

32 Victoria.

Sessional Papers (No. 19).

A. 1869

FIRST REPORT

OF THE

CIVIL SERVICE COMMISSION.

.....
PRINTED BY ORDER OF PARLIAMENT.
.....



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1869.

RETURN

To an Address of the House of Commons, dated 21st April, 1869;—" For any
 " Report or Recommendation made by Etienne Parent, Esq., William Henry
 " Griffin, Esq., Robert Shore Milnes Bouchette, Esq., John Langton, Esq.
 " and William Smith, Esq., Deputy Heads of Departments, and Thomas
 " Reynolds, Esq., of Montreal, and Charles S. Ross, Esq., of Kingston, who
 " were appointed a Commission, on 22nd June last to enquire into the
 " present state and probable requirements of the Civil Service; with a
 " statement shewing the expenses incurred on account of the said Commission
 " for salaries or otherwise during their deliberations."

By command.

HECTOR LANGEVIN,

Secretary of State.

DEPARTMENT OF THE SECRETARY OF STATE,
 Ottawa, 26th April, 1869.

FIRST REPORT.

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REPORT of a Committee of the Honorable the Privy Council, approved by His Excellency the Governor General in Council, on the 9th J. no, 1868.

On a memorandum dated 26th May, 1868, from the Honorable the Minister of Finance, reporting that before the Government proceeds to organize the several Departments, as provided by the 15th Section of the Civil Service Act, it is desirable that a Commission be appointed to enquire into the present state and the probable requirements of the Civil Service.

That the points which should be specially referred to such a Commission are the following:

1. To enquire into and report upon the organization of the several Branches of the Public Service, with a special view to their adaptation to the wants of the new Constitution, and to providing for the efficient and economical performance of the public business.

2. To enquire into and report upon the adequacy of the existing staff, both as regards numbers and efficiency, for the proper carrying on of the public business in all its branches, as well in the Departments at the Seat of Government as in the outside branches of the service.

3. To report whether any and what changes can be effected either in the reduction of the number of officers, or the transfer or retirement of any of them, and upon what terms such changes can be made.

4. To report upon the numbers and classification, in accordance with the Civil Service Act, of the Staff of each Department, necessary for its efficient working. Such classification to have regard only to the duties and responsibilities of the several officers and clerks, and with a special view to economy by limiting the numbers in the higher ranks of the service.

5. To make such other suggestions and recommendations for prosecuting the efficient and economical administration of the public affairs as they deem proper.

He therefore recommends that a Commission be appointed for the above purpose, to consist of Messrs. Langton, Griffin, Bonchette and Smith, Deputy Heads, and Thomas Reynolds, Esquire, of Montreal, and Charles S. Ross, Esquire, of Kingston.

The Committee concur in the Report of the Minister of Finance, and submit the same for Your Excellency's approval.

(Certified)

WM. H. LEE.

Clerk P. C.

COPY of a Report of a Committee of the Honorable the Privy Council, approved by His Excellency the Governor General in Council on the 19th June, 1868.

On the recommendation of the Honorable the Minister of Justice, the Committee advise that Etienne Parent, Esquire, be added to the Civil Service Commission appointed under Order in Council of 19th June.

(Certified)

WM. H. LEE,

Clerk P. C.

FIRST REPORT

OF THE

CIVIL SERVICE COMMISSION.

The Commissioners appointed to enquire into and report upon the organization of the Civil Service of the Dominion of Canada have the honor to present a First Report.

Immediately after the appointment of the Commission, we met at Ottawa, and commenced our enquiries into the method of conducting the public business in the Departments at Head Quarters, but in consequence of the necessary absence of one of our body in England, our investigations were for several weeks interrupted. We met again on the 23rd of September, and have now completed our enquiries into the Departments. We have also at intervals made some progress in visiting the principal cities, and in making ourselves acquainted with the most important outside branches of the public service which are carried on there. Although the work of many of the Departments is intimately connected with that of the outside services, we think that they are sufficiently distinct to enable us to make a report at once upon the organization of the Civil Service at the seat of Government, reserving our remarks upon subordinate branches for a second report, when we have had an opportunity of extending our enquiries to other parts of the Dominion.

Before entering into any details respecting the several Departments, we wish to make some preliminary observations upon that portion of our instructions which directs us to have special regard to economy and to the means of reducing the cost of the service generally.

1. The principal defects in the organization of the Civil Service of the late Province of Canada were, that there was no just proportion between the salaries of the higher officers, who had important functions and heavy responsibilities, and of the lower ones, who had merely routine work to perform; and that, by indiscriminate promotion, there was a constantly increasing tendency still further to equalize all salaries. The effect of this was not only to incur unnecessary cost, by paying high salaries for unimportant work; but it had also a tendency to fill the service with second rate men. The exceptionally high salaries in the lower grades were a constant inducement for men to enter the service who had no great chance of advancing themselves elsewhere, whilst the ultimate prospects were so poor as to deter young men, who were conscious of energy and ability, from adopting the public service as a profession. The main object of the new Civil Service Act was to remedy these defects, and we think that, if Government had been free to organize the Departments untrammelled by the existing incumbents, a staff might have been created in accordance with the Act, more efficient, and at less cost, than that which has gradually grown up under a very different classification. But the Act provides that nothing in it shall affect the salaries of present incumbents. The consequence is that, as some of the salaries are to be increased whilst some are to be reduced, it is impossible at present to look for any diminution of the total cost. It is indeed probable that the immediate difference will not be large, but for several years to come there will under the Act be a gradual and certain increase in some of the salaries, whilst the falling in of vacancies in other cases, which are admitted to be overpaid, is only contingent, and the savings will not in all probability accumulate as fast as the increases. The change was, nevertheless, in our opinion, judicious, and in the course of a few years its good

effect, even from a financial point of view, will probably begin to be felt; we wish, however, to point out that no present saving, but rather the contrary, can be expected to follow from the introduction of the new scale of classification.

2. Another most important point has claimed our attention, viz: whether the numbers of the existing staff are in excess, or otherwise, of what is required for the due performance of the duties devolving on them. There is no doubt that, in consequence of the new distribution of the public business since Confederation, the staff in some of the Departments is not fully employed, as will be seen in our detailed reports upon them; but on the other hand, in others, we have shown that additions will be required for the efficient performance of the duties. To some extent doubtless this may be remedied by the transfer of redundant hands from one Department to another; but it frequently happens that the men who could be spared are not the class of men who are wanted elsewhere. We may, for instance, find an unnecessary first class clerk in one, whilst two or three juniors are wanted in another, or an excess of juniors who cannot supply the deficiency of an additional book-keeper, who may be required. Upon the whole, constituted as the Departments now are, we see but little prospect of reducing the entire staff.

3. The third article of our instructions directs us to report upon "what changes can be effected either in the reduction of the number of officers, or the transfer or retirement of any of them, and upon what terms such changes can be made." The first part of this we have already alluded to, but the latter part seems to point more particularly to some arrangements for disencumbering the service from men, who from age and infirmity are no longer efficient for the performance of their duties. The large excess of men advanced in years, is, as far as we have been able to determine, more felt in the outside services than in the Departments at the seat of Government. Still there are some cases at Ottawa which require to be dealt with, and it is a very difficult question to dispose of, which we reserve for another report. But whether the difficulty be met by a regular superannuation scheme, as is the case in almost all countries, or by some temporary expedient, as seems to be implied by our instructions, which may meet the present emergency, though it is certain to recur hereafter; in either case there is certain to be some additional present cost. It is doubtless true that there are some cases where a man is on what is almost equivalent to permanent leave of absence at his full salary, and if he were placed on a reduced retiring allowance, no addition need be made to the staff. But these are extreme cases, and in most instances there would be promotions in the higher grades, and the introduction of a new junior, which would more than compensate for any saving arising from a reduced retiring allowance.

4. Under these circumstances, with the view of enabling Government to judge of the possibility of making reductions, we have looked carefully into the duties which devolve upon each Department, and after consultation with the Deputy Head if he did not form one of our own body, we have suggested in each case a theoretical staff, showing the number of clerks who would be required, classifying them in each rank, according to the importance and responsibility of the duties which would be assigned to them, and we have added a comparison with the existing establishment. This theoretical classification was comparatively simple; but when we came to deal with the men who are now carrying on the work, a complication of difficulties met us at every step. We do not consider it to be properly part of our duty to take into consideration the qualification of individuals for their several offices. This is rather a question for the Head of the Department; but statements having been submitted to us from each Department of the existing staff, and how it was proposed to distribute them according to the new classification, the great disparity in rank and salary of many of them, as compared with what these would have been under the theoretical organisation, forced upon us the investigation of individual cases. Unless the Government intends to arrange the staff *de novo*, ranking them according to the duties they have to perform, as if they were altogether new appointments, and without any regard to their present position or length of service, it seems absolutely necessary to lay down certain rules, according to which the standing of men under the former system can be converted into the corresponding standing which they would have under the new law. If the question were left to each Department to deal with its own men, there would be certain to be various and unequal results. If the question taken by each, and men in exactly the same position, both as to their present standing and the importance of their duties, would be differently treated, causing great dissatisfaction and jealousy, which could not but be very detrimental to the general tone and spirit of the public service.

5. We are of opinion that there are three considerations which should be taken into account in determining the position of each individual, viz., the nature of his duties, the length of his service, and the salary to which he has attained. We therefore drew up a set of rules founded upon these three points, and we have carefully gone over the whole staff of the Departments one by one, applying the rules in each individual case, and when we found that they would operate unjustly in some instances, modifying them if it seemed necessary, so that, as far as possible, substantial justice should be done to all. In a large service like that of Canada, where we are attempting to convert one classification into another which proceeds upon a very different scale, and where we find a very large number of men whose present position is not in accordance with either scheme, it can hardly be avoided that the strict application of any set of rules would work more favorably for some men than for others, though there may be little difference in the merits of each; but any such casual inequality would be far less injurious than a discretionary power in the Department, or even in the General Government, to meet particular cases of apparent hardship by an exceptional method of dealing with individuals. Under fixed rules such instances would be few, whilst there is no limit to the use which might be made of a discretionary power to set aside the rules, and the Government and Heads and Deputy Heads of Departments would be constantly beset to treat every imaginary case of hardship exceptionally. Moreover, as we have before stated, there is nothing so injurious to a healthy tone amongst the public servants, and to a cheerful and hearty performance of their duties, as the impression that some are more favorably treated than others; and though every man may probably still think that his merits entitle him to a better position and salary than that assigned to him, he will accept the decision more contentedly, if it is guided by a deliberately formed set of fixed rules, than if there were any suspicion even of favoritism in the selection.

