

In recent years the Civil Service Commission has decentralized its operations and now has ten district offices and four sub-offices across the country. The Commission is granting an increasing measure of autonomy and responsibility to these offices to permit better immediate service to field agencies of Government departments.

**Promotions.**—It is a prime object of the Civil Service Act to create a career service. The result is that promotion, like entrance, is based on merit and a sound promotion system is developing. It has been the recent practice to widen the area of promotional competitions to ensure that the better employees throughout the public service receive proper recognition.

**Position Classification and Compensation.**—Provision is made in the Civil Service Act for the classifying of positions in the public service. A system of position-classification was instituted in 1919 and all positions with like duties and responsibilities were classified alike and remunerated equally. Through the years the original classification has been extensively revised, many new classes added and others discontinued as the administrative programs and practices of Federal Government departments have evolved. The determination of rates of compensation for each class is a continuing responsibility of the Commission and salary and wage surveys are conducted constantly. Position-classification is a mainspring in the Commission's primary function of recruitment, involving, as it does, the fixing of standards of qualification for each class of position.

The classification structure has been simplified in the past few years by virtue of a substantial reduction in the number of position-classes and a thorough overhaul of the wage pattern. The Commission has also recommended a series of service-wide salary adjustments that have tended to keep the public service abreast of changing economic conditions. The most recent of these recommendations was approved in 1948.

**Organization and Methods.**—Under the terms of the Civil Service Act, the Commission is made responsible for investigating and reporting to the Governor in Council on all matters affecting the organization of departments. In this respect the Commission acts as agent for the executive arm of government which maintains a constant check on the growth of establishments. In addition to the annual scrutiny of estimates by Parliament, departments are required to submit for approval all projected staff increases before engaging additional personnel. Under established financial practice, authority to release the funds required to meet such commitments is retained by the Governor in Council. Since the administrative machinery must frequently be adjusted, quantitatively and qualitatively, to meet changing conditions, the Commission is continuously engaged in the study of staffing problems throughout the public service.

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. In recognition of this the Commission set up, in 1948, an Organization and Methods Division to study problems of management in collaboration with officials directly responsible for major areas of administration. Briefly, it is the business of this Division to afford practical assistance to departments and other agencies of the Government through the systematic examination of the structure and operations, and the procedures and work methods employed in their