

or two exceptions in the case of men later on in life than the rest; these were put on without examination.

Q. But you have no departmental examination?—No.

Q. How far should a man be qualified when he enters your Department to make an efficient clerk? What do you think he should know?—My own feeling is that examinations should be made more thorough than they are at present, and that there should be a range of subjects. Many of the subjects might not be peculiarly applicable to a man's duties in his office, but a man of general intelligence and application would be able to turn the knowledge into use. These examinations should be more strict and efficient than they are. The candidate should be taken upon the general average upon all subjects, and there ought to be certain subjects which would be required particularly in the Department upon which he ought to be examined. For instance, in my Department a very thorough knowledge of bookkeeping is required; and then, I think, there might be optional subjects that may not be absolutely required, though if he has the qualifications he should be able to show them. Take languages, for instance; it is very desirable that the employé should know French. If the employé knows German, he should let it be known; some use might be made of him in that particular line. I would have examinations spread over a considerable range of subjects, and there should also be subjects which, if absolutely necessary, the candidate should show he has the knowledge of.

Q. I suppose nominations are made by political patronage?—The Minister states what man is to be appointed, and he is appointed.

Q. Have you as Deputy Minister any control over these appointments?—Occasionally we have been asked to bring in some extra clerk. We may have had him at intervals, and found that he was a good man, and that we should like to have him permanently, in which case I sometimes recommend him.

Q. Is your opinion merely advising?—That is all. But the case I have mentioned has occurred two or three times, and there are at present in my office two men I have had as extra clerks, both of whom have proved themselves as exceedingly good men, and I would strongly recommend them for permanent employment.

Q. Speaking generally, without mentioning particular instances, have you ever had men thrust upon you as employés, whom you knew to be inefficient?—I have.

Q. Have you found as a rule that the average of the class you get by this system of political patronage has given you the class of men you would have chosen had you been free to select for yourself; I am not speaking of the present men, but of the general run of the raw material that you get?—I consider that no young man should be appointed, except on probation for at least six months or a year, and at the end of that time, as a matter of course, his work could be seen. I have had a few cases in my office of mere lads, brought in as probationary clerks, and I have found they were not competent enough to be appointed permanently.

Q. Do you think if you had your own free choice of selection and rejection after trial that you could have got on the whole a better class?—I think so.

*By Mr. Roscoe :—*

Q. You mean the adoption of the English system, by which a clerk is on trial for a time, on the understanding that he leaves, unless he has a special appointment permanently?—Yes; that is in effect the spirit of the present Civil Service Act.

*By the Chairman :—*

Q. Taking the Civil Service Act as a whole, has it really been carried out about arrangements, promotions, appointments, &c.?—There have been some breaches of that Act. There have been promotions in excess of the provisions. The Act requires that a man should serve a certain length of time before being promoted. Sometimes he has been promoted as if he had been much longer in a class than he really has. There have been a great many breaches of the Civil Service Act in that respect.

Q. In your Department, have there been appointments to vacancies to higher ranks instead of promotions?—I think there has been an exception in the Receiver-General's office, inasmuch as there has been no breach of the Civil Service Act. There is no Department in which there have been so few breaches as in my office.