

ployee must be judged. The factors selected after long and careful survey may briefly be described as (a) Quantity and quality of work, steadiness and application to duty; (b) Adaptability and initiative; (c) Knowledge of work of Department; (d) Conduct in relation to others; tact; personality; (e) Directional ability, judgment and (f) Physical fitness; punctuality; attendance.

It is not argued that this method is infallible, but it has been well tested and proven satisfactory and as far as possible, it eliminates what is known as the human error. 'Fitness' is the next factor to be considered, that is, Fitness for Promotion. The efficiency of the applicant in his present position is ascertained, and if the grade to which he seeks promotion is simply a step higher in the same line, with the same duties or almost such, simply requiring a little larger use of intelligence and placing a little more responsibility upon his shoulders, then the percentage of 'Efficiency' may well be used to determine his 'Fitness.' On the other hand, if the promotion be to a position which will demand more of his personality, initiative, judgment, and exercise of his supervisory powers and quality of leadership, these too can be weighed from the Efficiency rating by leaving out two of the minor factors therein analysed and re-weighting the other four. With all three, Seniority, Efficiency and Fitness thus considered, special information must be furnished by his senior officers which may be taken into consideration should there be occasion.

Weights then, are allotted to these three factors, and the resultant percentage obtained will give an absolutely fair and unbiased value to the candidate.

Thus, every phase of the question is carefully considered; the competency of the applicant in his present position, his personality, industry, intelligence, initiative, co-operation with others, in fact; his real value to the service. So that the man most fitted for promotion shall receive it.

In some cases, particularly in highly technical positions, examinations may be considered necessary. If so, proper papers are set by expert examiners. Not academic, by the way, dealing with matters such as literature, history, geography, those

so well loved by examiners in days gone by; but practical, dealing with the things that have to be met and settled in the daily work of the Department. But, even when such papers are set, it is not forgotten that 'Seniority,' 'Efficiency' and 'Fitness' are the three main factors, and they are so weighed.

Perhaps there is no difficulty confronting the human race so onerous as that of psychologic research into the records and the capabilities of men. How often is "reputation" at fault. "Reputation is a false and most unjust imposition, oft got without merit and lost without deserving"—so wrote the great dramatist. Some plan has to be devised as nearly as possible to mete out justice to those who are testing their skill for that most worthy of motives—the betterment of one's position in life. This is the object of the Examination Branch of the Commission.

The value of this newest contribution to the administrative machinery of the Commission will not be fully realized unless considered in conjunction with any of the methods that have preceded it. Mention has already been made of the system in vogue under Patronage which has only to be mentioned to meet with reprobation. In the plan originally devised by the Commission, competition was thrown open to the general public at the outset. This plan has been displaced by the method briefly outlined, which gives every opportunity for promotion from within the ranks of the Service to all the higher positions.

This system will certainly apply some slight check, at least, to the old-time condition of overmanning, so that insofar as it is within the powers of the Commission at this time to prevent overmanning, it has done so. Departments may continue to apply to the Commission for eligibles for entrance to the lower grades, and the Commission must supply the demand. The day may come when the Commission will have overcome the congestion of work thrust upon it in May, 1918. It may then become possible for the Commission to possess a knowledge of the work of each Department or Branch, to appraise the establishment necessary to perform that work and so discuss intelligently the need or otherwise of new requisitions and new assignments.

### Policy of The Civilian.

In *The Civilian* of August, 1920, the attention of our subscribers was drawn to certain relationships between *The Civilian* and the organizations of the federal Civil Service. It appears to be desirable at this time to offer a re-statement on this subject. During the past thirteen years, *The Civilian* has been an official organ for three years and an independent organ for ten years. Its present status is one of freedom and independence—owing allegiance to no particular group. In the political atmosphere of the Capital the truth is oftentimes withheld, concealed or buried because of the effect or the penalty of giving offence. *The Civilian* will pursue an independent journalistic course, unfettered by official affiliations and will give publicity to any and every matter that affects the interests of the Service or the members thereof.

*The Civilian* believes that even the most minor deviation from the Merit principle must be sternly checked, as even the slightest lapse from virtue in this regard will lead to more serious injury to the cause of good government and the right of every man or woman to Justice in the course of their work as servants of the Crown. No violation of Truth, Justice or the square deal will be condoned by this publication either from lack of courage or from motives of political expediency. *The Civilian* will (1) Defend the Merit System against attack, (2) Vigorously defend the members of the Service from abuses in their working conditions, especially those who are weak and defenceless, and (3) Strive earnestly to compose the differences that are dividing our ranks and to speed the coming union of the several groups into one great fraternal central unit.

F. GRIERSON.

THE CIVIL SERVANT IS A  
POWER  
DOES YOUR—MERCHANT—  
KNOW IT?

When shopping mention that you  
are a Government employee, and  
that you saw his ad in the

"CIVILIAN"

The moral effect is tremendous.