

one expressed satisfaction with the present system of nominations. Others considered a qualifying examination of nominees sufficient. Others again were of the opinion that no other means of getting rid of political influence and securing the efficiency of employees existed but that above recommended. The majority admitted that such a scheme would be a great improvement on the present system, if combined with probationary appointment. The latter provision is one which all agreed in considering necessary.

The question of promotion involves several considerations. In the first place, there is a general agreement of the witnesses that promotions to vacancies, instead of new appointments, should be the rule, subject to such exceptions as the necessities of the service may compel. Such cases should be considered as special, and the reasons for resorting to outside material should be freely stated at the time of making the appointment.

It would be advisable to grade the service in departments where the nature of the work will permit, in such a manner as to separate the mechanical from the higher duties, and to confine promotion in rank to the class of officers engaged in the performance of the latter. Employees in the lower class might be rewarded by periodical increases of salary up to a certain point, if found deserving of it.

Promotion should proceed *prima facie* on the ground of seniority, unless a junior be reported as better qualified for the position, with full reasons for such report. There should not be any, or, if any, a very short compulsory term of service in each class. This rule should apply to both the inside and outside service.

Some of the witnesses thought it advisable to consolidate the lower grades of the inside service, in those departments where the work is reasonably similar, into one body, for purposes of promotion, allowing a man to pass from one department to a higher position in another. This would remedy the inequality in the rate of promotion between the larger and smaller departments.

In some departments, too, it might be advisable to allow promotion from the inside to the outside service, and *vice versa*. This was specially brought under the notice of the Committee by the Deputy Postmaster General. Nearly all the prizes in that department are in the outside service, and the work is so similar that the same experience would serve for both.

The question of making departmental examinations a necessary preliminary to promotion was thoroughly discussed with the witnesses.

In one Department, that of Inland Revenue, such a system was found to be to some extent in actual operation. The evidence of the Commissioner and Assistant Commissioner went to show that an employé's knowledge of Departmental duties could be very thoroughly tested by examinations, even in some cases to which they might not at first sight seem applicable. A special class of officers have been selected by this means to superintend large establishments subject to excise, their knowledge of the technical and commercial details of the business having been brought out by written examinations. In these and all other cases in that Department, the practical efficiency and general usefulness of employés have been found to be very accurately indicated by their standing at the examinations. Those again who have repeatedly failed to pass have proven themselves practically useless in actual service. It is not contended, however, by these witnesses, that such examinations should be the only qualification for promotion, but they have been found the most valuable factor in determining a man's fitness therefor.

In the Engineering branches, Mr. Sandford Fleming testified that though the technical knowledge of an officer might be fairly well tested by Departmental examinations, so much depended on other qualities, such as the capacity for managing bodies of men, that an examination would not be an infallible test of fitness for the higher positions. While agreeing with this, the Committee think that a certain degree of advancement in professional or special knowledge might fairly be demanded as a condition of promotion, at least up to a certain point.

In the other Departments the general opinion of the witnesses was against the possibility of obtaining any better test of fitness for promotion than the knowledge of