6. We therefore submit in Appendices (A and B) the rules which we have prepared, and a list of the entire Departmental staff as it would stand under them, with all the details of rank, salary, length of service, &c., which have formed the grounds of our classification; and we recommend that they be confirmed by Order in Council, so as to form the basis upon which the new Act is to be applied now and hereafter. We wish, however, in our present report to point out some of the difficulties which we have met with, and the reasons which have influenced our decision with regard to them, and in order to guide the Government in modifying these rules if they should think it necessary, we have given in the Appendix a list of the men to whom these difficulties apply. We have also thought it necessary to add a list (App. I) of certain men who are strongly recommended by the several departments for a standing higher than the strict application of the rules would entitle them to, in case Government should determine to deal with them exceptionally.

7. No specific provision is made in the Civil Service Act for the salaries to be assigned to the Deputy Heads, and we have therefore placed them all at their present salaries.

8. No specific salary is assigned to Chief Clerks by the Civil Service Act, and a provision must be made for them in the scheme to be submitted to Parliament. We see no reason why the principle of a progressive increase, which is adopted for the lower ranks, should not be extended to them. It possesses many advantages, and it would not, we think, entail any additional cost, as the salary might in that case commence at a lower rate than would be necessary if the salary was a fixed one. Thus, the maximum of the first class being \$1,800, the salary of a chief clerk should be somewhat higher—not less than \$2,000 if it is to be a fixed salary. But if there is the same annual increase of \$50 as in the lower ranks, the minimum might very well be placed at \$1,800. If under these circumstances a first class clerk, who had reached the maximum of his class, were promoted to a chief clerkship, he would receive no increase of salary the first year, but his promotion would consist of a prospective increase for the next eight years, till a maximum of \$2,200 was reached. The aggregate salary for the first nine years after appointment would be the same as if the salary were fixed at \$2,000, and it would only be very rarely that any additional cost would result from such an arrangement; but the prospect to the employé of gradually rising to \$2,200 would be more satisfactory than the present attainment of \$2,000 with no prospect beyond it. For these reasons we suggest that the rule should be established for all Chief Clerks, that there should be an annual increase of \$50, limited to eight years. We do not however think that it follows that the minimum and maximum for all chief clerkships should be fixed at the same rate, as the responsibility attaching to different offices is very various. We

think therefore that there might be two distinct rates, viz : Chief clerkships increasing from a minimum of \$1,800 to a maximum of \$2,200, and others from a minimum of \$2,000 to a maximum of \$2,400. After carefully considering the nature of the duties of each we have in Appendix C classified all the proposed Chief Clerkships under these two rates, and we have assumed them in our theoretical classification. In some Departments there are no special duties to be assigned to a chief clerk, and yet some one must be designated as second in command. Such cases are provided for by the 13th section of the Civil Service Act, and we propose that an additional allowance not exceeding \$400 may be made to one of the first class clerks as acting Chief Clerk, but so that the total salary, including that of first class clerk with the additional allowance, shall in no case exceed \$2,000.

9. There are some officers, principally in the Engineering staff of the Department of Public Works, of a special character, who do not naturally fall under the general classification. These we have set down at the salary they now enjoy.

10. There are some men who are now in receipt of a salary higher than that which belongs to the rank in which their duties would place them according to the theoretical classification. We have given these salaries as we found them, as by the Act we have no authority to reduce them, and in the majority of cases the salary is not beyond the maximum of the class, so that in the course of a few years this discrepancy will disappear.

11. There is a large number of men whose salaries are above that to which length of service in their class would entitle them, or above even the maximum of that class, and who would thus fall under the preceding case, but with respect to whom there is a peculiarity which requires them to be dealt with separately. A very bad practice has prevailed, which it has been frequently sought to check, but which has constantly recurred, of employing men as extra clerks at a *per diem* salary, who were kept on from year to year, and were to all intents permanently employed, excepting that they were at salaries unknown to the Civil Service Act. If a man is really brought in temporarily to render some casual assistance, it is quite natural that his daily pay should be at a higher rate than that of a young man, who has secured a permanent position with prospects of gradual improvement. But when a man is really permanently employed, and only nominally an extra clerk, he may on this pretence receive nearly double the salary of a man who is appointed in strict accordance with the law, which is a manifest injustice. We do not mean to say that this anomaly was in all cases, or even generally, intentionally introduced into the service, and when it was, it was often that something more than a mere bad was wanting. In many cases the extra hand was brought in with no intention of permanently employing him, but he was kept on from month to month till it became difficult to dispense with him, and still more difficult to reduce him from \$750 to \$500 *per annum*. Still it is an injustice which is keenly felt by those who have been regularly appointed in conformity with the Act, and it is to be hoped that the greater stringency of the new Civil Service Act may prevent its recurrence. Upon several occasions when the question of granting annual increases has been before Government, such men have been classified according to their salaries, and placed on the regular pay-list; and the Order in Council of June 30, 1868, authorized all extra clerks who had had twelve months consecutive service as such, to be placed on the pay-list at their then rate of salary, until the whole service was reorganized. Under these circumstances we did not feel justified in suggesting any change in the present salaries, but we append for the information of Government a list of all men occupying this exceptional position (App. D.)

12. In connection with the subject of extra clerks we wish to remark that the former custom has been to count the *per diem* allowance for all days including Sundays and holidays, and temporary leaves of absence. We think that this practice should cease, and that when a man is employed by the day he should only be paid for his actual attendance.

13. Since July, 1867, several new men have been appointed at salaries not corresponding with any particular rank in the present classification. We have taken them at the salaries at which we found them, although in the case of some Departments at least it was distinctly understood, that such salaries could only be considered temporary arrangements, until the contemplated Civil Service Act was passed, and to which Government was not in any way pledged.

14. There is another point affecting the salaries of a large portion of the staff, upon which the Government must decide. Up to June 30, 1867, all the employes received the annual increase to which they were entitled under the old Civil Service Act, and from July

1st, 1868, it is proposed that they shall be rated under the new Act. But in the interval all the salaries remained unaltered. In the rules which we have laid down, and in the Appendix B, where these rules are applied to each individual case, we have dealt with the salaries as we found them; but we have serious doubts whether until the new Civil Service Act came into operation, the salaries should not have been regulated upon the old scale. Under the former Act, if it is held to have been in operation, about 50 of the 180 employes would have been entitled to an increase of \$40 in the year 1867-8, and some others, having served their two years as probationary clerks, would doubtless have been raised from \$500 to \$600. If such a claim should be admitted, it will not only involve the payment of an arrears for the past year, but it will also modify their standing during the current year, although not to the same amount. We have given in Appendix K a list of the men to whom this question applies with a statement of the extent to which it would involve an increased expenditure.

15. There were also some men who had received their promotion in the customary manner during the year 1867-8, some by departmental order and some by Order in Council, (for there was no uniform practice in this respect,) but as the estimates were voted upon the basis of the salaries paid June 30, 1867, the promotion was not carried out in practice. We have treated all such men as we have found them, but as any other decision might not only give them a claim for arrears, but would modify their standing this year, we submit in Appendix F a list of their names for the information of Government.

16. It is to be observed that all new probationary clerks before July 1st, 1868, when the new Civil Service Act came into operation, were appointed at \$500, the old rate, excepting in one instance in the Customs Department, where a probationary clerk was appointed at a new rate of \$300. We think that all should be placed on the same footing, and we have therefore in our statements of the staff placed the clerk in question at the higher rate.

17. There is an inequality, which has frequently been brought under our notice, in the salaries and positions of men between whom there is otherwise no real difference. Some men are now enjoying a higher salary and position than others of the same or of a greater length of service, without there being any sensible difference in their duties or qualifications. This in many instances has doubtless arisen from the exceptional positions which some attained to by being originally brought in as extra clerks, as before explained, and in others from their being promoted from class to class more rapidly, or otherwise not in accordance with the former law. In all such cases we have acted upon the principle that we cannot go back upon past transactions. We have taken the men as we found them, and we must assume that there was at the time sufficient cause why one man was more favorably treated than another.

18. There is another point which has been urged as operating unjustly upon men, who have lately entered the service in the lower ranks under the old Civil Service Act. They engaged themselves at \$500 a year in the 4th class, with a prospect of promotion into the 3rd, and of rising in it to \$800 in the course of eight years; but under the new law, if they are promoted on reaching the maximum of the 3rd, they would be ten years from entrance before they reach \$800. The difference between the two scales is principally felt in the earlier years. Thus a man who last July had completed two years' service at \$500, would next July have commenced receiving \$640 under the old law; but if you give him the same standing under the new law, it would not be till the 5th year from the present time that he would reach to \$650. It is argued that a serious injustice is done to such a man by so materially altering the prospects with which he entered the service. There is considerable force in the argument in the earlier years, as in the instance above selected; but if his present rise is delayed, his ultimate prospects are proportionately improved. If his duties and qualifications are such that he cannot expect to rise beyond the 2nd class, he has the expectation of rising to \$1,400 now, whilst formerly the maximum was \$1,100. If he expects to become a first class clerk, he may now rise to \$1,900, whilst formerly he was limited to \$1,400. The whole principle of the new Act was to provide for a better ultimate condition, when a rising family rendered it necessary, at the expense of the earlier years of service, in which the salaries were formerly unnecessarily high. We do not think that any exception can be made for such cases, but we think it necessary to state the argument for the guidance of Government.

19. In connection with this subject there are a few features in the new Civil Service Act, in which we would suggest some modification, if not by legislation at least by an Order in Council defining the interpretation to be given to the law. The Act provides that

