

that more work should be obtained from the service, Mr. Fisher said:

I find that one of the most difficult and ungrateful tasks on the part of an officer is to make his subordinates work. That is one of the duties that lies upon a higher officer, and in the last resort, on the Deputy Minister. I dare say the Minister may be able to infuse a certain amount of his spirit of devotion among the officers, but the Minister is hardly fairly to be called upon to deal with matters of this kind. He has other and, I should say, more important, work to do and the deputies have largely the control of how the department is being carried on in all those respects alluded to by my hon. friend. The deputy has to see that the chief clerks and those in charge do their duty and he has to keep them up to the mark. Those men, in turn, have to keep those under them up to the mark, and insist upon them doing their duty. The question of discipline is a difficult one and one which, as my hon. friend knows, it is hard to manage. I trust and believe that as a result of the legislation of last session there will be a great improvement in that respect in the service. We all know that in times past, if anybody were appointed to the service and had a friend at court, if he got into trouble and was reprimanded in any way, he went to his friend and tried to get relief. I have had that experience myself and I have no doubt my hon. friend has had in the old days. I have tried to explain that it should make no difference. Sometimes I have succeeded, but I do not know that I always did. But under the new Act this is removed almost entirely, if not absolutely, from the civil service. The men who get into the service will get there on their merits. Promotion will be practically on merit and the general tone of the service ought to be very

much raised for that reason as well as from the fact that with a competitive examination I believe that on the whole the best class of men will get into the service and that in their morale and conscientiousness as well as in their actual capacity and knowledge they will likely be better. Still there is always the difficulty of keeping everybody up to the mark in his work. I think that private employers find that, too. I dare say they are more careful about it because the success and profits of their business depend absolutely upon it. In the case of the public service that stimulus is not there, but still I know that there is a large number of conscientious men who do their best and who even overwork themselves rather than force others to do their duty. That is a misfortune and a difficulty which it is going to be very hard to overcome.

#### Reorganization by the Commission.

Mr. Fisher supplemented his remarks above with a statement as to the need of reorganization, as follows:

I have tried to overcome the difficulty, that my hon. friend alludes to, of the lack of uniformity, and I think I have succeeded to a certain extent. I do not know that we can do everything at one stroke, but we have made a provision in the Civil Service Act of last year by which the Minister may call upon the Commission to overhaul his department and make a report upon its organization, classification and work. I hope that provision will be availed of at such time as the Commission may be able to do it. Up to the present time, I may say, that the Commission have been extremely busy in organizing themselves and their work and preparing for the first examinations. When they get over that and get the machine running smoothly they will have more time,