

Staff Training.—In 1947 the Commission set up a Staff Training Division to promote and guide a systematic service-wide training scheme. 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.

Promotion.—It is a prime object of the Civil Service Act to create a career service. The result is that promotion, like entrance to the Service, is based on merit and a sound promotion system is developing. 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. An automatic rating on seniority is given by the Commission and ratings on efficiency and fitness are provided by the department concerned. Appeal machinery, under Commission jurisdiction, has been set up for those employees who feel that their qualifications have not been properly assessed.

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 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.

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 past few years by a substantial reduction in the number of classes of positions.

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 the 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.

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 1948 the Commission set up an Organization and Methods Service to study problems of management in collaboration with officials directly responsible for major areas of administration. Briefly, this Service affords practical assistance to departments and other agencies of the Government through the systematic examination of structure, operations, procedures and work methods. Its growing facilities are offered, free of charge, to all departments.