

turnover occasioned by deaths, retirements, resignations and the other forms of attrition. One feature of its recruiting program is the annual selection of 600 or more university graduates. There are some 10,000 university graduates in the civil service and, of course, many more in agencies and corporations not under the Civil Service Act.

*Promotion.*—It is a prime feature 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 in operation. Promotion competitions are of two kinds, inter-departmental and departmental. The former are open to employees of all departments and agencies and are conducted by the Civil Service Commission. The latter, the departmental competitions, are restricted to employees of one department or a portion of a department and are conducted by the departments themselves subject to audit and approval by the Commission. It is also provided in the Act that persons employed in the public service outside the civil service, and members of the Armed Forces and the Royal Canadian Mounted Police, may also be considered in promotion competitions where it is thought necessary to do so to attract persons with a high level of skill or ability to positions in the civil service. Each year approximately 6,000 promotion competitions are conducted and about 20,000 employees are promoted, including 5,500 reclassifications. For those employees who feel that their qualifications have not been properly assessed, appeals are conducted under the jurisdiction of the Commission.

*Position Classification.*—Provision is made in the Civil Service Act for the classifying of positions in the civil service. A formal system of position classification was first 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 a similar kind are grouped together under a common title to form a class and grades within the class reflect the level of responsibility. There are some 1,800 classes and grades in the civil service and the Commission is constantly reviewing them to ensure that the specifications are accurate. Position classification is a mainspring in the Commission's primary function of recruitment, involving as it does the fixing of standards of qualification for each class of position.

*Salary Determination.*—It is also a responsibility of the Civil Service Commission to recommend to the Governor in Council rates of pay for each class and grade in the civil service. In order that its recommendations may be soundly based, the Commission has established a Pay Research Bureau which provides objective information on compensation and working conditions for various occupations in government, business and industry. These data are studied in relation to comparable classes in the civil service and in combination with other relevant factors—such as the need to recruit and retain sufficient staff, and in the light of the relationship of one class to another—and after this process is complete a recommendation is submitted to the Governor in Council for consideration. The Governor in Council also fixes the salaries for those employees who are not under the Civil Service Act.

*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. To meet this need the Commission has created a Management Analysis Division and an Organization Division to study problems of management in collaboration with officials directly responsible for major areas of administration. These Divisions afford practical assistance to departments and other agencies of the Government through the systematic examination of structures, operations, procedures and work methods. Their facilities are offered free of charge to all departments.

*Staff Training.*—In 1947 the Commission set up a Staff Development and 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 the various departments, most of which have parallel training divisions. The Commission's Staff Development and Training Division is primarily a co-ordinating agency. It promotes and organizes training activities, trains departmental instructors in the presentation of