

Q. You do it yourself?—A. The minister does it.

Q. There is no reference to the commission?—A. Not in a case of dismissal for cause, although I am not certain that we do not report the fact to the Civil Service Commission.

*By Mr. Thompson:*

Q. Do you require to have an order in council passed for every dismissal?—A. Yes, sir.

Q. Giving the cause of dismissal?—A. Sometimes it is not desirable to set out in the body of the order the reasons for dismissal, but there is a memorandum for the minister on the face of it, so that if he is asked a question about it he can give an explanation as to why the man has been dismissed from the service.

Q. When the work is light in one branch, can you transfer some of your men to another?—A. We can transfer. We never ask for a new appointment unless we absolutely know it is necessary.

*By Hon. Mr. Calder:*

Q. Would you say that your service is over-manned?—A. No, sir, I do not think it is.

Q. Neither inside nor outside?—A. Neither inside nor outside. Even those people that are being retired under the Act, some of them are not fit. They were with us and have been with us for a great many years. The work has to go on just the same but even in some cases there we have to put on a new man to take the place of the one who has retired.

Q. Take the case of filling a vacancy say for an accountant. Say that the accountant has died. You immediately notify the commission. You must appoint a successor?—A. Yes, sir.

Q. You immediately notify the Civil Service Commission that that vacancy exists?—A. Yes, sir.

Q. They then take the necessary steps to fill that vacancy?—A. What we frequently do is that we ask that a man be promoted, and that the lower position be filled by a new appointee.

Q. In the case of an entirely new appointment—say that your work has increased in some direction and you must have a new appointment—in that case, you notify the Civil Service Commission setting out the qualification of the man you want, and then that position must be approved by the commission and by an order in council.—A. We have first of all to create the position. We have to arrange with the Civil Service Commission as to the remuneration that will be attached to that position. Then when we get that, the minister passes an order in council creating a position, and we apply to the Civil Service Commission for someone to fill that vacancy.

*By Mr. Euler:*

Q. Would you have any knowledge as to whether the whole department is over-manned except in so far as the heads of the department would give you information with regard to it? I would like to know whether there is any definite policy under which these men are working. Is a close watch kept to see whether it is possible to cut down the staff in the department?—A. We can transfer.

Q. I did not catch that.—A. If one branch has more people than they can profitably use, we will transfer some of them to another branch that is short-handed. The Surveyor-General's branch is now short some 20 odd employees, and if there is an over-plus at the Geodetic or Reclamation or some other branch, we simply send them to the other branch.

Q. But you would have no knowledge as to whether the department is over-manned except what is reported to you?—A. Mr. Gibson is a very capable young man. He was trained in business long before he came into the service, and he passes round

[Mr. W. W. Cory.]