

Many of them have a family about them before they get even \$1,000 a year, and it is quite pitying to see them doing so. Sometimes I have thought it would be almost well to say that no man should be allowed to marry until he had got a certain salary. I think that promotions for the first, second and third years should be more rapid than they are.

WEDNESDAY, APRIL 11th, 1877.

Committee met.—Mr. CASEY in the Chair.

Mr. BRUNEL, Deputy Minister of Inland Revenue, appeared before the Committee and read a statement, embodying his views on Civil Service reform, as follows :—

MEMORANDUM respecting the Civil Service in so far as the Department of Inland Revenue is concerned, given in evidence before Civil Service Committee, April 11th.

As to Inside Service.

The comparatively short period during which this Department has been in existence has not afforded the same amount of experience as has been had with reference to the older Departments. Of the employés who were first attached to this Department only one, besides myself and the messenger, now remain. The others have been removed by death, superannuation, resignations, or removal to other branches of the Service. The Department was established in 1867.

I am not aware that, in reference to appointments in the Inland Revenue Department, any notice has been taken of the Civil Service examinations provided for in the Civil Service Act. This Department has never been officially informed whether the parties appointed in it have passed that examination or not. I am a member of the Civil Service Board, but I do not remember having ever heard the examinations officially mentioned, though they may have been referred to incidentally.

The employés now on the staff are, as a rule, efficient, and occupy the relative positions for which they are best adapted ; but I do not think that in every case the pay they receive is in proportion to the nature of the duties they perform. Some injustice is done in that respect.

The present Civil Service Act contain some useful provisions, but they are not always obeyed. The restrictions as to the age at which an individual may join the Service are valuable, but so far as I know they have not been much regarded. At all events they have been oftener disregarded. It is, I think, very desirable that the Service should be recruited by young men who will make it a profession, and who would then prepare themselves for it, and more thoroughly identify themselves with it. Cases do arise in which it is necessary to look outside the Service for special qualifications, but the necessity for so doing should be very clearly established before that course is resorted to. That course should not be taken until it is quite evident that the requisite qualifications cannot be had within the Service. Above all, when a good appointment is given to an outsider on the ground of special qualifications, there should exist some means for determining beyond all cavil that the recipient does really possess the qualifications alleged to be necessary.

Cases may, it is true, occur when special qualifications which cannot be tested by any system of examination are necessary. I may mention *reticence, decision* and a capacity for *sound reasoning*. These qualities of the mind are essential in all the higher offices and their presence can only be ascertained by a personal knowledge of the individual, accompanied by a knowledge of men.

The intention of the present law as to appointments for special qualifications is tolerably clear, but not always observed.