

various branches, divisions and sections, and to engage in such other related studies as will contribute to the progressive improvement of public management as a whole. Its growing facilities are offered, free of charge, to all departments.

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. It was only in 1947 that a Staff Training Division was established in the Commission to promote and guide a service-wide scheme. This followed upon and supplanted a more modified training program carried out by the Department of Labour in the three preceding years. In this five-year period, however, about 50,000 employees—approximately one-half the civil servants under the jurisdiction of the Civil Service Act—have participated in one phase or another of the training program.

The training scheme sponsored by the Commission is a joint venture undertaken in co-operation with Federal Government departments, most of which have parallel training divisions. The Commission's Staff Training Division is primarily a co-ordinating agent. It promotes and organizes training activities; trains departmental instructors in the presentation of courses; prepares and, in some cases, gives courses of general application to all departments; publishes booklets and other training aids; assists departments in developing training to meet specialized needs; and acts as a general clearing-house for the exchange of information on training matters. It also co-ordinates the purchase and distribution of training films and advises departments on the organization, staffing and administration of training divisions.

Civil Service Statistics.*—Since April, 1924, a monthly return of personnel and salaries has been made by each department of the Federal 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.

From 1914 to 1920, the number of employees increased very rapidly as a result of the extension of the functions of government and of the imposition of new taxes which necessitated additional officials as collectors. New services, such as the Department of Pensions and National Health and the Soldier Settlement Board, were also created during this period. In January, 1920, 47,133 persons were employed; this number was the highest reached prior to January, 1940, when employees numbered 49,739.

Between March, 1939, and March, 1949, there was an increase of 77,818 in the total number of permanent and temporary employees. The bulk of this increase was accounted for as follows: Department of National Defence, 20 p.c.; Department of National Revenue, 15 p.c.; Post Office Department, 7 p.c.; Comptroller of Treasury, 4 p.c.; Department of Transport 4 p.c.; Department of Agriculture, 4 p.c.; Public Works Department, 3 p.c.; Unemployment Insurance Commission, 9 p.c.; and 17 p.c. in Veterans Affairs and Soldier Settlement and Veterans' Land Act Departments combined.

In March, 1949, the number of permanent employees represented 31 p.c. of the total number of civil servants as compared with 70 p.c. of the total in March, 1939, and 66 p.c. of the total in March, 1925. Similarly, temporary employees

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