no more than \$600 shall be paid to the private Secretary of a Minister, and that such Secretary shall not be permanently a member of the Civil Service, but shall go out with the Minister, unless otherwise appointed. Now, a Minister's private Secretary must necessarily be a man of intelligence, of some experience in the methodical conduct of business, and a gentleman in manners and habits. A mere lad, however promising, would very inadequately fill the situation; and yet very little more can be expected to be obtained for \$600 unless indeed it is assumed that the Minister is to supplement the official salary from his own funds. If the situation is not a permanent one, but contingent on the Minister's tenure of office, such a small salary becomes even less likely to induce a young man of the requisite qualification to accept the situation. It is, however, for many reasons advisable that a private Secretary should not be a permanent member of the Civil Service. It is hardly to be expected, on a change of Ministry, the new Head of the Department would be willing to retain the private Secretary of his predecessor, to whom he may have been violently opposed in politics; and it would scarcely be desired by the out-going Minister, that a man, who has necessarily been more or less mixed up in confidential matters, should be placed in a similar position with a political opponent. Yet, if every new Minister is to bring in with him a Secretary who becomes attached to the Department, it will speedily be overcrowded by men, who may possibly not possess the requisite qualifications for such vacancies in it as may have occurred. Even if the salary were much higher than that named in the Civil Service Act, we doubt whether good men could be always found willing to accept the situation, if its continuance were clearly understood to be dependent upon the permanence of the Ministry. In England, the state of society is very different, and there are numbers of well educated young men of some private means, who would covet the situation for its social position, or embryo politicians to whom it would be an advantageous introduction into public life. But in Canada, the late private Secretary would be certain, upon some excuse or another, to be left as an encumbrance upon the Department, and the higher salary the greater encumbrance he would prove. There are difficulties from whatever point you view the subject, and yet the increasing business of Government renders it almost necessary, in many of the Departments at least, that the Minister should have some assistance of this kind. Perhaps, the best way of meeting, or rather compromising, the difficulty, would be to appoint the Secretary regularly as a member of the Civil Service, but at a rank not exceeding the minimum of the Junior 2nd class, with power to the Minister to make him an additional allowance as private Secretary, which would bring his total salary up to, say, not more than \$1,200. For such a sum, a young man in every respect qualified could be obtained, and the Minister might, and probably would, sometimes select a promising young man already on the staff. If, on the retirement of the Minister, he had better prospects elsewhere, he would resign his appointment in the Civil Service, or if not he would at any rate have had a certain length of service whilst enjoying the additional emolument as private Secretary, and would after a while be eligible for promotion. By such an arrangement, there would, no doubt be constant additions to the staff, but not perhaps greater than the increase of business or the occurrence of vacancies would justify; and as a rule, such additions may be expected to be of better material than the average. One advantage of giving such new appointments a definite, although a low rank in the service, would be that experience has shown it to be more easy to check extraordinary promotions, than new appointments to exceptional positions. We submit this suggestion as a possible compromise, but in any case, the existing provision of the statute must be in some way modified, for although in most of the Departments we have found some one practically filling the office of private Secretary, there is not one who falls within the limits of salary proposed by the Act. In the absence of any certain rule to follow in these cases we have, in our theoretical classification, taken no notice of private Secretaries, but we have classed the gentleman now occupying such position according to their standing as ordinary clerks, leaving the question of any extra remuneration, as above suggested, to be decided by Government.

20. One of the main differences between the present and the late Civil Service Act is the different position now held by a first class clerk. Formerly almost everybody had a prospect of rising to that rank, and indeed thought himself neglected if he did not, but now the first class clerkships are limited to the persons performing certain important and specified duties, and the creation of a new first class clerkship requires the distinct assent of Parliament. Below that rank there are no such obstructions to indiscriminate promotion, and if we

may judge from the past the result would be, that every man in the service, if he lived long enough, would become a senior second class clerk, or would be constantly pressing for promotion to that rank. After a minute examination of the duties in each Department, we have come to the conclusion that a very similar rule may be extended to second class clerkships. It is not indeed possible so distinctly to appreciate the work in the lower ranks, as to be able to say that a man performing certain defined duties should be a senior second; the utmost that can be said is, that, if he is otherwise eligible by length of service and good conduct, there can be no objection to giving him his promotion. It might even occur that of two clerks one might be performing duties of a somewhat higher order than the other, yet if he were a young man who had barely reached the top of the junior division, whilst the other was an old servant doing the slightly inferior work to which he was accustomed well and thoroughly, the preference in promotion might be given to the latter. A senior second class clerk's duties cannot be so accurately defined as those of a first class or chief clerk, and yet it is very desirable to limit the promotions to that rank. The distinction which we submit would be the following. When the Government lays before Parliament the proposed organization, the chief clerks and first class clerks would be separately enumerated and their duties briefly defined, excepting in the case of one of the first class clerks receiving additional allowance as chief clerk, when this would be mentioned. If a new chief clerkship or first class clerkship has to be created, it would be submitted as a separate item in the estimates, and the reasons and definition of the duties must of course be given. All this is sufficiently provided for by the Act. The amount necessary to pay the salaries of these higher offices, if no addition to them has been proposed, would be given in one sum in the estimates, including any annual increase which might become payable. As a separate item the number and salaries of the senior second class clerks would then follow, and no person could obtain promotion, unless there had been a vacancy, or an increased number of that rank had been asked for, when of course explanations would have to be given. The third item would be in one sum sufficient to pay all the juniors for the year, without stating how many in each class, and without even stating the total number. If then a vacancy occurred in the senior second class, and a junior were promoted to it, it would be in the discretion of the Government either to add a probationary clerk, or to make promotion from the third to the junior second; but no such promotions could be made excepting a vacancy occurred, or the Government asked for a larger sum to enable it to make them. In the senior second class, however, Government would be limited to the number of clerks of that rank which was voted. In submitting the votes for Civil Government we think that these three items should be separately stated for every Department, and that the English system should be adopted of shewing at the same time the corresponding items of the previous year. If Government were thus strictly limited in each Department, it might be necessary to vote a further sum for the whole Civil Government to meet possible increase of the staff which might be required, upon the distinct understanding that this was only to cover new appointments in the lower ranks, and not additional first class and chief clerkships, or promotions, which might very well wait till Parliament sanctioned them.

21. It should also be distinctly understood that the existence of a chief, or first class clerkship, does not *entitle* a man performing the duties to that rank. It is only permissive, and there would be no injustice if a young man, on the high road to promotion, were detailed to perform the duties of a first class clerkship for some years before that rank was given to him, if his regular salary, which would go or annually increasing, were very much below that of a higher rank.

22. We have been much struck with the very various rates of travelling allowances made in different Departments. In some cases, as the Prison Inspectors, an account is rendered of the actual payments for fares, with a further allowance per day, to cover living and other expenses; in others as Customs Inspectors, there is a *per diem* allowance of \$4 or \$5 to cover every thing; and in others again both travelling and living expenses are charged, with from \$2 to \$5 a day besides. A man on the Engineering Staff of the Public Works Department, for instance, who is sent away to report on some work, receives an allowance which will barely cover his actual outlay; and as he will have men under him, he is probably on duty for ten or twelve hours daily, and has to write up his work at night. On the other hand a junior clerk, who is sent with despatches to Quebec, has often been allowed \$5 a day, besides his travelling and living expenses. These may be considered perhaps the two extremes, but similar inequalities to a minor extent prevail in the different Departments. There is an

apparent simplicity in making a definite per diem allowance to cover every thing, but it must necessarily operate very unequally. If one man's time is principally engaged in travelling, \$5 a day will not cover his actual expenditure for fares; whilst another who is stationary at some point, though absent from head quarters, will make a considerable profit out of such an allowance. There should be an Order in Council, laying down a scale applicable to all Departments, and we think it should be based upon the principle that every one should render an account of his actual expenditure for travelling, and receive a further per diem allowance for living and casual expenses. This would to a great extent obviate another objectionable practice. Many men, as Customs Inspectors, have free passes by rail and sea steamers—really if not nominally official passes—yet they charge for travelling, like those who pay their way. Each person should, therefore, distinctly certify to the money actually expended for this purpose, whilst the measure of his hotel bills may be left to himself, to cover which, and casual expenses, there should be a further charge per day, which might be graduated according to circumstances, and should in each case be approved of by the Head of the Department, within a certain limit fixed by Order in Council. An exception might possibly be made to this rule, for certain officers whose special duty it is to travel, as Inspectors, but in their case the question whether their office involves free passes should be taken into account. Formerly the Post Office Inspectors used to be paid moderate salaries, with handsome travelling allowance, so that a considerable portion of their emoluments arose from the saving they could make whilst travelling. At present they have liberal salaries, but the allowances for travelling barely cover their actual expenses, so that it is against their personal interests to keep moving amongst the offices under their charge. It may be questionable whether this is a wise policy in such cases, but the principle of a fixed sum per day is liable to great abuse. The whole question is well worthy of serious consideration, for the cost of travelling for the whole service was upwards of \$30,000 in the year 1866-7, exclusive of the Governor General, Ministers and the Delegates to England.

23. The Adjutant General's branch of the Militia Department is provided for by a separate vote under the General head of Militia, and the staff does not strictly belong to the Civil Service. We think that the ordinary clerks should be declared by order in Council to be subject to the same rules as in the Departments, and that the office contingencies should be similarly included.

With these preliminary observations we will proceed to report upon the duties and organizations of the Departments *seriatim*.

THE GOVERNOR GENERAL'S OFFICE.

The Governor's Secretary being absent, the principal clerk gave us all necessary information.

The business of the office consists mainly of correspondence with the Colonial Office, with H. M.'s Minister at Washington, and with Consuls and other Imperial Officers. In short all matters affecting Imperial interests in Canada pass through this office.

The principal office work is shown by the books—registers of letters classified, despatch books, public and confidential; correspondence with persons who address the Governor General on subjects which are referred to other Departments; making copies of despatches when required; collecting despatches on particular subjects when wanted, and other similar work.

Up to 1856 it was customary to have the despatches from the Home Government regularly copied into the book, forming when indexed a convenient record and reference. From the want of a sufficient staff at the time, the copying was discontinued, and has not since been resumed. We are informed that the original despatches are often called for at meetings of Council, or by individual Ministers, and it sometimes happens that they are mislaid, and if wanted afterwards cannot be found. We deem the matter of sufficient importance to warrant orders being given to have the former practice resumed, at least since the date of Confederation.

As the Secretary is changed with the change of Governor, the principal permanent officer should have the rank of a Chief Clerk, and he would require the assistance of a senior second class clerk and a junior.

At present, the office keeper, who is in charge of all the upper story of the Eastern Block, is on the payroll of the office, but the duties are principally connected with the Privy

Council, to which he should be transferred. He has also for many years been in receipt, over and above his regular pay, of an annual allowance, out of the contingencies, of £300 *sterling*, at the old rate of 4s. 2d. to the dollar, or \$38.33, nominally for personal attendance on the Governor General. This should be discontinued, and his whole pay should appear on the paylist. There are beside two Messengers, one a man of 72 years, who has been many years in the public service.* If he were provided for, we think that one Messenger would be sufficient, as personal attendance upon the Governor General himself is provided for by two Orderly Sergeants, who are paid out of contingencies, but should appear on the regular paylist.

Lieutenant-Colonel Irvine, as Provincial Aide-de-Camp, is returned to us as attached to this office, although his pay is always included in the vote for the Militia. We think, as his services have no connection with Militia, he should for the future be considered attached to the Governor General's Office.

THEORETICAL ORGANIZATION.

• RANK.	SALARY.		
	Minimum.	Maximum.	Average.
	\$	\$	\$
Secretary.....	2,400	2,400	2,400
1 Chief Clerk.....	1,800	2,200	2,000
1 Senior 2nd Class Clerk..	1,100	1,400	1,250
1 3rd or junior 2nd Class Clerk.....	400	1,000	700
1 Messenger.....	300	500	400
Provincial Aide-de-Camp.....	1,840	1,840	1,840
2 Orderly Sergeants at 50 cents per day.....	365	365	365
Total Staff. 8	8,205	9,795	8,965
Staff, July 1st..... 9	Present cost.....		10,075

This is upon the supposition that the Aide-de-Camp is transferred from Militia, and the office kept to the Privy Council.

DEPARTMENT OF THE PRIVY COUNCIL.

