

attempt to influence the Deputy Minister?—A. I am very glad to say that the minister I have now never has.

*By Hon. Mr. Calder:*

Q. Not once?—A. Not once. He has always gone into it thoroughly with me and discussed it, but if we were convinced it was right and in the best interests of the service he never interferes.

Q. This point is very important. Dr. Roche, in so far as promotions are concerned, do you operate with the other departments in the same way as you do in the Post Office Department?

Dr. ROCHE: Exactly.

Q. Have you found difficulty in securing the co-operation of certain departments in that respect?

Dr. ROCHE: In some departments considerably more difficulty than in others.

Q. Do some departments hesitate to make recommendations to you?—A. I do not know that any of them have hesitated to make recommendations.

Q. Have any of them refused to make recommendations?—A. I do not think so although Mr. Newcombe stated the other day that he did not exercise that privilege. But I think I shall show you before the evening closes that Mr. Newcombe did exercise that privilege.

Q. One other question. I understand that in the post office, dealing with those clerks, instead of having a written examination upon which you have laid great stress, you had what was called your rating system. I think that every member of the Committee would like to know what that rating system is and how you get at it. That is what you consider a competitive examination, not a written examination?

Dr. ROCHE: Not written.

Q. Nevertheless, it is a competitive examination where merit is taken into consideration?

Dr. ROCHE: Yes.

Q. That is all right so far as the post office is concerned. In other departments, for promotion purposes, do you have a written examination?

Dr. ROCHE: In some departments, in some promotional positions we may or may not demand a written examination.

Q. Can you give us an example?

Dr. ROCHE: They had it in the Customs Department in several positions.

Q. Would that be in the higher positions?

Dr. ROCHE: In some of the higher positions we have had a practical written examination on practical questions, on the duties of office, not on academic examination but a merely promotional competitive examination on the duties of office on a paper prepared by the Customs authorities themselves, by officials who are acquainted with the duties.

Q. In addition to that written examination in that particular case, would you give them your rating system?

Dr. ROCHE: We often combine.

Q. Can you cite an illustration where you have combined?

Dr. ROCHE: Yes.

*By Mr. Currie:*

Q. Just one or two questions that I would like Dr. Coulter to answer, with reference to the returned soldier question. You know there was an Order in Council passed in 1915 that all appointments in the service should be made for returned soldiers only?—A. Yes.

[Dr. R. M. Coulter.]