

Below 60, below zero! Then the next section:

B

Having checked over the career of the candidate with him briefly—

Was your father a respectable man? Was your mother a good mother? Have you many sisters—many brothers? Probably you have been a clerk in a general store; oh, yes; you have sold sugar; you have sold apples and flour and biscuits—biscuits are most important.—what value would you attach to it as fitting him for this particular position?

Note: It is not necessary that his experience should have been exactly in the line required in the position—

It is not necessary. No training is necessary.—but consider whether it has been of such nature as to indicate his probable success if appointed. Again express your opinion as in factor A.

Personality!

C

Consider the intelligence and mental alertness of the candidate.

Alertness!

How does he react to questioning? Is he quick to grasp the trend of your questions and able to express himself intelligently and readily? Again indicate your judgment as in factor A.

This is sissy talk. Then D:

D

Taking into consideration the actual work to be performed in the position in question, do you consider the candidate to be in possession of the requisite health, strength and other physical attributes required? Do not—

Those words in block letters.

Do not in this instance compare him with a 100 per cent physically fit man, but view him only from the point of view of the work to be performed. As far as his physical fitness is concerned can he carry on with reasonable efficiency? Indicate your judgment as in factor A.

Now, sir, for whom is personality required?

It is required for inspectors of dairy products, hatchery assistants, dairy produce graders, poultry inspectors, junior swine graders, stock car inspectors, foremen spat and breeding, stock distribution, customs excise clerks, customs excise examiners, customs excise enforcement officers, immigration guards, customs truckmen—these need personality. Also immigration inspectors, fisheries inspectors, Indian agents—personality, of course! Park wardens, park caretakers, cleaners and helpers—they need personality. Head stewards, investigators of drawback claims—these all need personality. I have a long list, pages

of it. Orthopaedic appliance makers, clerks grade 4—they need personality. It is incredible.

Sir, one of the recommendations that was made on behalf of youth, and it was only one, was the superannuation of men at sixty-five and women at sixty. It was in a report presented to the house last year. That report was agreed to by the members of the civil service commission; the members of the house were satisfied with it and of course it was the unanimous report of the committee on which all parties were represented. In the *Montreal Standard* of February 4 we find the following:

All-Canada civil service plan is now proposed.

That is the headline.

Junior business men in forty-nine cities and towns propose extension of civil service plan into provincial and municipal fields.

Poor youth! What an illusion! I have sent to Mr. Bonar, who occupies the post of chairman of the national committee on the civil service of the junior chamber of commerce of Canada, the whole report of last year to show him what is being done in the civil service commission.

In the old times civil servant appointees were young men who were open-minded, intelligent, had just an ordinary education but were willing to learn, and at that time the chiefs were ready to teach. Therefore young men entering the civil service progressed naturally until they became expert in their branch. But now it is entirely different. With the over-teaching that is done by all universities from coast to coast we do not have any more young men who are open-minded and willing to learn; we have a lot of young B.A.'s, M.A.'s, Ph.D.'s, who are unwilling to learn but always ready to teach, and the chiefs are unwilling to teach but become indispensable, staying in the service after sixty-five years to get a little more than their superannuation. Therefore there is now no cooperation between the young people who get into the civil service and most of those who are over them. Of course there are complaints of favouritism; several complaints were made by all the civil service organizations, but when we asked them to point their finger to the sore spots, everyone refused—they did not want to compromise themselves. Therefore the only part of the oral evidence which is worth anything is that which comes from the files themselves. In the office of the clerk of the committee we had five hundred files which were perused by the members of the committee and which showed how extraordinarily the applicants were dealt with by the civil service commission.