

The officers of the Commission have frequently remarked on the large number of reference books purchased, e.g. Year Books, Gazetteers, City Directories, Revised Statutes; and there seems to be no reason why a central reference library could not be established to contain such works as are not consulted frequently. For example, there are many sets of the Revised Statutes in the various departments, but it is quite safe to state that in comparatively few cases are they used so frequently that it would be a loss in efficiency if they were not within easy reach.

The saving in staff, were a central reference library established, would be considerable, certainly not less than 15 per cent, and the saving by restriction of indiscriminate purchasing of books would also be material.

It would be necessary, of course, to make certain exceptions from this centralization, e.g. the Supreme Court Library and such technical libraries as that of the Department of National Defence.

APPENDIX No. 3

Extracts from a report of a committee to investigate the Civil Service, of which Mr. George Casey, M.P., was chairman, April, 1877

"The practice of making appointments by political patronage was considered by most of the witnesses to be bad both in principle and results. . . . This system has been found to lead to great practical evils. . . . Mr. Sanford Fleming, Chief Engineer of the Canadian Pacific, and formerly of the Intercolonial Railway, states that serious loss to the public has resulted from the blunders of incompetent men thrust upon the Service and employed on important works. . . ."

"In the Inside Service a system of promotion is practised, but with frequent suspensions and violations arising from political causes."

"Political patronage is responsible for other evils, and we do not hesitate to express the conviction that many unnecessary civil offices have been retained, and that new places have been created, for no better purpose than to provide for the followers of influential politicians."

"Generally speaking, political influence has been found to interfere more or less in the working of all branches of the service, and always with bad effect. . . ."

The Committee offered a number of recommendations, part of some of which are:—

"Recommendations for appointments should be in the hands of a Commission composed of gentlemen of highest qualifications outside the service."

"The selection of employees should consist of two processes: selection for trial and probation; and no appointment should be confirmed unless both of these ideals have been satisfactorily passed by the candidate. . . ."

"Some means of choosing the number actually required from amongst those who have thus proved their fitness for such employment will be necessary. This must be done by personal selection by the Commissioners, or by competition."

"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. . . . This rule should apply both to the Inside and Outside Service."

In each of the three years following the report of this Committee (1878, 1879 and 1880), Mr. Casey introduced a bill to ensure the better qualifications of public servants and the greater efficiency and economy of the public service in accordance with the recommendations of the Select Committee, but the bills were dropped in each case.