

January
Thirty-first
1921.

The Chairman,
Civil Service Commission,
Ottawa.

Dear Sir:-

It has been intimated to me that Captain Fletcher, Post Office Inspector stationed at Victoria, B.C., is to be superannuated shortly and that a successor to his office will be chosen.

I have been informed that Mr. E. M. Haynes has been Assistant to Mr. Fletcher for the past eight years with full charge of the office during that time, and that Mr. Haynes has completed more than thirty years service with the Department, all of which has been directly under the supervision of Mr. Fletcher.

I am not writing to you on behalf of Mr. Haynes personally, but simply to say that in my opinion the only way efficiency in a Department can be maintained is by the employment of a capable staff, by the development of esprit de corps and a high standard of ideals within the Department. It is impossible to develop a proper esprit de corps unless civil servants are promoted when their turn comes, provided they are the most efficient and capable men available. I believe in the principle of promotion by selection with a due regard to seniority. I think it wrong when the plums in the Civil Service become available that what might be called a political appointment is made.

My only excuse for writing to you is that one is frequently called upon to express an opinion as to the working of the Civil Service Commission.

Apologizing for taking up your time, I am,
Ever yours faithfully,