

engaged in war work. In many instances it is difficult for the commission to compete with business and industry in the matter of attracting persons to the civil service because of its rates of pay. A young girl with no experience may begin in the government service at a salary no lower than she would receive from other employers, but her increases are small and infrequent. Positions in the higher grades are not, as a general rule, paid as well as in private industry, and few top positions in the various departments carry a salary comparable to the responsibility involved.

The difficulty of obtaining staff is a continuous one that is further intensified by the problem of keeping employees in the service. Turnover rates are very high. Enlistments, marriages, home responsibilities, chances of higher compensation in other positions, desire for a change of scene or for a permanent position have taken a heavy toll, especially in the lower grades.

The civil service is given a high priority rating by Selective Service, and men are "frozen" in their positions. Permission may be granted men to leave if they are going to some high priority industry and if they can be replaced, but many applications to leave are refused. Men may, of course, join the armed forces. Even with the restrictions imposed on them, about 100 men are leaving the civil service each month.

The problem is particularly acute among the women. Although there are no regulations governing the movement of women from the civil service to other positions, commission officials try to persuade them to remain in their positions before granting them permission to leave. During the first five months of 1944, however, the average loss of women from the service was more than 300 a month. These are mostly in lower grade clerical and stenographic positions - just the ones that are most difficult to replace.

The rate of turnover is high in all departments, particularly those set up since the war where positions are temporary and cannot offer the attraction of continuity which attaches to positions in the permanent departments. In the Wartime Prices and Trade Board, the approximate turnover during 1943 was 44%, in the Department of Munitions and Supply, 48%, and in the Unemployment Insurance Commission, 28%. During 1943 more than 7,000 replacements were required in Ottawa alone, and more than 10,000 in the federal civil service across Canada.

WOMEN ENCOURAGED

The Civil Service Commission has tried in several ways to overcome the wartime difficulties of obtaining employees. The main change in policy has been the employment of married women. As laid down in the civil service regulations, married women whose husbands are living, unless receiving no support from their husbands, are not eligible for the service, and any woman must leave the service when she is married. These restrictions have been waived for the war's duration. The assignment figures in Table I (page 15) show the vast increase in the number of women appointed to the service during the war.

Until May, 1944, married women could continue on their jobs, but had to begin at the initial pay rate and sacrifice any increases they had earned. Now there is but one distinction between married and unmarried women in the service -- only single girls may qualify for permanent appointment.

If it had not been for the large number of women who have taken government jobs, wartime personnel requirements could not have been met. Even as it is, demand far exceeds the supply, particularly of stenographic help. The Civil Service Commission has embarked on several entirely new schemes to try to