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October 28, 1959

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Report on Visit to
The Civil Service Commission
Ottawa, Ontario, Canada
(September 14 to September 19, 1959)

This information given me by Mr. Gardner, chief of the O & M Service

ORGANIZATION AND METHODS SERVICE

The O & M Service was instituted in 1948 to give advice and assistance to departments in the study of problems in organization including procedures and work methods. It is an extension of the activities delegated to the Civil Service Commission as provided in Section 9 of the Civil Service Act. Its work ranges from making extensive and detailed surveys of organization procedures and methods to ad hoc verbal advice.

The O & M Service is available for detailed and specialized assistance in places where it is wanted.

Where the O & M advice involves matters concerning organization, establishment, classification and pay, these are discussed with the organization and classification officer concerned before definite recommendations are made to the department.

The advisory aspect of the O & M Service therefore involves the observance of two principles:

1. A survey is made or advice is given, only on the request of whoever is in authority over the activity concerned.
2. The advice may be accepted or rejected by that authority.

This insures that the service is good. If it is not, it will not be requested again and the O & M Service will be out of business. Therefore, along with insistence that this service be maintained on an advisory basis, O & M, in its four years of growth, has concentrated on improving the quality of its work. This has not been easy.

The O & M Service has been continually advancing in the quality of its work and the quantity. In its early history its success ran hot and cold but the experience has been used to build more solidly for the future. The result is shown in the recent and current record. In the past 12 months work there has been about 90 percent implementation by departments. The quality of work done has brought an ample crop of further requests. There has been no solicitation for work.

The O & M Service is relatively small in number of personnel -- fourteen officers in all. It has completed nearly 200 formal projects and many more informal ones. The important things however is that the quality and volume of effective work has been rising and consequently the demand for the service is increasing.

The recent demands have not been limited to those mentioned above. There have been requests from departments to take departmental staff into O & M for a period of training and experience in this type of work. In some instances departmental staff have been attached to O & M officers during surveys so that they can see the process and assist many follow-up actions that may be necessary later in the department. Other governments (Provincial and Foreign) have sought information on the organization, procedures and work methods of the O & M Service.

In the international sphere, advice and assistance have also been sought by the International Institute of Administrative Science and U.N.E.S.C.O.