

names of three well-known and reputable citizens who can certify as to his character and habits. In addition, he must give the names of three referees who can testify as to his fitness for the particular duties of the position for which he is an applicant. In cases where the commissioners decide that an examination is impracticable owing to the character of the position to be filled, it is customary to secure the co-operation of some departmental expert in making a selection of the best man. The methods employed in the selection of our professional and technical men might be better understood by you if I referred to them as an "experience examination" or "non-assembled" examination, which I have observed is the title you give to similar methods employed in connection with your Civil Service. For example, if an engineer is wanted in one of the large departments, and after consultation with the commission it is decided that there is no suitable test that could be prescribed, the applications, after the time limit for receiving them had expired, and all other requirements had been met, would be examined by the chief engineer of the department in which the appointment is to be made, together with the chief engineer of another department, and they would make a report to the commissioners. The commissioners make their own rating of the relative merits of the applicants and, if the two reports correspond, the selection is approved. If not, the commissioners call in these two officials and they go over the applications together, and very often they come to a satisfactory agreement with regard to the choice. Other times they cannot do so, and in these cases the position is readvertised or the services of some third man of undoubted standing is called in. It is important, of course, for the future of the system that these positions should be filled as far as possible by a test of some kind which would be satisfactory to all the candidates. Leaving too many appointments to a personal choice or to the report of the head of a department or the chief of a branch, even when such is made jointly with the commissioners, is, I think, perhaps a weakness in any system and should, whenever possible, be avoided. However, as I pointed out before, there is little dissatisfaction with the system as administered at the present time. The system of general examinations for the Second and Third Divisions seems to be the logical method of recruiting these divisions; at all events it has worked out very well.

The system has now been in operation seven years. Three years ago, when there was a change of Government, the new Administration, before taking any steps to carry out its declared policy of extending the scope of the law to the Outside Service, invited Sir George Murray, who had had a very brilliant career in the public service in England, and who when he had reached the age of retirement occupied the high and responsible office of Financial Secretary of the Treasury, to make a report on the Canadian Civil Service. His report shows, among numerous other things, that the system of examinations inaugurated by the commission has given excellent results. He says he knows of no better method of recruiting the public service.

Now, I am afraid I am taking up a little too much of your time. What I have already stated in the necessarily brief review which I have given you of the main provisions of our law will afford you an idea of how appointments are made to the public service in Canada. In addition to appointments the commissioners are charged with the duty of issuing certificates of qualification for promotion in the public