

be so over-burdened with work that there would be undue delay?—A. No, I think that if they had less to do there would not be the great delay.

Q. You approve of their method of finding out the qualifications of the applicants?

—A. Yes, in the lower grades of the service, up to the chief positions I think the commission could do that very well.

Q. And if it got back into the hands of the deputy minister or of the department itself, do you suggest that the same methods of ascertaining qualifications should be observed?—A. I would suggest that the ordinary clerical staff of the departments—I would not suggest that the system of obtaining them be changed. I think that that is a function which the Civil Service Commission can exercise as well as anyone.

Q. You were referring to the engineers?—A. To the technical positions.

Q. Would you suggest, if the appointments were in the hands of the department, that these technical men would still be required to go through the procedure that now obtains?—A. No, I would not.

Q. If that is the case, why could not the Civil Service Commission adopt the same plan of arriving at a decision?—A. If they did that, they would cut out a great deal of the delay.

Q. That is all you are objecting to?—A. I am not objecting, but I do think that a technical man, who is head of a particular service in the Government, has more concern in the success of that service than any other man in it except the minister and deputy-minister. If there is a vacancy for a special class of work he would find the man best qualified for that position. He would probably write to the man a letter, as we used to do, and if that man was open to take the position he would make the recommendation. If you put that position up to competition there would be 99 out of 100 who would not apply.

Q. You are getting on new ground now. What I was trying to get at was the causes of delay. That seems to be your chief ground of complaint.—A. No.

Q. I was trying to find out if some other method could not be adopted.—A. My chief objection is not to delay. In the technical service, even though they use the very best judgment that they can, they are probably not going to get the best men for the position.

*By Hon. Mr. Calder:*

Q. You object not only to the delay, but to the method that is followed?—A. Yes sir.

Q. If I understood Mr. Newcombe rightly, he gave evidence to the effect that men whom he considered qualified would not apply and submit themselves to examination.—A. That is very largely the case in the higher branches of the service.

Q. Do you find that in your department?—A. Yes sir.

Q. You think that the Civil Service Commission gets fewer applications?—A. I know they get plenty of applications, but it is usually the man who has not very large practice, or who has not been particularly successful who is prepared to take part in any competition that comes along.

Q. Would you say from your knowledge that the better class men will not apply?—A. I think so. Unless you have your remuneration away up above what I think the Government ought to pay, I do not think you will get the best men to apply.

Q. Under these circumstances, you think it would be better for the department itself to go and try to get the man they want?—A. I think it is very much better that the position should seek the man than that the men should seek the position, especially in professional work of any kind.

*By Mr. Euler:*

Q. Would you say that only in regard to technical positions?—A. Yes.

[Mr. W. W. Cory.]