

Q. But if the department had that appointment in its own hands it could make it quickly?—A. Yes.

Q. And under the present system the efficiency of the service doing administrative work is injured by not being able to have that appointment made quickly?—A. In a great many cases. In some cases it does not make any difference whether the appointment is made to-day or next month.

Q. Give me an illustration where you want one made quickly, and where you cannot get it made quickly?—A. Well, I do not know. We ask for almost anything, and we cannot get it quickly, but in some cases where it seems to me we ought to get an appointment made, it takes on an average, I am told, by our officers, two months. It is an average all over the service of two months to get a person appointed. Take an eligible list; the Civil Service has an eligible list of fifty names all qualified for a particular position. A good deal of difficulty arises in this way: we have a thousand dollar position here. The eligible list shows that number one is in Vancouver; well, we cannot get that number one at once, and number one wants to know whether we are going to pay his travelling expenses and that sort of thing, down here, and we have to write and say "Not on this appointment, we cannot do that," and he says "I have a better job than you have offered right here, I do not think I will take it." Number two is in St. John, New Brunswick, and perhaps we find that number two—

Q. These are new appointments?—A. Yes. Number two possibly has got another position, and does not want it, and number three and number four, and we possibly get down to number five or six. He is a resident in Ottawa, and I claim in that case, in a small position, we should give it to any man on the eligible list if he is in Ottawa, and we want him quickly. But under the regulations of the commission they have to offer it to number one, or he may come along and say "I am on the list, why was I not offered the position"? but that all goes to make delay.

Q. Personally I would like to have a concrete example if possible, to indicate how the service of the department has been detrimentally affected by any delay in any particular case. Will you be able to think it out?—A. Oh, I could get it. I did not just think of that particular phase of it, however.

Q. Could you not prepare a statement along that line and let us have it?—A. Yes, I think I could do that. Take, for instance, our appointment of an agent at Aberdeen, Scotland, I think that the position was first advertised in the early part of last fall, perhaps in August or September, somewhere along there—it must have been earlier than that, it must have been last spring. We got our man. We finally got a man appointed about the 23rd December or somewhere early in December, and when we notified him he asked if he could stay at home until after Christmas or after New Years and we allowed him to do it. The important part of our season in immigration is from the month of October in through the winter. By the time we get to February we practically have done our work for that season. That is one instance of delay. On the other hand when we required a man for Des Moines, Iowa, it did not take very long, because there were two at that last examination who were pretty well on a par one with the other, so that this man was on the waiting list, and they assigned him to us so that we did not have very much delay in that.

*By Mr. Euler:*

Q. Mr. Cory said that his objection to the present practice is not that the appointments, so far as qualifications are concerned, are unsatisfactory, but the chief objection is on account of the delay in making the appointments. I would like to ask him whether, if he reverted to the old practice he could cut out some of the delay, some of the procedure that is gone through by the present Civil Service Commission. For instance they hold examinations. Will he still retain that method of ascertaining the requirements, or would he cut some of those out, and if so would he suggest that that might be done by the Civil Service in view of saving time. Does he think they would

[Mr. W. W. Cory.]