

In recent years there has been an increasing awareness of the extent to which economical administration depends on the adoption of modern management techniques and devices. The Commission has accordingly sought to give constructive guidance to Departments in respect to matters of organization, systems and methods. In 1948 steps were taken to develop an Organization and Methods Division exclusively for the study of problems of this kind in collaboration with officials directly responsible for major areas of administration. The range and complexity of the activities of present-day government are too generally recognized to require emphasis and, in these circumstances, the development of a specialized service directed at increasing the efficiency of the operating machinery of the public service is a significant event.

Staff Training.—Systematic in-service training of departmental staffs aimed at increasing the general efficiency of the Civil Service is a comparatively recent development in the field of personnel management. The first series of courses for supervisors was introduced in 1944 in collaboration with the Canadian Vocational Training Division of the Department of Labour. This joint arrangement was continued with most satisfactory results until early in 1947, when it was decided to create a Staff Training Division within the Civil Service Commission. Parallel Training Divisions are being established in the majority of Departments. A broadly based training program is envisioned and courses designed to meet specific training needs are being rapidly developed. The leader-conference method has been adopted as most effective for this purpose, and visual aids including sound films are used extensively. The key to efficiency in administration is the development of supervisory personnel in their relationships with staff in terms of instruction, direction and discipline. Supervisory training has, therefore, been the first aim of the program. During 1947 orientation or induction training was introduced to aid the new employee in making the adjustment to public service employment and quickly identifying himself with the objectives of the unit to which he is appointed. Wide publicity throughout the public service has been given to courses on the secondary school and university levels that are available through night school, or by correspondence, from local and national educational institutions, and civil servants are being encouraged to use these means to improve their academic standing and technical skills.

Promotions.—Promotions among the personnel of Departments are made through competitive examinations which are held as vacancies occur. It is a prime object of the Civil Service Act to create a career service and the system of position-classification is particularly suitable to the advancement of employees by promotion. Promotions, however, are limited by law to the ranks of the permanent Civil Service, which at present is a small proportion of the total. The preponderance of temporary staff is a legacy of the Second World War period when few permanent appointments were made. This condition is gradually being changed as wartime units are liquidated and the structure of post-war administration emerges.

Civil Service Statistics.*—Since April, 1924, a monthly return of personnel and salaries has been made by each Department of the Government to the Dominion Bureau of Statistics, according to a plan that ensures comparability between Departments and continuity in point of time. The institution of this system was preceded by an investigation covering all years following 1912.

* Revised in the Public Finance Division, Dominion Bureau of Statistics.