

it would depend very much upon the relations at the time between the Head and the Deputy-Head. I never had any difficulty myself. I can understand that some incompatibility between them might create a difficulty.

Q. Might favouritism interfere to prevent dismissal?—Yes. I do not think there is any disadvantage, however, in not transferring the powers to the Deputy-Head.

Q. But you can easily understand that, under our present system, favouritism might interfere with the discipline of the Department?—Yes.

*By Mr. Macdougall (Elgin) :—*

Q. You said something about transferring the power to the Deputy-Heads of Departments?—I do not think that any advantage, as a matter of system, would flow from that. I think it would put the Deputy in a false position.

*By the Chairman :—*

Q. In what respect?—If he had the power of dismissing a man his chief might want to retain, I do not think any good to the Service would accrue.

Q. You mean that it might bring about a clashing between the Deputy and the Head?—Yes; which would not be for the good of the Service.

Q. Might it not be for the good of the Service occasionally that a man should be dismissed, whom the Minister wished to retain?—I do not think it would promote the good of the Service to give the Deputy-Minister power to control the wishes of the Minister.

Q. Do you not think that the Deputy-Minister is the person who best knows the qualifications of the employés?—Certainly.

*By Mr. Paterson :—*

Q. I understood you to say the other day that no one was placed in the Department contrary to the wishes of the Deputy?—That no one as a rule was promoted.

Q. I suppose I may ask then whether any dismissal was ever made that did not meet with the approval of the Deputy-Head?—Never, that I can reach to mind.

Q. Then it is really a fact that the Deputy-Head is consulted on all matters?—Yes; as a rule on the matters of this nature. I am merely speaking, however, of my own experience.

*By the Chairman :—*

Q. You said the other day that recommendations of the Deputy-Head for promotion were sometimes not taken on those points?—Yes; but I wish to qualify that, by saying that when this happens it is almost always due to general political exigencies. Sometimes all promotions are suspended for a time.

Q. When your recommendations are not taken it is for political reasons that they are rejected?—Yes; what I apprehend to be political reasons of a general character.

Q. Have you known instances where those political exigencies interfered in your opinion with the interest of the Service?—Yes; they always do; that is, so far as you can say, the interest of the Service differs from the general interests of the country. I do not, of course, mean any reflection on the general policy of the Government.

Q. You mean the "interests" in having an efficient body of men for the Service?—Yes; as a way of managing a body of men it is not good.

Q. What is your general opinion of the effect of this political interference?—Any interference with the rules laid down for the good management of the Department for mere political reasons, is, of course, injurious, if the rules are to have a good influence on the Department.

Q. You have known instances where such interference has had a bad influence?—Yes.

*By Mr. Macdougall (Elgin) :—*

Q. In what respect; as to lack of mental capacity, skill, or what?—Well, the first Civil Service Act was passed in 1857; it was quite clear the new system would not begin to bear fruit for eight or ten years. Before that period elapsed all promotions were temporarily stopped for, I think, at least two years.

Q. You found that seriously affected the operations of the Act, and practically the efficiency of the Department?—We lost, in my opinion, the whole time that had