

Our theory is that if you fill up your lower divisions with that class of young men, in course of time they develop efficiency and you can fill your higher positions by promotion from the lower ranks. As regards the First Division, that is fenced off very effectively from the other divisions of the service. If a young man in the Third Division desires to advance to the higher ranks of the public service, he has to apply himself to study in order that he may compete against the outsider for a position in the Second Division, from which division only is promotion to the First Division possible.

The system of examinations I have described has worked out very satisfactorily; I say this advisedly, because we have had practically no complaints regarding the fairness of the system. The people realize that our examinations are not merely qualifying, but competitive in the strictest and most rigid conception of that term. As I have already pointed out, you get excellent results from such a system as ours, because you have new candidates coming up at each recurring examination, and certainly the standard is becoming very high. In order to be successful in these examinations, candidates are required to put in a great deal of hard work, and the young men of the country are beginning to realize that fact, with the result that Civil Service schools are springing up all over the country, and are being very well attended. I venture to think that our publicity methods have made known the conditions operating in the public service in every section of the country. When the commission was established we had a suitable poster prepared and exhibited in the thirteen thousand odd post offices throughout the Dominion. We also had posters placed in the public libraries, universities, and the high and primary schools and similar institutions. Notices of our examinations and of our competitions for special positions are also forwarded to our post offices, universities and libraries, so that we feel that every section of the country is being kept well informed as regards the opportunities which are available, and the operation of the law.

Before receiving a permanent appointment, a successful competitor must furnish the commission with satisfactory proof as to his age, health, character, and habits. He may be rejected on any one of these grounds. After appointment, he may be rejected within six months on the ground that he is unsuited for the position. He is, of course, liable to dismissal at any time for incompetency. His removal, however, rests entirely with the Government. One serious defect in our law is the absence of a provision vesting in the commission a certain measure of control over employees appointed by them. The commission should have power to remove at any time an employee who is reported or who is found to be incompetent. As the law now stands, the commissioners have no jurisdiction over an employee after the certificate for his appointment has been issued.

Now, when I say to you that we have two systems of examination covering two divisions of the public service, it naturally occurs to you: "Well, surely young men with a good general education are not the only class of men you need in the public service of Canada." My answer is: "No, certainly not." We have our professional and technical men. There are two methods provided by the Act for securing men of this class. Under section 21 of the Act, it is provided:—

"If the deputy head reports that the knowledge and ability requisite for the position are wholly or in part professional, technical or otherwise peculiar,