The Clerk of the Privy Council is the Deputy Head of this Department, and the Assistant Clerk should have, as at present, the rank of Chief Clerk. The duties of the remainder of the staff resolve themselves into,—

The keeping of the records of the Council, in which the orders are entered at length, with an ordinary and analytical index.

The drafting of the original Orders in Council, and making copies of them for distribution to other Departments. The drafting of the originals is little more than making a copy of the report of the Minister, at whose instance the Order is passed, with some trifling alterations in the form of the document, and with the addition of established formulae.

None of these duties involve any great intellectual labour, and analogous work in any other Department would not be considered as entitling a man to a very high rank. But there is something in the importance and confidential character of the documents which are prepared by, or pass through the hands of, the Clerks of the Privy Council office, which may entitle the work to a greater consideration than would attach to similar duties elsewhere.

* He is since dead.

For this reason, we think that the person having charge of the records and indexes, may be ranked as a first-class clerk, and that one of those engaged in drafting and copying may be ranked as Senior 2nd.

At present, the first part of these duties is performed by one clerk, who is in the first-class; Mr. Vallarand, who is also a first-class clerk, being 75 years of age, and absent on leave for a year from declining health and failing sight. There is no doubt that he should be allowed to retire with some adequate provision, and in our theoretical organization we have only allowed one first-class clerk for these duties, and we are informed that the present incumbent is able to take both Mr. Vallarand's work and his own without any further assistance.

In charge of the second branch of the business, there are now three clerks, one of whom is recommended to be made first-class, and both the others Senior second-class. We cannot assent to the justice of this recommendation. The duties are not of a nature to entitle a man to the rank of first-class, and although one of the three may be ranked as a senior second, the others might very well be juniors.

There are attached to this Department three ordinary Messengers besides the Door-keeper and the Office-keeper, who ought to be included in its staff. We would suggest the possibility of reducing the number.

THEORETICAL ORGANIZATION.

RANK.	SALARY.		
	Minimum.	Maximum.	Average.
	\$	\$	\$ cts.
Clerk of the Council.....	2,600	2,600	2,600 00
Assistant Clerk (Chief Clerk).....	1,800	2,200	2,000 00
1 First-class Clerk.....	1,200	1,800	1,500 00
1 Senior Second-class.....	1,100	1,400	1,250 00
2 Third or Junior Second-class.....	800	2,000	1,400 00
Office-keeper.....	500	500	500 00
Door-keeper.....	500	500	500 00
2 Messengers.....	600	1,000	800 00
Total Staff..... 10	9,100	12,000	10,550 00
Staff, July 1st..... 12	Present cost.....		12,753 33

DEPARTMENT OF JUSTICE.

The main business of this Department consists in legal opinions given upon references from the other Departments, which are estimated at about 1,200 annually, besides numerous verbal applications upon questions of law. It has also to examine the legislation of the Provinces, and the bills brought in by private members, and to draft or revise Government bills. The fact, also, that the Minister of Justice is the head of the Government, causes a large correspondence and a multitude of miscellaneous business to fall upon the Department, which have no connection with questions of law.

The present staff is fully employed, and it is probable that an addition to it may be required.

THEORETICAL ORGANIZATION.

RANK.	SALARY.		
	Minimum.	Maximum.	Average.
	\$	\$	\$ cts.
The Deputy.....	2,600	2,600	2,600 00
1 1st Class Clerk (professional).....	1,200	1,800	1,500 00
3 3rd or Junior 2nd, two of whom short-hand writers.....	1,200	3,000	2,100 00
2 Messengers.....	600	1,000	800 00
Total Staff..... 7	5,600	8,400	7,000 00
Staff, July 1st..... 7	Present cost.....;		7,165 53

DEPARTMENT OF MILITIA AND DEFENCE.

Upon proceeding to make enquiries in this Department, we were informed that the permanent organization was postponed till the return of Sir George Cartier from England, and that the distribution of the work amongst the present employes would not be a safe guide as to what might be ultimately determined upon. There does not however appear any probability that the business of the Civil branch of the Department can be very materially changed, and in order to complete the whole staff of what properly comes under the head of Civil Government, we have appended a theoretical organization of that branch, based upon the present staff, but subject to future revision, and we hope that we may be able to include the Adjutant General's branch in our next report upon the outside services. We will only further remark at present, that considerable inconvenience, and the employment of additional messengers, seem to result from the two branches being situated in different buildings, and that if possible a change in this respect is very desirable.

We wish further to remark that the Accountant receives \$2,000 on the pay list, and has received up to June 30th, an additional \$200 from contingencies, an irregular method of payment which cannot be continued under the present law. We have included him in our schedule at the higher rate.

THEORETICAL ORGANIZATION.

RANK.	SALARY.		
	Minimum.	Maximum.	Average.
	\$	\$	\$
Deputy to the Minister.....	2,600	2,600	2,600
2 3rd or Junior 2nd Class Clerks, general office work.....	800	2,000	1,400
1 Chief Clerk and Accountant.....	2,000	2,400	2,200
2 Senior 2nd class	2,200	2,800	2,500
3 3rd or Junior 2nd class } in Accountant's office	800	2,000	1,400
1 1st Class Clerk (Superintendent of stores)....	1,200	1,800	1,500
3 3rd or Junior 2nd class (in store branch).....	1,200	3,000	2,100
1 Storekeeper (not classified).....	500	500	500
2 Messengers.....	600	1,000	800
Total Staff..... 15	11,900	18,100	15,000
Staff, July 1st..... 15	Present cost.....		15,480

DEPARTMENT OF THE SECRETARY OF STATE.

The present staff of this Department appears to be much in excess of what is required. Of the four branches of which it consists, two, the Ordnance Lands and the Indian Office, remain as to duties almost exactly as they were before Confederation, the small amount of correspondence relating to New Brunswick and Nova Scotia Indians being not worth mentioning. But the duties of the other two, the Secretary's office proper, and the Registrar's office, have been very much reduced. Almost all the work of the Lower Canada branch of the late Provincial Secretary's Department, the staff of which now composes that of the Secretary of State, has been transferred to the Provincial Governments, whilst it does not appear that any new business consequent upon Confederation has been introduced, as what was formerly the Upper Canada Branch, has assumed all the correspondence connected with the Provinces. The Registrar's branch has no longer to attend to the large business arising out of the Registration of Land Patents, except in so far as they affect the Ordnance and Indian Lands, and the only accession of work is the registration of a few bonds, commissions and patents of Invention in Nova Scotia and New Brunswick. In both these branches there must have been a very large reduction of work, but no corresponding change has been made, or appears to be contemplated, in the staff.

The Ordnance Lands and Indian Office need add very little to the work of the rest of this Department, as the old staff of these branches was transferred with the business, though their management, no doubt, involves increased trouble and responsibility to the Chief and his Deputy. We say that they need not, though in fact they do add much to the office work, and if the register of letters received and sent were taken as the test of the work, it may very likely appear that as much correspondence is entered in it now as formerly, as the whole of the Ordnance Lands and Indian correspondence appears there. We think that this is a great mistake in the organization of the Department, and occasions a great deal of unnecessary labour. It is evident that each of these branches, in order to conduct its own business

properly, must keep a register of the letters received, and the action taken upon them and copies of the answers. If therefore, the same thing is done in the Corresponding branch, the work is twice performed without any adequate benefit. If all the letters relating to any of the branches are to be directed to the Secretary of State, it may be proper that they should be entered in the general register, but the action taken thereon need only be recorded there as "transferred to the Indian branch," or as the case may be. Any further action as correspondence arising out of such a letter until the final conclusion of the business, should be entered in the Indian Branch Register, to which reference can always be had. But the letters sent occasion a still greater unnecessary multiplication of work. In the Ordnance Lands Branch, the Agent generally only reports the answer which should be given; although it appears that he sometimes drafts it. These reports and drafts are copied by press in his office, and the letter is written, and copied by hand into the letter book in the Secretary's office. In the Indian Branch, the Deputy Superintendent always writes the letter, and it is copied by hand in his office. It is then sent to the Secretary's office to be signed, and is again copied by hand. In one respect, the practice of the Indian Branch is much preferable, as it must often be most unsatisfactory, that the letter actually written has not been seen by the person most intimately interested, and is not entered in his books. But on the other hand, the copying a letter twice over by hand, into two books kept on opposite sides of the same passage, is a most unnecessary multiplication of labour. We think that the course to be pursued should be the same in both cases. The Officers of the Ordnance Lands and Indian Branches should each write the letters which have to be sent. Having received the signature of the Secretary or his Deputy, they should be copied in the letter book of the Branch by press, the only record of them kept in the Secretary's office being an entry in the Register against the letter to which they are a reply, and perhaps a note in the letter book "vide Indian Letter Book."

We have been thus particular upon the subject of recording correspondence, because this is the main business of the Secretary's Office proper. The whole system pursued in the office has this one object in view, to keep an exact record of all letters and what has been done in the matter, whether transferred to some other Department for action or only referred to it for report, and of what further action or correspondence arose out of such report. The system upon which these registers are kept, and the papers filed away, appears to be methodical and regularly kept up, and no doubt worked satisfactorily in relation to the former business of the office. But when the two new branches were added to it, involving the action of the head of the Department himself, and not, as was most frequently the case before, a reference to some other Department, we think that it was a mistake, though perhaps under the circumstances not an unnatural one, to treat them as far as correspondence was concerned almost as if they were separate Departments. It has certainly been the cause of unnecessary labour, and if the system were altered the staff might be reduced.

But this is not all the copying of letters which takes place. It has been the custom in both branches of the Secretary's Office, first to draft the reply to any letter, the draft being filed together with the other papers. It is then copied for signature and again copied into the letter book. A letter is thus written three times over in the Secretary's Office, besides such copies as may be made in the Indian Office or elsewhere. We believe that this system is a remnant of the old practice when all letters were first sent to the Governor General for approval. It is defended upon the ground of the convenience of having all the correspondence together—the original letter, the references to other Departments, and the reply or replies—and no doubt it is a convenience; but it may be a question whether it is worth the cost. Other Departments have correspondence fully as important as any in the Secretary's Office, but if the same system were followed by them a very large increase of the staff would be the consequence. There is another evil resulting from this system—that with so many copies to make, it is almost impossible that an answer to every letter can go by that day's mail, which in other Departments, specially interested in the matter on hand, would be an almost insuperable objection. For this reason, if it is considered necessary to have all these hand-made copies, the plan pursued in the Department of Public Works would be an improvement. They also copy all letters by hand into a book, but to save time they copy them first by press and send them off and copy from the copy in a book at their leisure. The Assistant Secretary strongly urges the necessity of copying by hand in consequence of the fragile nature of the press-made copies, and important documents which have frequently to be refer-

red to may, as is often done in other Departments, be copied into a book; but as a rule we think the press-made copy sufficient, especially when, as the Secretary's Office, the original draft is on file in the Department.

