

all other aspects of personnel management in the public service including classification and pay, conditions of employment, collective bargaining and staff relations, organization and establishments, and manpower development and utilization.

Staffing.—The Commission continues to perform its important role as guardian of the merit principle while ensuring the high quality of people within the service. Every citizen has the opportunity of competing for positions in the service of his country. Ordinarily, any Canadian citizen may apply for headquarters positions at Ottawa but applicants for local positions in the administrative support or operational categories who are residents of the locality in which the vacancy occurs are given preference. Competitive examinations are announced through the press and other news media and through posters displayed on public notice boards of the larger post offices, offices of the Canada Manpower Centres, offices of the Public Service Commission and elsewhere.

The Commission's major task—staffing the public service according to merit—is done on an occupational basis. This is consistent with the revised classification system that divides the service into six broad occupational categories which are further divided into groups of occupationally similar jobs. For each major occupation or group of occupations, there is a program of development, recruitment, selection and placement. The activities are operated on the basis of comprehensive manpower planning including regular appraisals of employees, planned rotation, development and continuous recruitment techniques.

The new legislation provides the flexibility needed for the revised approach to government administration whereby competent managers should be allowed to manage and should be held accountable for their decisions. To facilitate staffing under this concept of management, the Commission may delegate any of its authority, except for appeals, to deputy heads wherever practical, and they in turn may delegate this authority with the approval of the Commission. Plans are under way to establish the proper conditions for delegation and to implement the actual delegation of authority. The Commission must report to Parliament on delegation and changes in this delegation.

Staffing operations for the administrative support and operational categories are decentralized to the regional and local levels. But operations remain centralized primarily for employees in executive positions, for most administrative occupations in a number of departments and for specialized or professional employees, so that they may be employed effectively across the service throughout their careers.

Appointments are made from within the service except where the Commission believes it is in the best interests of the service to do otherwise. Selection is made by competition or other processes of personnel selection designed to establish the relative merit of the candidates.

Competitions may be open to the public and to everyone in the public service or they may be limited to all or to a part of the service; the latter are referred to as closed competitions. Examinations for selection may be written, oral, a demonstration of skill or any combination of these. By these techniques, qualified candidates are placed on eligible lists which are valid for periods determined by the Commission. Appointments may be made from an eligible list for positions of a similar occupational nature and level. Closed competitions for promotion are generally conducted by the departmental staffing officers under work-sharing arrangements with the Commission. The Commission remains in touch with the departments to advise and instruct them in the administration of the Public Service Employment Act and its regulations.

Other processes used for appointments include continuous staffing and appraisals. The former is used when there is a recurring demand within an occupational group or there