

9-10 GEORGE V, A. 1919

you feel disposed to make.—A. I may say that I have no formal statement to make. The notice was so short. I expected to have twenty-four hours also to collect some of our papers and to place them possibly before the committee. Perhaps later I may be able to do so, and then if you would like me to make any statement on some of our official papers, I shall be glad to do so. We have a stated idea of Civil Service efficiency, and of the means by which it should be reached. On two or three occasions, notably the memorial presented to the Courtney Commission to which I have referred and, later on, a general statement presented in 1912 in the form of a memorial to Sir Robert Borden. Then when the various amendments to the Civil Service Act were being considered we presented our views from time to time.

Q. What the Committee is most interested in is what your views are?—A. One thing which has been on our programme since the beginning is the recommendation of a proper scheme of superannuation. We believe that it is necessary to the efficiency of the Service.

Q. Would you mind speaking on your views as to what the efficiency of the Service is and we will get the remedies afterwards?—A. Our view with regard to efficiency is that a Civil Servant should be as efficient as any person employed in a like position in commercial life. It is a little difficult to state that standard but we believe that the standard can be set and maintained under proper rules. The difficulty is in the control of employees, in the control of employment problems.

Q. Before you go on with that, we must assume then that you think the efficiency is not maintained to that standard?—A. I would not say as to whether it is or is not maintained to that standard or if the efficiency is as great as it can be. I do not think it is as great as it can be, but I am not prepared to make a comparison with outside companies.

*By Mr. Long:*

Q. You differentiate between the efficiency of the Service and the qualifications of the servants. So far as qualifications individually are concerned they are perhaps just as high as in any commercial activity?—A. No, I was not dealing with it from that point of view. From the point of view as to whether for the money expended and the people employed the Government was getting the same results as would be got by business firms I am not prepared to say. But I am prepared to say that the efficiency is not so great as it might be.

*By Mr. Charters:*

Q. What is the cause?—A. Partly lack of control of employment problems, partly lack of superannuation which has in its train a whole lot of evils.

*By Mr. Redman:*

Q. What do you mean by control of employment?—A. By control of employment I understand that the person doing the employing will get that for which they pay, that when they have a certain position they want certain qualifications, a certain type of person and that they will get the person of that type, and if the person is unable to fulfil those qualifications that he will be given another position or released from duty.

Q. Do the Civil Service Commission not do that?—A. That is their duty. But it is a pretty big duty and I doubt if they have been able to do it.

Q. You think possibly the deputy heads could do it more efficiently?—A. I would not say that. But the deputy heads with the Commission might do it more efficiently.

Q. How would you carry it out?—A. Classification properly carried out would have a great effect. A proper system of examinations would assist. Our examinations at the present time are largely academic. You have the same examinations for say, postmaster as you have for a mail clerk, or as you have for an accountant.

[Mr. Joseph Charles O'Connor.]