In one respect there has been a judicious arrangement, which, we think, might to some extent be copied by other Departments which have several separate branches. The Registrar's branch used to be kept quite distinct, and as it involves no correspondence whatever, it did not naturally ally itself with the Secretary's office proper. The great bulk of what was formerly the Registrar's staff, whose duties consist almost entirely in copying, together with some of the junior employes in the other branches, are not now looked upon as belonging exclusively to one branch or the other, but are available for the work of the Department generally. They even do copying for other Departments occasionally, and it is a question well worthy of consideration, whether this system might not be extended, and whether there should not be attached to some Office a staff of copying clerks ready for any miscellaneous business, thus avoiding the necessity for calling in extra hands into other Departments. The supernumerary clerks elsewhere, whom it will be difficult to get rid of, would thus be to a certain extent utilized; but there would always be the fear that, with such a staff on hand, other Departments might seek to save themselves trouble by sending out the work which they ought to do themselves. To avoid this, it has been suggested that the Office having the control of such an extra staff should charge for the work, so that the desire of every Deputy Head to keep down his own contingencies would operate as a restraint upon any unnecessary use of this resource. We are informed that a very similar practice prevails in France. However this may be decided upon, we think that, considering the very heavy business of recording Land Patents, from which the Registrar's branch is now relieved, this supernumerary staff would otherwise be much in excess of what will be required, particularly if the system of copying everything by hand, which prevails throughout the Department, were modified. It may be possible that the reduction to the full extent cannot take place at once, because, when the Land Patent books were transferred to Ontario and Quebec, the Ordnance and Indian lands were included in the same indexes, and separate indexes have now to be made for them; but this work ought to be soon completed.

There is a peculiarity in the position of the Deputy Registrar, which will require some modification. The present occupant, before he received the appointment, was Clerk of the Crown in Chancery, and his salary as such was not included under the head of Civil Government, but was separately voted under the head of Legislation. Upon his appointment as Deputy Registrar his salary from the united offices was increased, whilst the total cost to the country was reduced; but it has not been decided how much of the united salary belongs to the one office and how much to the other. Since his appointment in July, he has continued to receive his old salary of \$1,120 as Clerk of the Crown in Chancery, with an additional \$600 charged against Civil Government as Deputy Registrar. This arrangement is merely temporary, and it would be immaterial what apportionment were made if the same officer continued to fill both offices, which may have been intended; and we think that in the proposed organisation the united offices are of sufficient importance to constitute a chief clerkship, though neither of them would be separately. For this reason, as well as on account of the necessity of distributing the salary between the two services, if the offices are only casually united, the point ought to be definitely settled. We think that the rank of 1st Class Clerk is sufficient for the Deputy Registrar alone.

In the Indian Branch we found the business well and systematically conducted. The book-keeper has hitherto had an assistant, who, on the principle already mentioned, was included in the organisation submitted to us on the general staff, although really entirely occupied with the Indian Branch. He is since dead, and no successor has been appointed, but it will be probably necessary to give the book-keeper a junior assistant. We also found one of this supplementary staff, whose time is exclusively occupied in copying the Indian correspondence by hand, and all Orders in Council affecting Indians into a book. The latter labour appears to us entirely unnecessary, as the copies of Orders in Council are furnished in a uniform shape, and might, at the end of the year, be bound into a volume as is done in other Departments; and the rest of this work might be entirely saved by the use of a press. Another point connected with the Indian Branch remains to be noticed. It was the custom, before the Indian Fund was transferred by the Imperial Government, to make an allowance of \$400 a year to some person connected with the Attorney General's Department as law adviser to the Indian Office, just as

the Deputy Receiver General used to receive the same sum for taking charge of their funds (the latter practice has been discontinued, but we find that the allowance to the law adviser is still retained. We would also remark, that since its transfer to the Provincial Government, the Indian Office has never been placed upon the same footing as other branches of the public service in another respect; no details of the expenditure out of the fund appear in the Public Accounts, nor are the accounts furnished for audit in the usual way. We are informed by the Auditor that he has taken steps to alter this, and that since Confederation the Indian Fund will be treated like all other branches of public expenditure.

The staff of the Ordnance Lands Branch is not in excess of the business which devolves upon it. There is little in connection with it which appears to us to require special notice. The method of paying a percentage for the collection of the rents is an improvement upon the old system of salaried local agents; but in a situation so accessible as Kingston, and where the receipts are so considerable, it would probably be more economical if either the agent or one of his clerks collected them, charging travelling expenses, as is to be done for the future in the case of Sorel. The agent is allowed to occupy a house in Ottawa belonging to Government, which places him in a more favorable position than any officer of the same rank in the service. There is also an office kept up at his residence in addition to the office in the Department, at a cost, for fire and other contingencies during the 15 months ending September 30, of \$579.45. This appears to be unnecessary.

There are now, four messengers. We think three might be sufficient.

THEORETICAL ORGANIZATION

RANK.	SALARY.		
	Minimum.	Maximum.	Average.
	\$	\$	\$ cts.
Deputy Head.....	2,840	2,840	2,840 00
Corresponding Branch, 1 1st Class Clerk.....	1,200	1,800	1,500 00
2 Senior 2nd ".....	2,200	2,800	2,500 00
(a) 1 3rd or Jr. 2nd ".....	400	1,000	700 00
Registry Branch... (b) 1 Chief Clerk.....	1,800	2,200	2,000 00
1 Sr. 2nd ".....	1,100	1,400	1,250 00
Indian "..... 1 Chief ".....	2,000	2,400	2,200 00
2 Sr. 2nd ".....	2,200	2,800	2,500 00
2 3rd or Jr. 2nd Clerks.....	800	2,000	1,400 00
Ordnance Lands..... 1 Chief Clerk.....	1,800	2,200	2,000 00
1 Sr. 2nd ".....	1,100	1,400	1,250 00
1 3rd or Jr. 2nd Clerk.....	400	1,000	700 00
1 Land Bailiff (not classified)	400	500	450 00
Copying and engrossing 4 3rd or Jr. 2nd Clerks.....	1,600	4,000	2,800 00
Messengers..... 3.....	900	1,500	1,200 00
Total Staff..... 23	20,740	29,840	25,290 00
Total July 1st. 25	Present cost.....		25,968 10

(a) If the letters were copied by press, this Clerk might be dispensed with.

(b) If the Deputy Registrar is not also Clerk of the Crown, he should only be a first Class Clerk.

DEPARTMENT OF THE SECRETARY FOR THE PROVINCES.

The business of this Department consists almost exclusively of correspondence, and the Registers, Indexes, &c., are kept upon a very perfect system; but the same observations which we have made upon the Secretary of State's Office, relative to the unnecessary labour of hand copying, apply with equal force to this Department. As the only correspondence with which the Department is charged consists of that with the Lieutenant Governors and the Provincial Governments, it is necessarily very limited in amount. The total number of subjects of correspondence entered in the Register during the 12 months preceding our inspection, was only 540, and the letters sent and copied, excluding mere printed acknowledgments, was 511. It must, however, be observed, that each subject often involves more than one letter, and that, although the letters sent are often little more than formal acknowledgments, they frequently were only the accompaniment of copies of voluminous correspondence and other documents involving much manual labour. The corresponding numbers in previous years, when this Department constituted the Upper Canada Branch of the Provincial Secretary's Office, were:—

	1865-6.	1866-7.	1867-8.
Subjects of letters received.....	1,586	1,467	540
Letters written.....	1,226	1,290	611

Under these circumstances, we believe the present staff, to which one clerk has been added since Confederation, to be very much in excess of the requirements of the office, and that it would be still more so if the letters were copied by a press.

THEORETICAL ORGANIZATION.

RANK.	SALARY.		
	Minimum.	Maximum.	Average.
	\$	\$	\$
1 Deputy Head.....	2,600	2,600	2,600
1 1st Class Clerk.....	1,200	1,800	1,500
1 3rd or Jr. 2nd.....	400	1,000	700
1 Messenger.....	300	500	400
Total Staff..... 4	4,500	5,900	5,200
Present Staff..... 6	Total cost.....		8,140

DEPARTMENT OF THE RECEIVER GENERAL.

The business of this Department naturally divides itself into two branches, the management of the Public Debt, and the daily receipt and payment of money. The Public Debt is of several different kinds, each with special features which require peculiar treatment.

(1.) Debentures payable in England. The Agents pay the coupons as presented, and at the date when they become payable they charge the whole amount in their accounts with their commission thereon, irrespective of whether the coupons have been presented or not. Periodically they send out the coupons which have been paid. When any of these debentures are held in Canada, it has been the custom, for the convenience of the public, to pay interest here, and the amount is charged against the Agents in an account which appears in

the Public Accounts as "Glyn, Mills & Co. Dividend Account," or "Baring Brothers, &c.," as the case may be. The Agents' commission is charged upon the whole amount falling due, whether paid by them or not, and to this extent we think that under the terms of our agreement they are justified in their present method of making the charge; but the interest on our account current is injuriously affected by this arrangement. We are paying them interest upon money they have never advanced, to the extent of the dividend paid in Canada, until such time as our account against them has been from time to time received by them and by them credited to us. This would be remedied by our charging them interest on the dividend accounts at the same rates that they charge us on their accounts current. We also pay them interest upon the amounts, which they have never paid for us on account of the coupons which have not been presented, which must amount to a considerable sum, and we have no account in the Ledger against them for these unpaid dividends. This ought to be remedied. In the early days of our dealing with our present Agents, the coupons paid were sent out very irregularly, or not sent at all. Latterly the coupons have been transmitted; but in some cases they have not been systematically sorted and are unaccompanied by schedules. Several years ago an attempt was made to have the arrears checked, and some extra hands were introduced into the Department for this purpose; but in 1863, from what appears to us an undue desire for economy, these extra hands were dismissed, and to the present day we do not know to what extent our coupons remain unpaid. We think that a line ought to be drawn on the first of July next from which date a new system should be commenced, and that additional assistance should be brought in, which may readily be procured from redundant employes in other Departments to work up the arrears as soon as possible. From the 1st of January next the coupons should be regularly sent out at least quarterly, and they ought to be at once checked off against the Debenture books, and from that time a separate account should be opened with each of the Agents to be called "Unpaid Dividend Account." It is evident that this process would be very much facilitated, if with their quarterly accounts the Agents sent out a statement of the interest actually paid by them. It would amount to exactly the same thing whether the Agents charged in their accounts the sum actually paid by them for our interest, or whether they charged the whole amount, giving us credit for the unpaid dividends and for the dividends which we have paid here. The latter would probably be the more convenient method, but one or other should be adopted for the future, and arrangements should be made with the Agents to that effect. The transactions having been placed upon a satisfactory footing for the future, the statement of unpaid dividends up to January 1, 1869, ought to be made out as soon as possible, and when complete should be added to the general unpaid dividend account. This would also be very much facilitated by the co-operation of the Agents. If we do not get a statement from them of unpaid dividends, but depend entirely upon the coupons received for making it out, any coupons lost or misplaced, or the entire loss of a box at sea, would vitiate the whole account. We think that the statement should originally come from the Agents, and that the coupons should be checked against it as well as against our Debenture books. Upon the same principle, when we pay coupons in Canada, we send a detailed statement to them and the coupons themselves might be sent as vouchers if required, such coupons having already been checked against our Debenture books.

