

the Government to pass legislation making collective bargaining compulsory in defined circumstances for private employers. That was in 1943. For the Public Service, collective bargaining was still a long way off. But passage of the wartime labour legislation had changed the environment and there is reason to believe that, since that time, we have been on a road leading slowly but quite inevitably to a bargaining relationship between the Government and its organized employees. Along the way there have been many signposts, of which only a few deserve mention here.

- In 1944, the National Joint Council of the Public Service of Canada was established, providing the major staff associations with a form of official recognition and a regular means of discussing conditions of employment with senior officers representing the Government.
- In 1953, as a result of a recommendation made by the National Joint Council, the voluntary revocable check-off was granted to organizations represented on the Council. It had a profound effect on their financial stability and organizing capacity.
- The postwar inflation focussed attention on short-comings in the machinery of pay determination and, in the early 1950's, gave rise to the first serious demands for a form of collective bargaining. In 1957, with the establishment of an independent Pay Research Bureau, the principal employee organizations were, as a matter of Government policy, given access to the comparative data used in setting rates of pay.
- It was a natural step from the provision of information to consultation about its interpretation. This came with the Civil Service Act of 1961, which made consultation compulsory at two points in the pay determination process. The law required the Civil Service Commission to consult with employee organizations before making recommendations on rates of pay. It required the Treasury Board, a Committee of Cabinet, to do the same before arriving at decisions. The procedure proved to be cumbersome and produced an unhappy experience on all sides.

Here it is worth noting that, having struggled for twenty-five years to achieve institutionalized forms of joint consultation, the Public Service employee organizations were slow to establish collective bargaining as a policy objective. It was not until the mid-fifties that there developed