

Q. Regardless of whether he is attending to his duties or not?—A. I don't know as to that. Listening to the testimony yesterday and the examination of the previous witnesses by the Committee, the Civil Service Commission said they were prepared to call in advice from the department. As far as I am concerned I don't want to be called in and I am not going to take any hand in it at all.

*By Hon. Mr. Calder:*

Q. Let me ask you this question: Assuming two men have equal capacity, I mean in so far as writing out an examination and in so far as knowledge of the workings of the department is concerned, what importance do you attach to personal qualities and character?—A. I attach the very greatest importance to personal qualities and character.

Q. Can they be judged by the Commission as well as by the deputy?—A. They cannot and never will be.

Q. Why not?—A. For the simple reason that they don't know. They are not in daily contact with those people.

Q. You can only get that knowledge after long contact?—A. After years of association. You cannot get it with a short term. You have to have years of intimate association with the people who are working with you before you are in a position to judge accurately of all their characteristics.

Q. Well now, the suggestion has been thrown out that the entire inside service, as it has been called, should be left with the Commission?—A. Yes.

Q. What exceptions would you make to that general rule? Do you agree with Mr. Cory and Mr. Newcombe that your scientific men should first be excluded? Do you agree with that?—A. I entirely agree.

Q. Do you agree with the statement made by them that the heads of your branches should be excluded? The heads of your branches, your chief fishery men, your chief lighthouse men?—A. Yes.

Q. Those that may not be technical men?—A. No, but they require to have certain qualifications that in my judgment we really are more capable of determining what is best in the public interest.

Q. Then you have your scientific men out and you have the heads of your branches out. Are there any others?—A. Well, our professional, technical and scientific men. Inside here, no; the selection of the assistants required in the department in the shape of clerical and other assistants.

Q. Book-keepers, accountants and everything like that?—A. Yes. It has been admirable so far as I am concerned. I am quite satisfied with it, but I would like, however, to dispel, if there is anything to dispel, any idea that the appointments made under this system are any more efficient than the appointments made previous to the inauguration of this system.

*By Mr. Kennedy:*

Q. Are they any worse?—A. No, I am not going to say they are any worse.

*By Hon. Mr. Calder:*

Q. What is your view? That is a very important question. What is your view of the effect of the administration of the law as it stands upon the morale and the spirit of the civil service?—A. That is an expression of opinion which I would rather have avoided giving and I am not sure that I have sufficient confidence in my opinion to warrant me in submitting it, but my judgment is this: that the result of a year or more operations, two or three years' operation that we have had of this Civil Service Act has had a most demoralizing effect upon the employees one and all in my department.

[Mr. Alexander Johnston.]