As far as these sterling Debentures are concerned the financial Agents are the parties who originally pay, and the Receiver General checks their payments; it is therefore unnecessary that there should be any other check in the Finance Department; but with respect to such of these sterling coupons as are paid in Canada, it is the Receiver General who pays under the authority of an open warrant, and to make the system of check complete, there should be somebody to whom he must render an account. The coupons presented should be checked against his Debenture books by the Receiver General before payment, and when a periodical statement is prepared to be sent to the Agents, as above mentioned, it should be checked in the Finance Department against the coupons themselves.

(2.) The Debentures payable in Canada are differently situated. Here it is the Receiver General who pays, and duplicates of the Debenture books are kept in the Finance Department, by which his payments are checked. But the check is by no means complete. When a claim is made upon him for interest, he fills up a requisition note under an open warrant, in place of applying for a warrant as for all other payments, the requisition containing a schedule of the Debentures on which the interest is claimed, but not accompanied by

the coupons. Upon the authority of this requisition the Deputy Inspector General countersigns the cheque, and the entries are made in the Debenture books of the Finance Department. Now before the Receiver General draws his cheque, the coupons presented ought to have been compared with his Debenture books, and there can be no reason why the coupons themselves should not accompany the requisition, which should be checked against them before the cheque is countersigned. That having been done, it is immaterial whether the coupons remain in the Finance Department, or are returned to the Receiver General, the entries in the Debenture books of the Finance Department being made either from the requisitions or the coupons. There are however some of our Debentures, now fast disappearing, which have no coupons, the payment of interest being endorsed upon the Debenture. In these cases, the check would remain imperfect unless the owner of the Debenture, upon coming to the Deputy Inspector General with the requisition and the cheque for countersignature, brought with him the Debenture itself.

(3.) The Dominion Stock stands in altogether a different position. Before the half year's dividends become due the Receiver General obtains a warrant for the proper amount payable, charged against interest on Public Debt, and draws it out in three cheques, and deposits them to the credit of a special account, called Dominion Stock Dividend account, at Ottawa, Halifax and St. John. He then fills up the cheques on a special form to each individual, which are countersigned as they stand in the cheque book by the Deputy Inspector General, who keeps a list of them, and checks the total amount against the warrant. As these cheques are paid by the Bank, they are charged against the Dividend account, and the Bank periodically sends in a statement from which the unpaid dividends are written up in a book kept for that purpose, in which all unpaid dividends are carried on from quarter to quarter. This unpaid dividend account forms a deduction from Interest on Public Debt. We think that the system is a good one and that no further check is necessary, especially as the cheques are all sent out through the Bank, excepting for stock inscribed at Ottawa. The stock and transfer books are also kept upon a good principle.

(4.) The Provincial Notes form a distinct branch of the Public Debt. A set of books is kept in which all the notes as delivered to the Bank are entered, and checked off as cancelled. Upon the principle of keeping a check in the Finance Department of everything in the Receiver General's Department, there is a duplicate set of books in the former office. Whilst fully admitting the importance of there being an independent check somewhere upon all matters connected with the payment and receipt of money, we doubt the necessity for the double set of books in this case, because it is the Bank which issues the Provincial Notes under the present system, and the Receiver General has his check upon the Bank. If the system were altered, as has been sometimes proposed, and the Receiver General or his subordinates issued the Notes, then, but not till then, it would be necessary to have duplicate books in some other office.

The branch of the Department which has charge of the daily receipts and payments should have a first class Clerk at the head of it, with two assistants, one of whom has charge of the warrants and powers of attorney. The book-keeper is immediately connected with this branch, and as long as the books are kept upon the present system, embracing all the transactions of the country, he should be a first class clerk, and would require an assistant; but we question the necessity of this elaborate book-keeping in the Receiver General's Department. He must necessarily keep the accounts of the different branches of the Public Debt, of the Agents, of the several Banks, and of the Cash, but this is really all that is essential. If cash has been paid in or out, he must know what Bank received the deposit or made the payment, but it is quite immaterial to him on account of what services the transaction occurred. This is the especial business of the Finance Department, and to have a double set of books giving the same detailed information is unnecessarily to multiply the work. It is argued on the other hand that in case of accidents from fire or otherwise everything should be kept in duplicate, but if the repetition of work for this reason is to be accepted as a rule, many other important documents should be duplicated, and there seems to be no limit to which it would be confined. If the Receiver General's Ledger only contained the accounts above indicated, the book-keeper need not rank in the first class, and would not require a permanent assistant.

The Deputy Receiver General himself has very onerous duties, involving heavy responsibility. Besides the general superintendance of the Department and the signing of Debentures

tures and Cheques, he carries on the correspondence, and he has the immediate charge of a large amount of valuable property—Bonds deposited by Insurance Companies and others, Stamps, &c. He would require a confidential assistant with the rank of Senior second.

At present the Receiver General has by law charge of the Municipal Loan Funds, the payments to Seigniors, and some other special services; but as most of these will now be in the hands of the Provincial Governments, and some other arrangement should be made about the Seigniors, if they are not also transferred; we have taken no notice of them.

THEORETICAL ORGANIZATION.

RANK.	SALARY.		
	Minimum.	Maximum.	Average.
	\$	\$	\$
1 Deputy.....	2,600	2,600	2,600
1 Senior 2nd, Confidential Assistant.....	1,100	1,400	1,250
1 1st class, Public Debt	1,200	1,800	1,500
2 Senior 2nd, do	2,200	2,800	2,500
1 1st class, Receipts and Payments.....	1,200	1,800	1,500
2 Senior 2nd, do	2,200	2,800	2,500
1 1st class, book-keeper	1,200	1,800	1,500
2 3rd or Junior 2nd.....	800	2,000	1,400
Allowance to one 1st class as Chief Clerk.....	400	200	300
2 Messengers.....	600	1,000	800
Total Staff..... 13	13,500	18,200	15,850
Staff, July 1st..... 12	Present cost.....		16,970

FINANCE DEPARTMENT.

ACCOUNTING BRANCH.

A very material alteration must necessarily be made in the Deputy Inspector General's branch of the Finance Department, and it is susceptible of further condensation. The accounts of the Administration of Justice, which formerly took up most of the time of three of the clerks, have been transferred to the Provincial Governments, and the sub-accountants' ledger, embracing the accounts of all persons engaged in the collection of revenue, upon which three other clerks are engaged, is recommended by us to be transferred to the separate Departments which now have charge of these revenues. Before the Audit branch was established, the appropriation book was kept in the Inspector General's Office, and the book still continues to be kept although very similar work is necessarily done in the Audit Office. If the keeping of this second appropriation book were abandoned, there would hardly remain sufficient work to constitute a separate Department. The Dominion ledger would be kept by a man with the rank of 1st class clerk with certainly one, and if he were called upon as now to make out statements for Parliament and the Public Accounts, with two assistants. The warrants were formerly prepared in the Executive Council Office, but as this caused unnecessary delays, the Warrant office was judiciously transferred to the Finance Department. The Warrant clerk is now at a salary beyond the maximum of the old 1st class, and has a regular assistant; but we do not think that the duties are more than a senior 2nd class clerk might discharge, and only occasional assistance can be necessary. The warrant book, which forms the basis of the appropriation book, together with the care of the documents upon which the warrants are issued, form the business of another clerk, who may be a junior. The only remaining business of the Department is the checking of Debentures and Interest

payable in Canada, the register of correspondences, and the work of the Minister's Secretary. The Deputy countersigns all cheques, which takes up much more of his time than the original signature does in the Receiver General's Office; because the Deputy Receiver General may sign a number of cheques at once in the book, to be delivered upon the proper warrant being called for, whilst in the case of the Deputy Inspector General they keep dropping in at all times through the day, causing an amount of interruption which prevents him from attending to any consecutive business. The countersigning of the cheques is no doubt an important duty, but it is throwing away the services of a valuable officer to commit it to the Deputy Head of a Department. It is just the duty to assign to a superior clerk who is no longer as capable as formerly of active work. We append a theoretical organization of the Department if maintained as a separate branch under the existing arrangements, but on the supposition that the sub-accountants' ledgers are transferred to Customs and Inland Revenue.

THEORETICAL ORGANIZATION.

RANK.	SALARY.		
	Minimum.	Maximum.	Average.
	\$	\$	\$ cts.
1 Deputy Head.....	2,600	2,600	2,600 00
1 1st Class Clerk, Book-keeper.....	1,200	1,800	1,500 00
1 do Appropriation Book.....	1,200	1,800	1,500 00
Allowance to one 1st class clerk as Chief Clerk	400	200	300 00
1 senior 2nd Warrant Clerk.....	1,100	1,400	1,250 00
1 do Assistant Book-keeper.....	1,100	1,400	1,250 00
1 do Debenture books and correspondence.....	1,100	1,400	1,250 00
2 3rd or Junior second, general work.....	1,200	3,000	2,100 00
1 Office Keeper.....	500	500	500 00
1 Messenger.....	300	500	400 00
Total Staff..... 10	10,700	14,600	12,650 00
Staff, July 1st..... 13	Present cost, exclusive of those transferred.....		14,923 33

AUDIT OFFICE.

The Appropriation Ledger in the Audit Office is kept by double entry from the warrants when paid, and only takes cognizance of expenditure, the several heads of service being debited with the payments and credited with the authorities, each separate payment being entered at length. This with the journal involves a great deal of writing, and fully occupies the book-keeper and an assistant, and as the book-keeper is often taken off for the preparation of Statements, Estimates and Public Accounts, &c., it has been found necessary to have a second assistant to insure the books from falling into arrear. In the Inspector General's Office, the Appropriation Book is kept by single entry from the Warrant Book. i. e., from warrants issued, whether paid or not, and not quite in the same detail. If the offices were united, one of these books could be saved. The Appropriation ledger would still be kept by double entry, but from the Warrant book, and much work would be saved in journalizing, with a saving of more than the clerk now keeping the Deputy Inspector General's appropriation book. Besides the ledger, another appropriation book is kept in the Audit Office, from the authorities given for warrants, which must always be kept written up to the current

moment. There is a further necessity for this latter book, as the Auditor is not only required by Parliament to see that no expenditure takes place without Legislative authority, but also by the Executive, that there is authority by Council. There would be thus three records in the united department. The appropriation book of authority for warrants given as against the sub-appropriations by Council—the appropriation ledger of warrants issued as against Parliamentary appropriations—and the general ledger which enters payments made from the cash book, without reference to authority. As a statement is made out every ten days of unpaid warrants, these three books can be periodically checked against each other.

