

Abstracts of Articles

COLLECTIVE BARGAINING IN THE CANADIAN PUBLIC SERVICE

By P. K. Kuruvilla

Canadian public servants began to press for their right to collective bargaining in the 1920's. The Federal government responded initially by creating a National Joint Council of the Public Service of Canada to handle employee grievances. Later, the Public Service Staff Relations Act was enacted in March, 1967. This law granted the public servants the status of trade unions with the right to collective bargaining, conciliation and the right to stage a strike. However, the government employees were dissatisfied with the law, since it levies to them the right to negotiate on basic matters such as job security and classification. Consequently, Prime Minister Trudeau formed the Bryden Committee to amend the law. Other reforms are needed. In the Canadian Public service, a sound and viable collective bargaining system must include all the terms and conditions of employment and must proceed in an atmosphere of goodwill among the government, public servants and the public.

PREDECESSOR TURNOVER AND SUCCESSOR CHARACTERISTICS

By Donald L. Helmich

Replacement rates of administrators tend to condition the organization's desired characteristics of their successors. This has been related to two propositions: (1) that infrequent replacements of predecessors in key administrative positions give rise to a greater desire on the part of organizations to seek new leaders from outside, rather than inside, the current work force; and, (2) that infrequent replacements of prior administrators in organizations tend to give rise to the development of an authoritative, task-oriented leadership style during the new successor's initial period in office. The first proposition has not been supported but the second has been found conclusive in a study of the recent succession history of corporate presidents in a sample of United States firms.

'PEOPLE DEVELOPMENT': THE MISSING LINK IN DEVELOPMENT

By Doh Joon-Chien

The concern of development should be people, particularly those in the poverty level. In this context the role of the state is to uplift the welfare of the poor by ensuring that the benefits of development be directed to them. The people development (PD) strategy begins by setting up the minimum acceptable standard of living for the average household. The minimum standard which may vary from country to country shall consist of adequate nutrition, clothing, shelter, and social services (health and education). Once this is established, the government shall aim at providing people with such minimum standard of living as a matter of justice and equity. The indicator of development becomes the PD approach and not the GNP or other economic indices currently in use.

METROPOLITAN GOVERNANCE: A COMPARATIVE VIEW

By Felipe V. Oamar

This study utilizes the institutional approach to study possible structural and policy considerations relating to the governance of the Metropolitan Manila Area. It uses the experience of western metropolitan regions as a frame of reference for studying the various metropolitan problems and the types of institutional arrangements constructed to address these problems.

The findings of this study suggest that there are no definite answers to the choice of institutional mechanisms for mitigating metropolitan problems. Rather, there should be a redirection of emphasis from the promotion of reforms to the assessment of benefits and costs associated with alternative arrangements.

In considering possible changes in the governance of Metropolitan Manila, the study recommends at least two sets of structural and policy options. The first is focused on structural realignments designed to achieve economies of scale and more efficient performance of services at local and metropolitan levels. The second describes a series of recommendations designed to improve the organization of services.