

place, special men, who have more than ordinary responsibility cast upon them, such as the two illustrations—you would make that apply to your chief man in charge of your land office at Winnipeg?—A. Yes. You see if the whole service is excepted from the commission that would include the chief man at Winnipeg.

Q. You have not suggested so far to except your whole service. You suggested in so far as the clerical staff is concerned that it might as well go under the commission?—A. Yes. I would exclude the land agents, possibly the assistant agents, and our chief inspectors, so far as our Outside Service is concerned.

Q. Have you any other class of men to exclude—A. No, I do not know that I have any other class.

Q. Take the city of Ottawa; would you exclude any in the Inside Service? Let me give you an illustration; suppose Mr. Gibson resigned or dies to-morrow? He is your deputy minister?—A. Yes.

Q. Suppose he dies to-morrow?—A. I think I could select a man better than the Civil Service Commission.

Q. Why?—A. Because I know exactly the kind of man I want. The personal element enters into a position of that kind. I cannot do business unless I have absolute faith and confidence in the man that is with me.

Q. You claim that you can size that up better than anyone else?—A. I have been at it a long while, and I take my judgment against anybody else, and I would not appoint any man permanently without trying him out, unless I knew him well.

*By Mr. Euler:*

Q. Would not that purpose be served if you made a recommendation to the Civil Service Commission and they made the appointment?—A. I would not make any recommendation if that were the particular person I wanted.

Q. They would in probability appoint the man you named?—A. I do not see any value in that.

*By Hon. Mr. Calder:*

Q. On the other hand you have a dozen men in the department all of whom think that in the course of time they have a chance for the appointment?—A. Yes.

Q. By eliminating the merit system, the promotional system, by not allowing all these ten or twelve men to compete—would that not have a rather depressing effect on the service?—A. We have never had any difficulty in that way before the Civil Service Commission was created.

Q. The Civil Service itself does not hold that view?—A. Not now, they do not, and I will tell you why; the Civil Service as a whole now have been elevated; that is the upper classes. There is perhaps only one or two steps for a man to make, which he is liable to get by promotion, until he is at the top of that particular service. If you open that service again it is quite possible a new man may be brought into the service and put over his head. He is striving against that. He says "we have to recognize that a man has to be promoted if he is capable of filling the job in any way, and therefore I have only two steps to go, and I do not propose to take the chance of anybody coming in over my head." I imagine that is the element working in the mind of a great many civil servants to-day.

*By Mr. Thompson:*

Q. Under the present system there is the chance of a man being put over him?—A. No, not under this Civil Service Commission. I think they are guarding that carefully, and if there is a man in the service capable of filling that position by promotion, he gets it.