The auditing proper and the certifying that warrants may issue, occupy the Assistant Auditor and two clerks.

There is at present a statistical clerk, who besides collecting such financial statistics as are required in the department, has charge of Insurance Companies and of all financial returns which are periodically made, as Banks, Provincial Notes, Savings Banks, Law Stamps, &c., and much miscellaneous work. He has an assistant who also keeps the register of letters. The ultimate arrangements which may be made as to statistics will to some extent affect this work, but it is evident that in any case the financial returns must be kept in the Finance Department.

It has been found frequently necessary that an officer of the Audit Office should visit outside accountants, and although many of these branches, as the Educational Departments, Lunatic Asylums, Sheriffs, &c., are now no longer under the Dominion, the new business which has been brought in by Nova Scotia and New Brunswick has more than compensated for the business transferred. It is proposed to have an officer ranking with the Customs, Excise and Post Office Inspectors, who shall at all times be available to be sent away to inspect, and who, when at Ottawa, shall have special charge of the financial business of the Maritime Provinces.

As the receipts and payments in those Provinces are, for the present at least whilst the communications are so slow, conducted on a different system from what is followed in Ontario and Quebec, a Paymaster and Auditor have been appointed in Nova Scotia, and a Paymaster in New Brunswick, through whom the business is conducted, and who are outside officers of the Finance or Receiver General's Departments. We think it is desirable that they should hold a definite rank under the Civil Service Act as attached to those Departments, but we refrain from expressing any decided opinion upon the subject until we have visited the Lower Provinces and have made our report upon the outside services.

There are two other officers now attached to the Audit Office, whose positions are rather anomalous. The Accountant of contingencies was borne on the staff of the Secretary's Office with which his duties have no evident connection; and as they consist in auditing and paying the contingencies of the several Departments, he has now been attached to the Audit branch of the Finance Department. The Auditor is charged with the duty of seeing that no payment is made without due authority of Parliament and of the Executive, and the principle established in Canada is, that the audit shall as far as possible precede the payment. In this view of the case the Accountant of contingencies is naturally an officer of the Audit Office, but on the other hand there is something anomalous in an employé in that office being the disburser of money who has himself to be audited. Strictly speaking, perhaps he should audit the contingencies under instructions from the Auditor, and on his certificate the Receiver General should pay; but to save unnecessary references and delays with such a multitude of small sums, an accountable warrant is given to him, and he renders an account monthly, not to the Auditor, but to the Board of Audit. The Accountant of contingencies is in charge of the Stationary Office to be attached to the Finance Department under the new Act, in which Office he will require an assistant. He is at present also issuer of marriage licences, and collector of patent and other small fees. Though the Stationary Office has no connection with Audit, it so naturally allies itself with contingencies that this arrangement appears to us to be judicious, especially as it saves the creation of another highly paid official; but the collection of fees appears altogether foreign to his other duties, and there seems to be no reason why they should not be paid direct to the Receiver General.

When the British American Bank Note Company was originally established, and the Provincial Notes were being printed there, it became necessary to establish a thorough system of check and supervision. Mr. Tims, the same officer whom it is now proposed to classify as an Inspector, was recalled from duties which he was carrying on elsewhere and was placed in

charge of the superintendence. After visiting New York and Washington, to make himself acquainted with the methods pursued there, he established a system of supervision which appears to be very perfect, and which the Bank Note Company themselves fully approve of, as giving them a more complete check over their own employes. Mr. Tims found it necessary to obtain assistance whilst the heavy work of the Provincial Notes was going on, and a junior clerk, ranking as a third class clerk, was introduced, who, when Mr. Tims was sent away to Nova Scotia, remained in charge, carrying out the system already established, and when the pressure of the work no longer required his constant presence, he has been engaged in miscellaneous work in the Audit Office. It thus happens, as the Auditor was a member of the Board of Customs, Excise and Stamps, which had the superintendence of the contract with the Company, and as the persons in charge belonged to his office, that he has to a certain extent had that branch of business attached to his office, with which it has strictly no connection. At present the work in the hands of the Bank Note Company is not of very great importance, and an occasional supervision to see whether the system laid down is strictly adhered to may be sufficient. But if the business should again increase, especially by the issue of Dominion Notes, it will be necessary to make provision for due superintendence, and in such an event it would seem to connect itself more with the Receiver General's Department than the Audit Office. In the meantime however it may be as well to leave such supervision as may be necessary to Mr. Tims as Inspector and his former assistant, the latter devoting his spare time to miscellaneous work in the Audit Office.

We have entered thus at length into the discussion of the business of these three last mentioned branches of the Public Service, not only on account of their importance, but because of the great increase of the business falling upon them during the last few years, and the consequent necessity for the re-arrangement of much of the work. The Public Debt, which formerly consisted altogether of Debentures, has now had Provincial Notes and Dominion Stock added to it, requiring an entirely different description of book-keeping and check; and if any general system of Savings Banks should be introduced, there will be a further complicated class of accounts requiring close superintendence. The new legislation with respect to Insurance Companies has thrown upon the Receiver General much additional responsibility in the custody of, and collection of interest on, the securities deposited, and upon the Finance Department a large correspondence in putting this important measure into operation. The transfer to the Provincial Governments of many services has no doubt relieved the Financial Departments from some details, but the addition of the business of Nova Scotia and New Brunswick, in which a different organization has to a certain extent to be kept up, will more than compensate for this even in the future; whilst the arrangements necessary to close up the old accounts, and to start the new system—the adaptation of three different financial systems to each other, and the arbitration between Ontario and Quebec, have been during the past year, and will probably for some time continue to be, the cause of great additional labour. Moreover, the more stringent provisions of the new Audit Act will call for greater precision in the preparation of the Estimates, and will require a close supervision over the daily transactions of the great expending Departments, with which there was formerly but little interference by the Finance Department. This alone would seem to render necessary some modification of the method of conducting the financial business of the Dominion; something analogous to the control which the Treasury in England exercises over all expenditure by other Departments, and in which the Treasury Board, when fully constituted, may be made available. We append the theoretical organization of the Audit office as now constituted.

THEORETICAL ORGANIZATION,

RANK.	SALARY.		
	Minimum.	Maximum.	Average.
	\$	\$	\$ cts.
Ardit.....	2,600	2,600	2,600 00
Assistant Auditor.....	2,000	2,400	2,200 00
1 1st Class Clerk, appropriation clerk.....	1,200	1,800	1,500 00
1 Sr. 2nd, auditing.....	1,100	1,400	1,250 00
1 3rd or junior 2nd.....	400	1,000	700 00
1 1st Class Clerk, book-keeper.....	1,200	1,800	1,500 00
1 Senior 2nd, assisting book-keeper.....	1,100	1,400	1,250 00
1 3rd or junior 2nd.....	400	1,000	700 00
1 1st Class, Statistics, &c.....	1,200	1,800	1,500 00
1 3rd or junior 2nd, general work.....	400	1,000	700 00
1 Chief Clerk, Inspector.....	2,000	2,000	2,000 00
1 do Accountant of Contingencies.....	2,000	2,400	2,200 00
1 3rd or junior 2nd, assisting.....	400	1,000	700 00
1 Messenger.....	300	500	400 00
Total Staff.....14	16,300	22,100	19,200 00
Present Staff.....14	Present Cost.....		18,797 50

CUSTOMS DEPARTMENT.

In our second Report upon the outside services, we shall have to enter at large into many points connected with the Customs arrangements which may materially affect the constitution of the Department at head-quarters; we desire however, in alluding to these probable changes, to guard ourselves against being supposed to cast any reflection upon the former management. The mere fact of its being now erected into a separate Department naturally calls for some important changes in the distribution of the duties belonging to it, and there is no other Department which is so largely affected by the increase of business consequent upon Confederation, the number of separate ports being now 181 against 71 which formerly existed in Canada. The system of books and returns now required from 110 of these is very different from what they have been accustomed to, involving much correspondence, and some confusion in the returns; and as so much that is new must necessarily be introduced in assimilating the methods in the different Provinces, it is very desirable to take the opportunity of thoroughly examining the whole system, with a view of making, once for all, any changes which our experience of defects in our own system, and the example of other nations, may make advisable.

The most important of these changes which has been suggested, and which commends itself to us at first sight as correct in principle, is the introduction of a system somewhat similar to that established in England. At present each port sends its entries to the Department to be checked, but the tabulating of all the business, the arrangement of it under the different heads of a trade imported free or dutiable, whence imported, &c., in short all the statistical information relating to the business of each individual port, is prepared in the ports themselves. From them monthly, quarterly and annual returns are received, which are all added together in the Department to show the whole business of the country, forming the Trade and Navigation Returns which are laid before Parliament. In England, each port sends copies of its entries to London, and all statistical information is compiled there. We believe that this centralization of the work must result in a considerable aggregate saving of

labour and expense, and that the work will be better done by experienced hands constantly engaged in it, than if it is entrusted to all the separate ports scattered over the country. We are however fully aware that difficulties may present themselves in introducing a system which works admirably in England, where every port is within a few hours distance from head quarters, into a country so very differently situated as Canada, and some considerable modifications of it may be necessary. We do not therefore wish to express any decided opinion upon this proposition, until we have had more opportunities of examining the working of the present system in the larger ports of the Dominion, and of receiving the opinion of experienced persons upon it. Moreover, when any change is made, it should as far as possible be complete and perfect, leaving no further modifications to follow, and the whole question not only of the redistribution of the work, but of the nature of the work itself, the forms of books and returns, must be maturely considered. In the course of a few weeks we hope to have completed our survey of the outside branches of the public service, and to be able to report definitely upon this subject. In the meantime we can only submit the organization of the Department upon the supposition that no material change is made in its present business, except in the transference to it of the sub-accountants' ledger from the Finance Department.

There are some points however which are quite unconnected with the proposed changes upon which we wish to offer a remark. At present, when a seizure is made, the collector reports to the Department the distribution of the proceeds, but the net amount coming to Government is all that is paid in to the Receiver General. It is true that the whole transaction, if anything remains for Government, is brought into the Public Accounts, as if the gross amount had been paid in; but we think that the principle ought to be strictly adhered to, that the gross revenue should in all cases be paid to the Receiver General, and the expenses and proportion to the seizing officer, should be paid by warrant. There is another kind of seizure also which does not enter into the Public Accounts at all, when, on account of some parcel not appearing in the invoice, or for other informality, the goods are temporarily detained. Upon such occasions, after report to the Department, the goods are often released upon a fine to be paid to the officer discovering the informality, and no record of the transaction appears in the accounts, nothing being considered as a seizure unless the goods are sold. The fine ought to be paid in to the Receiver General, and be disposed of by warrant.

