

of 1967 and those of 1977. This means much more than ad hoc recruitment, selection, transfer and promotion. It involves manpower planning with all that that name implies: continuous appraisal, inventorying of resources on a service-wide basis, early identification of needs, planned up-grading, planned rotations, and provision of long-range advice to the universities and other educational institutions as to our staffing requirements.

So much for the overview of what I mean by the staffing function. Obviously this is not a task that the Commission can or should undertake alone. It must be a shared responsibility between the employing departments, the Treasury Board's Personnel Policy Branch, and the Commission. We see our role as that of facilitator and co-ordinator. To this end we have created a Staffing Branch organized along occupational lines consistent with the Classification Revision Programme, (Executive, Scientific and Professional, Administrative, Technical, Administrative Support, Operation). Each of the occupational staffing units is expected to provide expert advice and assistance to all departments with respect to a specific occupational group. Previously we were organized on departmental lines but we found that the generalist staffing officer could not provide the necessary specialist advice. Henceforth our staffing officers should be well qualified for this specialist role. The degree of expertise and co-ordination that we provide will vary with the significance of the occupational group -- that is, significance to the Service as a whole or significance in terms of recruiting and retention difficulties.

However, if we are to concentrate on a facilitating and co-ordinating role we must effect a massive delegation of our operational responsibilities. This we are in the process of doing. We see it flowing in two directions -- depending on departmental needs and circumstances:

- (a) Delegation to departments
- (b) Decentralization of authority within the Commission's own structure, i.e. to our Regional and District Offices.

In both instances we envision far greater utilization of the resources of the National Employment Service with respect to the Operational, Administrative Support, and Technical Categories (which comprise approximately 75 per cent of the Public Service).

This cannot be achieved over night. As I mentioned earlier, it depends first on building up the personnel administration capacity of departments to assume this added responsibility. We have hired a number of personnel administrators and we are upgrading personnel administrators in the Public Service. Within a year we hope all departments will have an adequate personnel administration organization. This work is in hand and good progress is being made. The second requirement is the development