

In recent years the Civil Service Commission has decentralized its operations and now has ten district offices and six 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 agency. 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 in operation. The present procedure involves the consideration of three factors: efficiency of candidates in their present positions, fitness for the vacant positions, and seniority or length of service. 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 through its Pay Research Bureau, which compiles objective and current information concerning levels of pay within and without the public service for the use not only of the Commission but also of the Government and the employees concerned. Position classification is a main-spring in the Commission's primary function of recruitment, involving the fixing of standards of qualification for each class of position.

*Organization and Methods.*—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, now known as the Management Analysis Division, to study problems of management in collaboration with officials directly responsible for major areas of administration. This Division 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.

**Statistics of Federal Government Employment.\***—The current monthly survey of Federal Government employment, started in 1952, covers all employees of the Government of Canada; employees in this sense exclude the Governor General and Lieutenant-Governors, Ministers of the Crown and Members of Parliament, judges, persons under contract and members of the Armed Forces, but include Force members of the Royal Canadian Mounted Police. This survey is much more inclusive than the previous statistical series entitled "Civil Service of Canada" and comparisons between the two sets of figures should be made only after very careful study.

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