

The operations of the Civil Service Commission are decentralized to a considerable degree and the Commission now has ten district offices and six sub-offices across the country. These offices have a significant measure of autonomy enabling them to give quick and efficient service to the field agencies of departments which comprise almost three quarters of the civil service.

Each year the Civil Service Commission conducts about 10,000 competitions, receives about 250,000 applications and makes about 23,000 appointments, mainly to offset the turnover occasioned by deaths, retirements, resignations and the other changes. 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 the provisions of the Act and its Regulations. The Commission maintains liaison with departments to ensure this and to advise departments on administration in this area. 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. 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,