putting the associations for the first time in a position to have a direct influence on the determination of salaries. It made it possible for the Government to respond in a more intelligent way to changes in outside rates of pay and, by doing so, to establish a more competitive position in the labour market. It had other, more subtle effects. The development of a systematic survey programme made necessary a critical examination of the many classifications in use -- and this led to a growing interest in the possibilities of occupational grouping as a means of giving a more rational shape to the structure. It was the principle of occupational grouping on which the cyclical system of pay reviews was based. Finally, the survey programme opened a window on the outside world, drawing attention to some of the things being done by progressive outside employers in the field of classification and pay administration.

By 1962, when the reports of the Royal Commission on Government Organization began to make their way into Civil Service bookshelves, the rate-setting machinery was in reasonably good shape. Attention was gradually shifting to the system of classification and pay itself. Glassco said in effect that it should be scrapped and replaced by a new one. Although this was considered a rather extreme view, there was general support in many parts of the Service for the idea that a thoroughgoing set of reforms was needed. The elements required for a far-reaching decision were beginning to form.

The catalyst arrived, suddenly and unexpectedly, in the midst of the 1963 election campaign, when all four political parties committed themselves to collective bargaining for the Public Service. Following reaffirmation of the commitment by the new Prime Minister, it became clear that, before a collective bargaining regime could be introduced, a good deal of preparatory work would have to be done, including a careful examination of the systems of classification and pay.

In August, 1963, the Prime Minister announced that a Preparatory Committee on Collective Bargaining, under the chairmanship of Arnold Heeney, was being established. The Committee moved quickly to collect a staff drawn from both inside and outside the Public Service, and to bear down on the problems assigned to it. Within a year it had completed its basic deliberations, consuming in the process more than thirty meetings, and made its basic recommendations to the Cabinet. The classification and pay recommendations were approved and referred for implementation to the Civil Service Commission, which established a new branch for the purpose -- the Bureau of Classification Revision.

Before proceeding to deal with the aims and objectives of the present classification revision programme, I would like to draw one or two conclusions from the recital of past events.