

When the report and suggestions of the Civil Service and the Government. I think this improvement will be a great step forward -- enabling your representatives and those of the Government to discuss questions of salary in the light of the same information collected and compiled by an expert impartial body.

In this matter, information is vitally important -- for the most important element in setting Civil Service salaries is to have a proper standard of comparison with salaries in private employment. This must be our guide.

For many years it has been generally accepted that two main principles should guide the determination of salaries in the Service. First the salaries must be enough to do the job, that is to attract enough of the right kind of men and women into the Service and keep them in it; second, they must be fair as between civil servants and people outside the Service, the taxpayers if you will, which means that the salaries we pay for any class of work should be comparable with those paid by private employers for similar classes of work, taking into account the other terms of employment that are necessary to make a fair comparison. I think these principles should continue to guide us.

These general principles -- in somewhat less modern terms -- were used by those who first established our salary classifications some forty years ago. Here is what is said in the report of those who did the detailed work for the Civil Service Commission in 1919 in explaining the principle on which they worked:

"The pay for each class of employment should be equitable, that is, fair to the employee and fair to the taxpaying public."

"Fairness to the employee requires that the compensation should permit him to maintain a standard of living that will make for the good of society and posterity. In the case of the lowest ranks of the service, the compensation should be adequate to attract into the service young men and women without family responsibilities but of a training and capacity that will enable them to become of future value to the service and to themselves."

"The interests of the worker thus provided for, fairness to the taxpaying public requires that the compensation should not materially exceed that paid for similar service by enlightened employers in the general industrial and commercial world. Any excess over such prevailing average is in the nature of a special subsidy with which no group should be favoured. Furthermore, fairness to the public requires that in comparing the compensation paid for services to the public with those paid in the business world for similar services, the relative advantages and disadvantages of public and private employment, such as permanency and continuity of tenure, hours of work, holiday and sick leaves, and related factors, should be taken into account."

Much has changed, however, in the application -- and it is to the application of this policy that we are directing our attention. General revisions of salaries have become much more frequent. On the whole there has been a large absolute increase in salaries over the forty years since the Civil Service