

Q. Do you think there should be any change as to the age at which a young man should enter the Service?—I think the present rules are right in that respect. It is better to take young men.

Q. Do you advocate a limited competitive system or an open competitive system as practiced in England?—I think I should prefer the open system.

Q. You think it would be easy under the competitive system to institute as careful inquiries into character and such points as are now instituted?—Yes.

Q. That there would be no more reason to fear the introduction of improper characters into the service?—No.

*By Mr. Paterson :—*

Q. Does character come in as part of the examination in competitive examinations?—Yes; it always does; of course the inquiries of a Board, under the open system, would be more thorough and searching than they could be when you are dealing with the nominee of a Minister.

*By the Chairman :—*

Q. By whom do you think the competitive examination should be conducted?—I think it should be conducted outside the Service by a Board.

Q. Please give your further views on discipline?—Any system would, I think, fail, in which it was attempted to set up the Deputy as a check upon the Minister.

Q. Then you think that the power of internal management should remain with the responsible Minister?—With the Deputy, controlled by the Minister.

*By a Member :—*

Q. Giving the Deputy such power would be to put him in a false position?—It would put him in a false position to exalt him in any way above the Minister, or give him any independent power or authority.

*By Mr. Paterson :—*

Q. By making the Service “attractive” you mean increasing the pay?—No; I mean improving the prospects of arriving, by ability and good conduct, at what would be attractive results in respect to salary and position.

Q. Would the chances for promotion be any better under a competitive system than they are at present?—The two should go together; unless that were so, the men you would get under the competitive examination would not be the class you want; you would not get the proper class to come forward.

Q. But in order to have greater attractions the Service must be made more remunerative?—Yes.

Q. Would competitive examination result in securing a better class of men, a smaller number of whom would be able to manage the work it now takes a larger number to perform?—No doubt.

Q. You would secure a better class of employés, a smaller number of whom would accomplish much more than the present staff accomplishes?—I think so.

Q. You say that there is some room for questioning that the work, in some cases, is done as efficiently as it might be?—Of course it is not.

*By Mr. Paterson :—*

Q. That inefficiency would be more as regarded promptness than in correctness?—In every way there would be improvement.

*By Mr. Roscoe :—*

Q. When you speak of making the Service attractive, you partly refer to men from the outside not being placed over the heads of those already in the Department without some very good reason?—Yes; not without some very sufficient reason.

Q. Would you be prepared to say that outside talent has frequently been brought in?—It has frequently been brought in, and the men in the service have thereby lost many of the prizes.

Q. How?—What I call prizes are inspectorships, postmasterships of city offices, chiefs of branches, etc. The city postmasters require no great training like the others, but still they are prizes. If these prizes are given to outsiders there is nothing left for the reward of men in the Service.