

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. Positions with like duties and responsibilities are classified alike and remunerated equally; each 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 1,500 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 courses, prepares and gives certain 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.

*Employee Relations.*—The Civil Service Act confers on appropriate staff associations the right to be consulted on matters of remuneration and conditions of employment. This consultation may be initiated by either the official or staff sides and may take three forms. On questions of remuneration, which include certain allowances as well as pay, the consultation takes place between the associations and the Minister of Finance or such members of the public service as he may designate and this may, of course, include members of the Commission. On terms and conditions of employment as enumerated in Sect. 68 (1) of the Civil Service Act (which are mainly those with a fiscal effect, such as leave), the consultation takes place between the associations and the Commission and such members