

who has fallen into bad habits, or who does his work with his eye on the clock, nothing. It is imperative that there should be *uniformity of treatment* throughout the Service. In a small department, the tendency, if Deputies are left to decide, will be to "be good" to all and sundry; in large departments, the rigor of the law may prevail, or perhaps something more. Relative and positive injustice is only too apt to be the outcome. We think that there should be no room for favoritism or prejudice to operate; that special men should do this special work, — gathering impressions at first hand, and looking with their own clear eyes into the merits of individual cases and the needs of the several departments. While there are Deputies in the Service who might be fully trusted to do their work with discriminating equity, it is nevertheless true that if all approached their task in the spirit of absolute fairness, there would still be lacking a common standard,—due to temperamental variations, and to differences in the size of departments; so that the result could scarcely fail to be marred by the lack of uniformity.

### Entrance and Promotion.

Of equal importance to salaries are the questions of entrance into the Service and of conditions governing progress therein. Logically, they must rank as anterior, inasmuch as they have reference to the actual obtaining of status; but they may be treated as secondary here, seeing that the terms of the bill do not apply to existing circumstances, but to the order that will follow reconstruction.

Competitive examinations, under the new measure, form the great determining factor of a man's entrance into and subsequent career in the Civil Service. The examinations are to be fixed by the commissioners, the present board of examiners remaining in office to assist. Specialists may be called in to aid in the matter of tech-

nical examinations. Certain very important limitations on the examination principle, however, are introduced, the first having reference to original appointments, and the second to promotions. In detail these are as follows:

I. With regard to appointments: the full text of the clause of the bill is thus quoted:

"If the deputy head reports that the knowledge and ability requisite for the position are wholly or in part professional, technical or otherwise special, the governor-in-council on the recommendation of the head of the department, on the report of the deputy head, may appoint a person to the position without examination and without reference to the age limit, provided the said person obtains from the commission a certificate that he possesses the requisite knowledge and ability and is duly qualified as to age, health, character and habits."

II. Referring to promotions, these, it is said to be intended, shall be made for merit, and "except as herein otherwise provided, vacancies in the first division shall be filled by promotions from the second division." Generally speaking, promotions are to be made on the basis of competitive examinations, the candidate passing the best examination to receive the promotion, the next in order to be given the second promotion, and so on in the case of there being more than one vacancy to be filled at the time. Any clerk in the eligible class may demand an opportunity to compete regardless of his period of service.

The statutory increase is apparently to be no longer a matter of form, but is to represent the satisfactory conduct and efficiency of the civil servant. The increase is to be on recommendation of the Deputy Head as at present; but to guard at once against a perfunctory grant of the increase on the one hand or its unjust withholding on the other, a record of the conduct and efficiency of each employee ranking below the first class is to be kept, in the form of reports to be furnished to the Deputy Head at least every three months by the chiefs of branches, and for the guidance subsequently of the Commission. Free access to these re-