

The commission's first responsibility lies in the setting up of new positions. Requests for a new position or the up-grading of an existing position originate in the department concerned and are passed to the organization branch of the commission. Here an investigator examines the request on the basis of proposed duties and qualifications and recommends the rate of pay. Final authorization to the setting up or up-grading of any position comes from the Treasury Board, a committee of the cabinet.

The organization branch deals exclusively with duties, qualifications and rates of pay and is not concerned with the individuals who are assigned to the positions. Whereas in most business institutions the rate of pay is established in accordance with individual ability, the theory on which the civil service is based is that the salary is fixed for each position, regardless of the person filling it.

When a position is approved by the Treasury Board, the request is passed along to the examination branch, which is responsible for filling the position. In the case of a new position the procedure generally followed is to advertise it and then conduct an examination of applicants. Those successful in meeting the requirements are placed on eligible lists in order of merit, with the exception that names of war veterans are placed before all others. Eligible lists covering a wide range of positions are maintained, and positions are filled from these lists in strictly numerical order. The person heading the eligible list is assumed to be the person best qualified for the position concerned. Whenever possible the request for additional staff is filled from eligible lists which, in peacetime, are replenished by means of examinations held at regular intervals. It is only when there is no eligible person available with suitable qualifications that a special examination is held.

The actual appointment is made through the assignment branch, which issues the certificate of appointment and thereby authorizes payment of the appointee's salary.

In addition to these main divisions of the Civil Service Commission, there is a large clerical staff to look after the extensive files and names which are kept of all applicants as well as the current files of present government employees.

The commission has the responsibility of obtaining and maintaining an efficient civil service, but final authority over expenditures rests with the Treasury Board. All expenditures in any government department or in connection with the government must be approved by this board. In the matter of providing staff for the government, it is the Treasury Board which ultimately approves or disapproves the necessity of every position, the compensation to be received by the person filling the position, and any subsequent reclassification (up-grading or promotion because of additional responsibilities assigned to the position) which may be made. In the case of the war departments, in fact, the staff could be engaged and rates of remuneration fixed by the Treasury Board alone, but the board has delegated its powers of organization, investigation, classification and appointment to the commission.

While authority for the expenditure of public funds rests with the Treasury Board, the commission, with its more intimate knowledge of the organization of the various departments and the work involved in the various positions, is often able to effect considerable saving. After thorough investigation of all departmental requests for additional staff and upgrading of existing positions, it recommends only those requests which are absolutely necessary to maintaining an efficient public service. By denying or modifying requests for reclassification of positions; abolishing some positions no longer needed and reducing the number of additional positions established, the commission has saved the public the following amounts during the last six years:

1938	\$540,000
1939	355,000
1940	155,000
1941	529,000
1942	1,843,000
1943	1,619,000

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