

Transfers from one position to another carrying the same or a lower maximum salary rate and having approximately the same qualifications may be undertaken on the initiative of the departments. The Commission, however, is required to pass upon certain transfers involving higher compensation or change of duties. This is done to ensure that the employee concerned is qualified for the work to which it is proposed to transfer him. Transfers take place both within and between departments.

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. Each position has a title, a set of tasks or duties which are proper to it in the organization in which it occurs, and, arising out of these duties, a set of qualifications appropriate for their performance. Positions with duties of similar kind are grouped together under a common title to form a class, and grades within the class reflect the level of responsibility. All positions in the public service have been classified in this manner and, as each new post is created, it is similarly treated. Through the years 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 the fixing of standards of qualification for each class of position. The classification structure has been simplified in the last few years by a substantial reduction in the number of position-classes and a thorough overhaul of the wage pattern. The Commission has recommended a number of service-wide salary adjustments that have tended to keep the public service abreast of changing economic conditions.

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, this Division affords practical assistance to departments and other agencies of the Government through the systematic examination of the structure and operations,