

for example, stenographers, six months from the time they were let go were going to get married or something of that sort. We were able by careful planning to alleviate the shock in this and conserve the efficiency of the department. It will be recalled by the committee that the government some months ago adopted a policy of a six per cent cut in department staff right across the board and as it was—

*By Mr. Benidickson:*

Q. Was that cut in dollars or in numbers?—A. In personnel, in numbers. As it was our obligation to do, we co-operated with that policy and we were able to accomplish a cut of between sixty and seventy without, I think I can say, any serious loss in special skills.

Q. Has the reduction of 100 in personnel within a period of about a year decreased at all your monthly payroll or have salary increases more than accounted for that?—A. More than taken it up.

*By Mr. Coldwell:*

Q. Do you know how many left by resignation out of that hundred?—A. I could find that out.

Q. It is a point perhaps I thought you might know.—A. We did attempt, as I say, to anticipate cases where the individuals would be leaving anyway and apart from that we did not let our most valuable people go.

Mr. GOODE: Would it be true to say that when you let these people out you could not anticipate you would need to hire them again so soon? Is that true?

The WITNESS: It was difficult to anticipate and we were subject to this government direction; we had to reduce.

Mr. JUTRAS: What would be your annual turnover? There is bound to be a certain number in each year that for one reason or another leave your employment.

The WITNESS: There is a very considerable turnover in certain grades, particularly the stenographers who insist on getting married.

Mr. GOODE: You mean that the government could not control that as well as the six per cent!

The WITNESS: Over a four year period from January the 1st, 1947, to December 31st, 1950, the figures read this way: There were resignations or separations of 43 officers and 637 administrative staff, a total of 680.

Mr. JUTRAS: That is for four years?

The WITNESS: Yes, from January 1, 1947 to December 31, 1950. That is four years.

Mr. GOODE: Fifty per cent of the total staff?

The WITNESS: Yes, just about.

Mr. RICHARD: How many permanent employees have you got and how many temporary employees have you got in your department?

The WITNESS: At May 1, 1951, the number of permanents in the department were these: Officers, 183; administrative staff, 359; a total of 542. I might go on to develop that if the committee is interested.

Mr. FRASER: Whom do you class as officers.

The WITNESS: May I just conclude this answer and then I think the picture will become clearer. In addition to the 542 whose permanencies have been accomplished, there are six officers and nineteen administrative staff who have been recommended to the Civil Service Commission for permanency. That is a