

should vote. And they need not enter the Public Service unless they are satisfied to give up the privilege of voting.

Q. Would it be desirable to make the appointments free from political influence?—That is very desirable indeed, the further you remove the servants of the Government from politics the better the duties are performed.

Q. Has the system of promotion you have given us been enforced generally or only since the issue of these regulations?—An attempt was made to enforce it practically before the principles were reduced to writing; but it was not enforced to the same extent as now.

Q. Did you find that political influence interfered with the carrying out of these rules?—Very much.

Q. Do you find it less trouble now, that the rules are adopted and printed?—Yes.

Q. Before the rules were enforced do you consider a man had a proper opportunity of earning a due reward for his ability and industry?—I think the regulations have had a very good effect in this respect.

Q. Do you think without these regulations he had such a fair chance or opportunity?—No.

Q. Would you say he had a fair opportunity or not?—I am bound to say he did not have much favoritism shown him with respect to promotion that I have had to do with.

Q. At any time?—Yes; I have had to do with myself.

Q. You have generally managed the control of the appointments yourself?—Yes; although sometimes with difficulty.

Q. You have found a hinderance in the officers getting their due reward?—Yes; before these regulations were reduced to writing.

Q. Do you find your printed regulations at present sufficient protection to secure the service of such a class of men as you would wish to have; can you get such men at the price paid?—Yes; I think there is nothing on that score. My difficulty is the great number of applicants; there are so few public works going on at present in different parts of the world that Civil Engineers and Surveyors are looking to Canada for employment. A large number have come from England and from the United States besides those residing in Canada.

Q. Could you conveniently arrange examinations as a test or evidence for promotion?—Yes; I would defer to the test here; I have already considered that.

Q. You could arrange an examination to test those qualifications; or are officers at present examined for promotion?—No; in making any promotions I had to consult the officers under whom the parties had served. I ascertained from them who immediately was best qualified for promotion. That is the test. They had been tested for a long time under the higher officer, and he has an opportunity of judging of their general ability, etc.

*By Mr. McDougal (Renfrew):—*

Q. Which you could not here?—No; I could not ascertain so well as the officer above the men.

*By the Chairman:—*

Q. Are they actually examined as to professional acquirements before promotion?—No examination is necessary.

Q. Such an examination does exist at present?—No.

Q. You consider that unnecessary on account of the personal knowledge possessed by the immediate superior?—That is an evidence as to qualifications sought for and obtained. An examination would not be such good evidence as that.

Q. Could not examinations be so arranged as to test their mere professional acquirements without reference to general acquirements?—Not very well. It would be difficult to do it.

Q. Would it be advisable to require a passing of a certain professional examination as one preliminary to promotion?—No; I think it would be embarrassing.