

total number of employees. The commission felt that permanency should be established on the basis of the continuity of the work rather than a fixed number, and in 1939 the restriction was rescinded and replaced by the requirement of one year's temporary service before an appointment is made permanent; but in 1940 the percentage basis was put in effect again, and the number of positions given permanent status dropped.

The distinction between wartime and peacetime departments, temporary and permanent employees, has caused many difficulties for the commission. The rules and regulations by which the commission operates apply to permanent departments; its duties relating to the war departments are conferred on it only temporarily. Because of the growth of the wartime functions of the government, however, the commission must devote most of its time to these wartime duties. Moulding or revamping its detailed system to suit the needs of today has been a difficult project.

#### DISTRICT OFFICES

Pressure of wartime needs and immediate requirements of large numbers of employees led to decentralization of much of the commission's work through the establishment, early in 1942, of district offices. Offices are now functioning in Halifax, Saint John, Quebec, Montreal, Toronto, Winnipeg, Edmonton and Vancouver. There are also three sub-offices at Moncton, London and Calgary to provide regular periodic service in these regions.

These offices were set up to facilitate the service given to the war departments in connection with their appointments outside Ottawa. Each office looks after selecting and hiring staff needed in its own particular district. In this the district offices represent the examination and assignment branches of the commission. Their establishment has, however, in no way changed the procedure of setting up new positions or making changes in existing ones. The organization branch still handles all such requests regardless of whether the position concerned is to be in Ottawa or in the region of one of the district offices.

Originally set up to deal with wholly wartime positions in their own districts, the district offices keep careful watch for persons willing to work in Ottawa, who are referred to the headquarters of the commission. They are also now handling virtually all the examination and assignment work for both wartime and peacetime positions in their districts and they also maintain their own eligible lists.

#### POST-WAR

The end of the war will find the commission facing a somewhat different situation. At present the emphasis is laid on obtaining as quickly as possible competent persons to fulfill required duties in the various war departments and in normal services.

Hereafter, the commission will be primarily concerned with seeing that the full competitive process of selection is followed for all positions in the service and that within this procedure the fullest consideration is given qualified ex-service men. Full resumption of normal activities in government departments will involve large general competitions for junior clerical and stenographic classes, the operating classes, and for more specialized posts in departments whose activities have been curtailed during the period of the war.

The commission has already set up at head office and at district offices arrangements whereby ex-service men will be ensured of receiving the special consideration that is provided under the law. The return of larger numbers of ex-service men interested in employment in the government service will obviously involve the extension of such facilities in order that ex-service men may be fully satisfied that they are being given fair and considerate treatment.