

classed as temporary. In some cases the positions are of limited duration; in others the positions were originally thought to be necessary for only a short time, but have continued to exist for years without being accorded permanent status.

Despite every effort to keep staff to a minimum, most of the permanent departments show a tendency to increase their number. In many cases, however, work has increased out of all proportion to the number of persons employed. Difficulties of maintaining personnel standards under these conditions are great.

With only a few exceptions, all the major agencies of the government come under the commission. Most important of the exceptions are the income tax division of the Department of National Revenue (which division was thought to be wholly temporary when it was set up in 1917) the National Research Council and the National Film Board. In the case of the last two, a limited number of junior positions is filled by the commission, and it is often consulted as to rates of compensation. There are also several smaller boards and commissions, both permanent and wartime, which are outside the jurisdiction of the Civil Service Commission. Certain important national questions have been removed from party politics by the setting up of special administrative boards and boards of inquiry (such as the Canadian Broadcasting Corporation, Foreign Exchange Control Board) but the administration and appointment of personnel to help with the work of these boards has not been given to the Civil Service Commission but to the board concerned.

From Table III (page 17) it is seen that the major staff increases in the permanent departments during the war years have occurred in the Departments of Finance, National Revenue (income tax) and, proportionately, External Affairs. More recently there has also been a noticeable upswing in staff numbers in the Departments of Labour and Pensions and National Health, before the latter's functions were divided between the new Departments of Veterans Affairs and of National Health and Welfare. Although much of the increased work in all these departments is a result of the war, it is likely that considerable numbers of the staffs will be necessary to continue the work of the departments concerned after the war.

A large task now facing the commission is the organization and staffing of the three new departments being set up as a result of legislation passed during the 1944 session of Parliament. In addition to Veterans Affairs and National Health and Welfare, there is the Department of Reconstruction which, however, is expected to have a relatively small staff as it will be a co-ordinating agency to plan the conversion of industry from war to peace uses and re-employment of ex-service personnel and war workers.

The total number of permanent and temporary civil servants in March of each year since 1937, as shown below, gives an overall picture of the increase in size of the civil service. Not all of these come under the Civil Service Act, but most of the increase has been handled by the Civil Service Commission.

1937	42,836
1938	44,143
1939	46,106
1940	49,739
1941	66,926
1942	83,781
1943	104,055
1944	112,658

STAFFING DIFFICULTIES

The general shortage of trained office workers and persons with technical knowledge is as great a burden for the commission as for business and industry. No men may be hired by the commission who are already in the employ of someone