

Civil Service needs and requirements and the opportunities available to the better students. The Commission has also assisted the universities by preparing booklets which describe the opportunities and benefits of employment in the public service. As a result of the program, the public service is attracting an ever increasing percentage of the most able university graduates. A more limited but somewhat similar program has started in the high schools and is expected to produce commensurate dividends.

Staff Training.—The day of the unskilled amateur in public administration is over and the Commission, in 1947, set up a Staff Training Division to promote and guide a systematic service-wide training scheme. This followed upon and supplanted a more modified training program carried out by the Department of Labour in the three preceding years. The program has expanded rapidly and has proved to be a great help in promoting efficiency.

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 Training Division is, primarily, a co-ordinating agent. It promotes and organizes 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.

Promotion and Transfer.—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. The Act provides that vacancies shall be filled, in so far as it is practicable to do so, by promotion, which shall be made for merit by the Commission upon such examinations, reports, tests, records, ratings or recommendations as the Commission may by regulation prescribe. The present procedure involves the consideration of three factors: seniority or length of service; efficiency of candidates in their present positions; and fitness for the vacant positions. These factors usually carry weights of 2, 3 and 5, respectively, so it follows that fitness for the vacant position is, as it should be, the main determinant. An automatic rating on seniority is given by the Commission and ratings on efficiency and fitness are provided by the Department concerned. Adequate appeal machinery, under Commission jurisdiction, has been set up for those employees who feel that their qualifications have not been properly assessed.

Latterly, the Commission has been reviewing its promotion techniques and is gradually introducing a number of improvements. This is expected to lead (1) to improvement in the rating techniques used in inter-departmental and intra-departmental competitions with the consequent likelihood that employees in various departments will be rated on a more uniform basis, (2) to the establishment of fields of competition that will offer all employees in particular classes more equal opportunity for advancement, (3) to the elimination of artificial barriers to promotion such as dead-end jobs, etc., and (4) to an increase in intra-departmental and inter-departmental transfers so that promising employees may gain the experience needed for later advancement. In 1950 the number of promotion competitions stood at the highest point in history. The time needed to process such competitions has been reduced appreciably.