

Q. How are appointments made in the department?—The appointments for the inside service are usually made on the recommendation of the Minister himself by Order in Council. In the outside service they are usually made on the recommendation of the member for the district or constituency in which the appointment is to be made.

By Mr. Roscoe :—

Q. That is the practical way of doing it, I believe; but theoretically the Minister is supposed to have all appointments in his hands?—Yes.

Q. The Minister, as a rule, chooses to take the recommendation of the member for the district?—Yes.

By the Chairman :—

Q. In which Service—the outside or in—do the salaries range the highest?—I could hardly make a comparison; the duties are so very different, and I cannot easily rank our clerks in the inside service according to analogous positions in the outside service.

Q. But I mean in which branch do you consider the chief prizes of the Service are?—There are more prizes, what I might call real prizes in point of salary, in the outside than in the inside service; still, the average salaries of the inside service are much higher than the outside.

Q. But there are more in the outside?—Yes; for instance the maximum salary of Collectors is put down here at \$3,800, which refers to Montreal.

By Mr. Roscoe :—

Q. What does Mr. Hammerly get?—\$3,200.

By the Chairman :—

Q. Are the rules in regard to examination before appointment pretty generally carried out?—No; they are not carried out at all in our Department, in fact, except with reference to the inside service; the rules respecting examination have hitherto, in our Department, only applied to the inside service, and in that case it is carried out; all our present staff who have been appointed since Confederation have undergone that examination; that is, the examination of the Civil Service Board.

Q. Then you have had no appointments during the last two years to the inside service?—No absolutely new officer; there was one officer appointed, but he had been in the Service as extra clerk for some time before.

Q. Have you any special examination in the duties of the Department which nominees are required to pass?—No, Sir.

Q. Neither in the outside nor inside branches?—No; we did have a plan two years ago, I think for putting candidates for appointment in the outside service through a special examination; it was carried out in a few cases but was found utterly impracticable under the system which had been adopted—under the system of recommendation for appointment, I mean. We could not depend upon getting the men appointed whose qualifications were the best, because of the political questions arising in the matter, and we found it quite useless to attempt to carry out the examination under such circumstances as those.

By Mr. Roscoe :—

Q. You mean that it was possible in some cases that the men recommended would not pass the best examination?—Yes; and yet they would, in a certain sense, be forced upon the Department.

By the Chairman :—

Q. At what date were those experiments tried?—I could not give the exact date; it was about two years ago; it was since my appointment as Commissioner.

Q. Were the examinations then to take place before the appointments?—Yes; after application, but before appointment; they did so take place in several cases.

Q. And I understand you to say that you found the system a failure on account of the political influences mixed up in the question?—We found it so far a failure that we could not depend upon the examinations being the test for ultimate appointment.

Q. Were any considerable number examined?—No more than three or four.