

months our employees only work from nine to twelve o'clock with an hour and a half for lunch, and they go away at four o'clock in the afternoon, it is a somewhat short day, and when you add to that the fact that civil servants are entitled to three weeks' vacation, which is always taken in the summer time, you must necessarily have a staff that would appear on the surface to be sufficient to carry on your work.

Q. That is in the matter of promotion. I understand from what you said that your experience with the Commission made you somewhat indifferent as to recommendation for any particular individual for promotions? Those are the results you have had, that the Commission has not been satisfactory in that regard?—A. No, I have not a single complaint in so far as promotions by the Commission are concerned, and I am not very particular really as to whether promotions are left with the Commission or with myself.

Q. But as a matter of fact, promotions now are not left with you, are they?—  
A. No.

Q. Is that fact generally known throughout the service, throughout your branch of the service?—A. Oh, very well. They know it much better than I do.

Q. And knowing that, they know that and you know it. Do you notice, having that in mind, as to whether that has any particular effect on the morale of the people who are under you?—A. I would have to answer to that that I have not observed that it has made the slightest bit of difference with any of those employees in our department.

*By Mr. Griesbach:*

Q. Does it affect discipline?—A. Nor have I noticed it does in the slightest affect the discipline.

*By Mr. Euler:*

Q. You have said you do not think there is any overmanning under the present conditions? Is it your opinion that under the patronage system with all the influences that are supposed to be exercised by members of Parliament that the old patronage system lends itself more to overmanning conditions than the present one?—A. I really don't think it does, and I speak with I think more reasonably intimate knowledge of the workers of our department for the last ten years.

*By Hon. Mr. Calder:*

Q. You were a member of Parliament for many years?—A. Eight years, and four years in the local legislature and I have had some reasonable experience within and without.

Q. The pressure is not very strong?—A. Well, pressure has been strong, but never sufficiently strong not to be resisted unless there was proper occasion for it. I am not going to suggest for one moment that there have not been times when it was not suggested to us we should make appointments, but I do say that I cannot recall at this time one single appointment that during my ten years of service has been forced upon the Department.

*By Mr. Currie:*

Q. You served under both parties?—A. Yes. I served under all forms of government.

Q. You were appointed under the Laurier Government?—A. Yes.

Q. And then you served under the Conservative Government?—A. Yes.

*By Mr. Euler:*

Q. I think very few people are particularly impressed with the work that was done in the re-classification and I think it has made a great deal of trouble throughout the Departments, including Mr. Johnston's Department?—A. I think it has.

[Mr. Alexander Johnston.]