

is some specialization within a group. Applications are reviewed and candidates are called for interview. The records of those who are not immediately called or appointed are put into a manpower inventory. This inventory is reviewed when a vacancy occurs and a group of those in the inventory who are best qualified for that position are considered for the appointment. Within the service, employees are regularly appraised to determine what training and development may be needed, to plan careers, and to decide promotions or transfers on the basis of performance and qualifications.

Appeals.—Under the Act, public servants who are candidates in a competition open to all or part of the service may appeal the results of that competition to the Commission, except where no candidate is successful. When a promotion is made without competition, those who would have been eligible to apply if a competition had been held may appeal. Public servants may also appeal a recommendation from a deputy head for their demotion or release because of incompetence or incapacity.

Management Consulting.—In recent years there has been an increasing awareness of the extent to which efficient and effective administration depends on the adoption of modern management techniques and devices. To ensure this, the Public Service Commission offers management consulting services to departments and agencies covering data processing, operations and methods, operations research, organization analysis and personnel consulting.

Training and Development.—Consistent with the growing emphasis on managerial development and continuing education, the Commission offers interdepartmental courses in government administration, occupational training and management improvement. The Commission acts as the consultant and adviser to deputy heads on training matters and the training and development facilities of the Commission are available to employees to train them for specific occupations or for promotion within the administrative and managerial ranks.

Language.—The Commission has responsibilities concerning the requirements for bilingualism and biculturalism in the public service. It operates language training schools and carries out research and development to achieve various levels of proficiency needed by public servants. It is developing bilingual skills of senior executives so they may perform their duties effectively in either English or French. The program for this development gives these executives a sufficient appreciation of English and French cultures so they may use this understanding when developing and carrying out policy. The Commission also provides departments and agencies with advice and monitors the way in which language-usage policy is put to use.

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. The survey is divided into two main categories: (1) departments and departmental corporations, and (2) agency and proprietary corporations and other agencies. Table 1 combines the two groups; Tables 2 to 5 cover employees in the first category and Table 6 covers employees in the second category.

* Prepared in the Governments Division, Financial Statistics Branch, Dominion Bureau of Statistics.