

examinations should be taken into account in making appointments. Practically, now, any person scraping through at all is in as good a position as any other, no matter how good. Competitive examinations should no doubt be a good test of ability, though perhaps not a satisfactory test of other qualifications, such as industry, application, punctuality, character, health, etc. There is no means of testing these under the present system. There can be no means of testing these except by probationary appointment. Both systems fail to reach these personal qualifications, but the competitive system is a better test of ability. I think a competitive system combined with probationary appointments would be decidedly very much preferable to the present system. The examination would determine one factor; the rest would be decided by experience.

I think the existing law, even if literally carried out, would not be sufficient to secure the acceptable efficiency of the service. There is no examination for promotion. I think a man's superior officer should know him so well as not to need an examination. Promotion is made on the recommendation of responsible Ministers, confirmed by Order in Council. I think the permanent head is generally consulted. When a vacancy to which a promotion might take place is filled from outside the Service the Deputy Head is powerless. I have known this to occur occasionally. I can say of my own Department that it is not overcrowded; I cannot speak from personal knowledge of the others. Overcrowding would lessen the rapidity of promotion and be otherwise injurious to the Service. I think it should be very rarely necessary in ordinary Departmental work to call in an outsider for special qualifications; the bringing in of such men, when there is no necessity for an expert, discourages those in the Service, and lowers its efficiency and *morale*. I think this practice should only be resorted to when absolutely necessary, *i. e.*, in the case of a shorthand writer. As Head of a Department, I should prefer to promote my own employes rather than take in outsiders. I speak from long experience. I have been for 30 years the Deputy Head of a department. I should exercise selection and decidedly not promote by seniority alone. Promotion should go by seniority where efficiency, in the opinion of the Head of the Department, is equal. Nothing could absolutely prevent favouritism and jealousy. Cases constantly occur where promotions over the heads of other men have caused general dissatisfaction. Promotion in a department should be quite aside from political considerations, and the Departmental head should be consulted. In my Department I could not arrange an examination as a preliminary to promotion. I know my men thoroughly without this, and the chiefs of the various branches should have the same knowledge of the men under their immediate charge. In Departments where technical duties are discharged such examination might be probably advantageous.

Practically, the gentlemen employed in my Department undergo a continuous individual examination day by day, in the ordinary course of their duties. It is practically a competitive examination. I have not, however, the power of promoting those I consider most efficient. I should not like to leave the responsibility of making promotions altogether to the permanent head, though I think he ought to be able to advise on the subject better than anyone else:

It may be occasionally advisable to introduce a Deputy Head from outside. It would be best as a general thing to train them up in the Department.

The separation of appointments from political considerations is advisable.

Apart from technical and scientific branches, work in the lower grades is, I think, sufficiently similar in the different Departments to be done by men of the same qualifications.

In my Department I have many men employed in copying, &c.; others in work requiring special thought and intelligence.

I have come to the conclusion long ago that a change of system, such as I have already indicated, is necessary to the efficiency of the service. This is not so much from experience in my own Department, as from knowledge of what is going on in the service generally.