

occurs. Competitive examinations are announced through the press and through posters displayed on the public notice boards of post offices, offices of the National Employment Service, offices of the Civil Service Commission, public libraries and elsewhere. The examinations may be written, oral, a demonstration of skill, or any combination of these.

The names of persons successful in Civil Service examinations, arranged in order of rank, are recorded on eligible lists. Examination results are formally announced by publication in the *Canada Gazette* and each candidate—successful or unsuccessful—is advised of his standing. Appointments are made as required from the eligible lists which usually remain valid for one year.

The rank of the various successful candidates on eligible lists is influenced by the 'veteran's preference'. Actually the preference is limited largely, in accordance with its definition by law, to members of the Armed Forces who have served overseas in World War I or II or in the Korean theatre of operations. The highest order of preference is the 'disability preference' accorded to pensioners of the Armed Forces who as a result of their war service are unable to re-establish themselves in a civilian occupation.

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

*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 on occasion 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 objective 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.