

Q. Would you make any other exceptions so far as these positions are concerned outside of the agent?—A. No, not necessarily beyond saying that I am satisfied that we could do the work reasonably well ourselves, but I am not going to suggest for a moment the Civil Service Commission has not done this work all right and will not do it all right.

Q. Outside of those agencies you have men like your Chief Fishery Inspectors over certain areas?—A. Yes.

Q. If I understood Mr. Cory correctly, his suggestion was in so far as your Chief Officers who are responsible to the department for the proper discharge of their public duty are concerned, that all those chief officers, no matter by what name they are designated, should be appointed direct by the department?—A. As a matter of fact I had fully intended asking that that should be done, were it not for the fact that the Superintendent of Fisheries during the last day or two has satisfied me that the department is actually doing that now.

*By Mr. Currie:*

Q. Don't you think it would be better to have it embodied in the paper and not as a matter of incident?—A. I think it would.

Q. Might I ask another question: With reference to promotions in your department has any evidence been taken?

Hon. Mr. CALDER: No. I was just going to ask him that.

Q. You heard the evidence of Mr. Newcombe and Mr. Cory with reference to the question of promotions?—A. Yes.

Q. Let us take it that way. Do you agree or differ from the evidence they gave?—A. Well, I agree that the evidence given by both Mr. Cory and Mr. Newcombe is the way I rather feel about it myself, I am rather indifferent to-day really, because I learned sometime ago that when I did have anything to do with promotions I don't think I was very successful in satisfying the service to any great extent, that is, so far as the members of the service are concerned, and if the Civil Service Commission is hugging any delusion that they are satisfied with the service as a whole by having the matter of promotion, so far as I am concerned, I am content they shall have it. I was unable to satisfy them, and I know the Civil Service Commission was not satisfied.

Q. From the standpoint of the efficiency of administration and proper conduct of your department, do you think that promotions should be made by the department? That practically means by the deputy and the chief officers who understand the situation?—A. Absolutely, for the reason that if he is at all competent for his position—and if not he should be retired—if he is at all competent for his position he is the only person, he in connection with his chiefs of branches, is the only person who knows who and who is not deserving of promotion. There are many things in connection with employees of the department that the Deputy Minister or the Assistant Deputy Minister or the chiefs of the several branches know that can never be fully appreciated by the Civil Service Commission, and as I go around the department from time to time, and in the long summer evenings when I go around after four o'clock, which according to the proper time is only three o'clock, but when I go around after four o'clock and find people working, where I find other people have left the department, I always attach great importance to that fact. When I find people early at work and I find people late at work finishing their work, and the carrying on of the public service is absolutely dependent upon a certain number of people whom I have in the department and who work early and work late, quite irrespective of the time, whether it is five o'clock or four o'clock. These people, everything else being equal, always had some influence on myself, I am free to say.

[Mr. Alexander Johnston.]