

SECOND REPORT

OF THE

CIVIL SERVICE COMMISSION.

The Commissioners appointed to enquire into and report upon the organization of the Civil Service of the Dominion of Canada, have the honor to present a Second Report.

In our First Report we entered at large into the constitution of the Departmental Staff at Ottawa. Since that time some of our body have visited the principal cities of the Dominion, and have reported to us upon the outside branches under the control of the several Departments. Before entering into any detail with regard to them we wish to offer some observations upon the constitution of the Outside Services generally.

The Civil Service Act, in the first section, lays down the classification in the Departments, and in our first report we were only called upon to apply that classification to the existing staff. By the second section it is provided that "the outside services shall be organized and classified as hereafter provided," and the method of doing so is provided for in the 15th section, viz., by the Governor General in Council. It was clearly not intended that the same rules of classification should apply to both branches of the service; but lest any doubt should arise as to the interpretation of the 15th section, we think it desirable that an Order in Council should distinctly state that the same rules do not apply, except in the cases specially mentioned.

Each separate service differs so essentially in its leading characteristics, and in the qualifications necessary for the discharge of the duties belonging to it, that they must be differently organized. Where the service is a large one and uniform in its requirements, as the Post Office, the Customs, and the Excise, we have given a general classification, which appears to us to meet the case, with certain maxima and minima, within the limits of which the salaries should range. We have not attempted to define the exact salary which should be assigned to each individual, nor the exact number of the staff which would be required at each port or station. To have done so would have required a minute examination at each separate locality, which, with the Departmental duties of most of us, and the other avocations of the members of the Commission not in the service of Government, would have been impossible. We should have been obliged to depend for information almost exclusively upon the Deputy Head of the Department, and we think that the application of the general scale of classification which we have submitted would more properly rest with those, upon whom the responsibility lies, and who have the necessary knowledge of the circumstances of each case. The 15th section provides that such organization, as approved of by the Governor in Council, shall be submitted to Parliament, and that the estimates of the year shall be based thereon. We think that these estimates should be given in full detail, and would constitute the report contemplated by the section.

In other cases, where there was no large staff which could be included in a general classification, we have remarked upon particular salaries which we thought either too high or too low, and when we have made no such remark, we wish it to be understood that we