

than a bookkeeping change, the proposed procedure follows a pattern established by the Queen's Printer in the levying of charges to departments for their printing services. The result, we suggest, will provide a more accurate tabulation and control in the assessment of the Bureau's function to the department concerned.

II. CIVIL SERVICE COMMISSION

1. *General*

During the course of the Committee hearings, several references were made to the report and recommendations recently submitted to Parliament by the Civil Service Commission. As many of the Committee's conclusions listed below, if implemented, would require amendments to both the Act and the Commission's regulations, it is respectfully suggested that the Governor-in-Council take into consideration the content of this report in any redrafting of the Civil Service Act of 1918.

Your Committee was advised that the Civil Service Commission has not appeared before a Parliamentary Committee since late in the nineteen-thirties. It is therefore further recommended that the estimates of the Commission be referred more frequently to a Parliamentary Committee. Such a review, we suggest, will remove many anomalies which might otherwise exist.

2. *Recruitment of Personnel*

(a) Members of the Committee expressed concern over complaints received from applicants in the middle-age bracket who are unable to contest Civil Service competitions successfully. It is argued that the examinations, particularly for clerical or secretarial appointments, are so devised as to favour younger candidates. It was conceded by one of the witnesses that age is a factor, especially for the more mature applicant who has been away from the classroom for a somewhat longer period than a younger contestant.

The Committee, while recognizing that for certain positions it may be considered advisable to recruit employees from younger age groups, nevertheless recommends that greater emphasis should be placed on the qualities of experience and stability to be found in the more mature candidate.

(b) The Committee understands that in the selection of personnel, considerable importance is attached to the character reference of the individual candidate. While we have no disagreement with this requirement providing it does not conflict with the principle of the merit system, we also recommend that the Commission encourage public officials and other leading citizens to submit character references on behalf of candidates.

(c) The Committee was informed that it is the Commission's practice to notify candidates, in writing, of their success or failure, together with the mark obtained in a Civil Service examination. With respect to this information, however, unsuccessful candidates are not provided with an indication of the area of their deficiency. It is therefore recommended that when a candidate desires to obtain an analysis of his examination results, this information should be provided on request. It is the opinion of the Committee that if such a practice is followed, unsuccessful applicants may take the necessary steps to improve their deficiency, thereby enabling them to compete with more success in future competitions.

(d) The Committee was told that in the event that a competition has been constructed or "tailor-made" for an individual applicant, the Commission calls for a new competition and refers the incident to the officials of the department concerned. The Committee is not satisfied that this action is severe enough to discourage the possibility of such an occurrence. It is therefore recommended