Our Staff, as returned to us, is a gentleman classed as the Minister's Private Secretary, but a large portion of his business appears to be much more that of a corresponding clerk than a secretary, and we think it very essential that there should be a clear distinction between the functions of the two offices. In the large Departments, where the time of the Minister is fully occupied, he will require a Private Secretary for the miscellaneous correspondence which every Minister is subject to, as letters from Members of Parliament, applications for office, &c., and also to procure and digest for him such information as he may want for statements in Parliament, or reports to Council, and generally to assist him in all things not involving the action of the Department. In strictly Departmental business, the letters, if not written by the Minister or his Deputy, should be prepared for their signature by the corresponding clerk, if there is such an officer, or at any rate should be entered in the departmental letter book. Unless this distinction is fully kept up, there is certain to arise a want of unity in the working of the Department. We have no doubt that as the new arrangements get into working order, any such difficulty which may have occurred in this respect will be obviated; but we think that the liability to its recurrence is very much increased by the present situation of the offices, the Minister and his Secretary being at one end of the building, and the rest of the Department being at the other extreme. This obstacle to the constant and immediate communication between the Minister and his subordinates ought to be remedied if possible.

Under its former constitution the Customs branch of the Finance Department had under it not only Excise, but the revenue from canals, slides, harbours, ferries and other minor collections. At present the Department of Inland Revenue takes charge of slides, ferries, &c., but the Customs Department still retains the collection of canal tolls. The Excise Act is silent upon the subject, and there is some inconsistency in different Orders in Council affecting it. This point should be definitely decided, and if the canals are transferred to the Inland Revenue Department, it would involve the transference of one of the present clerks in the Customs.

THEORETICAL ORGANIZATION.

RANK.	SALARY.		
	Minimum.	Maximum.	Average
	\$	\$	\$ cts.
Commissioner.....	2,600	2,600	2,600 00
Assistant Commissioner.....	2,000	2,400	2,200 00
1 1st Class Clerk, correspondence.....	1,200	1,800	1,500 00
1 Junior 2nd, with allowance as private secretary.....	700	1,000	850 00
1 Senior 2nd, seizures, registration of ships, &c.....	1,100	1,400	1,250 00
1 1st Class Clerk, Book-keeper.....	1,200	1,800	1,500 00
1 Junior 2nd, Assistant.....	700	1,000	850 00
1 Senior 2nd, Canal returns.....	1,100	1,400	1,250 00
4 " Check Clerks and Statistics.....	4,400	5,600	5,000 00
8 3rd or Junior 2nd, do.....	3,200	8,000	5,600 00
2 Messengers.....	600	1,000	800 00
Total Staff..... 22	18,800	28,000	23,400 00
Staff July 1..... 18		Present cost.....	19,577 50

DEPARTMENT OF INLAND REVENUE.

This Department has charge of Excise, Licenses, Weights and Measures, Bill-stamps, Slides, Ferries, and the Cullas' office. As it is as yet in its infancy as a separate Department, and as at the time of our visit there was no Minister having exclusive charge of it, we cannot speak with great confidence as to the organization which may ultimately be required. In our report upon the outside services we shall return to the subject, and in the meantime we only give an organization such as would be required for the work as we find it.

Almost the only thing which calls for special remark in the present stage of our report is the anomalous position of the gentleman who fills the united offices of Assistant Commissioner and Chief Inspector. As the latter, his fixed residence is at Toronto, whilst as Assistant Commissioner he is constantly wanted at the seat of government, and he has in fact been at Ottawa for eight months out of the twelve on travelling allowance. We think that the Assistant Commissioner, as second in command in the office, should reside permanently at head quarters. There can be no objection to his travelling to preserve a proper supervision over the District Inspectors, but Ottawa should be his permanent residence.

Our attention has been called to a subject connected with the Inspectors, which would more properly perhaps have found a place in our report on the outside services, but which is, we think, of sufficient importance to call for remark upon this the first opportunity which we have of bringing it under the notice of government. The Inspectors not only participate in the seizures, but almost all the seizures since the Department was established have been made by the Inspectors. This we think is wrong in principle, unless the duties of inspection are to be considered very different from what is usually implied by the title. The proper functions of an Inspector would seem to be to act as the Agent of the Department, and to see that the subordinate officers strictly perform their duties. If any fraud occurs, in consequence of which a seizure is made, the Inspector is the person from whom Government would expect a report as to the circumstances, and he should have no personal interest in the matter. The subordinate officers necessarily do not occupy a very high position, and their salaries are small; they are exposed to great temptations, and it is proper to give them a considerable share of seizures, so as to make it their personal interest to be true to Government. But the

Inspectors have a high rank in the Public Service, and salaries in proportion, and no hope of personal profit ought to be necessary to insure their faithful performance of their duties. They should exercise close supervision over their subordinates, not only to see that they do not fail in their vigilance on behalf of Government, but that they are not induced by personal motives to be harsh and unjust to the manufacturer over whom they keep watch. If the Inspector is to profit by the seizures he is rendered useless for these purposes; he is not unbiased in judging between the manufacturer and the exciseman, and by stepping in and claiming the lion's share of a seizure, he cuts off his subordinate from the prospect of a gain, which is held out to him as a remuneration for his vigilance and honesty. In proof of this we may state that since the Department has been established \$8,414.42 has been divided amongst Inspectors, and nothing has as yet been paid to the subordinate officers. In one Inspection District alone, by the account for the last financial year, which has not yet been fully paid, although it seems to be due under the present arrangement, \$3,290.13 accrues to the District Inspector, \$2,655.87 to the Assistant Inspector whose duties extend through all the Inspection Districts, and only \$821.13 to the Collectors and Excisemen. But even if the District Inspectors and the Assistant Inspectors should be allowed some share in the seizures, which we think would be objectionable, all the same arguments apply with still greater force against the Assistant Commissioner, as Chief Inspector, participating in them.

The Department takes cognizance of Weights and Measures; but we think that there is an erroneous impression as to the extent of the action which it should take in the matter. The Department should procure standards to be kept in different parts of the Dominion, say for instance in each Inspection District. These should be accessible to the local authorities for comparison; but the inspection of weights and measures in the possession of individuals is a purely municipal, or at most a Provincial affair. No Dominion officer should be charged with this duty, and no expense on that account should be incurred.

There is a special examination for candidates for employment in the Collection of Inland Revenue, apart from the ordinary examination for admission into the Civil Service. It has been proposed to allow the Inspectors, who form the Examining Board, \$200 per annum each for superintending these examinations. We cannot see the necessity of this, as the usual Civil Service examinations are conducted by the Deputy Heads without any extra allowance.

THEORETICAL ORGANIZATION.

RANK.	SALARY.		
	Minimum.	Maximum.	Average.
Commissioner.....	\$ 2,600	\$ 2,600	\$ 2,600 00
Assistant Commissioner.....	2,000	2,400	2,200 00
1 1st Class Clerk, correspondence, &c.....	1,200	1,800	1,500 00
1 do book-keeper.....	1,200	1,800	1,500 00
3 Senior 2nd, Compilers.....	3,300	4,200	3,750 00
2 3rd or Junior 2nd.....	800	2,000	1,400 00
1 Messenger.....	300	500	400 00
Total Staff..... 10	11,400	15,300	13,350 00
Staff July 1..... 12	Present cost.....(a)		13,902 50

(a) This includes 1 at \$1,200, now on the staff at head quarters, but who is to be transferred to the outside service.

DEPARTMENT OF PUBLIC WORKS.

The effect of Confederation has been very much to enlarge the work of this Department. The correspondence, which was already very voluminous, now embraces in addition all matters having reference to the building of light-houses, the examination of harbours, and the superintendence of railways in Nova Scotia and New Brunswick. On the other hand, the maintenance of light-houses above Montreal and of the provincial steamers are now otherwise provided for. The system adopted for the registration of this large correspondence is very perfect, though somewhat costly in the amount of labour expended on it, but it is in our opinion well worth the cost, except in so far as a saving might be made by copying letters by the press.

In the Law Office a good system of the registration of deeds, &c., is established, and as many as 3,176 documents appear to have been recorded since 1867.

The work of the accountant's branch is conducted upon a very perfect though rather complicated system, which was introduced by the present Deputy, after conference with the Finance Department. From examples which were submitted it seems evident that, without some such system as that in use, it would be impossible for the Department to keep such a check over its numerous outlying services, as past experience has proved to be absolutely necessary. It appears doubtful whether the present two book-keepers (one fewer than there were in 1867) can keep the work from falling into arrear, and if this should prove to be the case, we consider it far preferable to add to the staff than to diminish the stringency of the present check.

We were unable to form an opinion as to the amount of work resulting from outside operations of the engineering branch, as it varies so materially, according to the season of the year and the nature of the works in progress. It may, however, be a question whether it might not be better to have a smaller standing staff of engineers permanently attached to the Department, and to employ from time to time, as occasion requires, such local engineers as may be found at points where works have to be carried on, and to dispense with their services, as soon as the special object for which they were engaged shall have been effected. Should this plan be adopted, the remuneration to outside engineers would necessarily be at a higher rate than now given to those who are classified as engineers on the permanent staff. These salaries, which it is not proposed materially to increase, are very low, considering the professional character of the services rendered; but it must be remembered that they are permanent appointments, and the pay is not contingent, as in the profession at large, upon their being able to obtain employment. Moreover, when no great work is in progress, the engineering staff is employed upon routine work which does not require any very high qualifications. The possibility of a change in our system in this respect appears to us to be worthy of the consideration of the Head of the Department. It must also be borne in mind that the services of an engineer will frequently be required in Nova Scotia and New Brunswick for minor works, as well as for the railways in those Provinces, and it would involve considerable delay and expense if one of the staff were sent from Head Quarters for such purposes. It would thus probably be advisable to have an engineer resident in the Maritime Provinces, available for the general work of the Department.

The collection of hydraulic rents is at present assigned to this Department. As this is the only case of revenues collected by it, it may be a question whether the duty should not be otherwise provided for; but in many cases at least the rents are due for waterpower immediately connected with works under the superintendence of the Department, and convenience may dictate the continuation of an arrangement otherwise anomalous.

We have included, in our theoretical organization, at the instance of the Deputy, one Clerk to whom there is nothing corresponding in the present staff, who would be charged with what may be called the engineering audit. When accounts come in they are examined in the book-keeping branch, and when they contain engineering details requiring special professional knowledge, they are handed over for report to one or other of the Engineering Staff. The prices of work and material, however, differ much in different sections of the country, and it is doubtful whether this branch of the auditing is always sufficiently attended to. If this work were the special occupation of one man, whose business it would be to make himself thoroughly acquainted with all the details likely to come before him, the Deputy is of opinion that it would be much more satisfactorily conducted. It is not only for auditing work actually done that he would be available, but all contracts, specifications and estimates

would be submitted to him for report before any action was decided upon. We think the principle is a sound one, and recommend the subject to the notice of the Head of the Department.

By the Act the Deputy to the Minister of Public Works seems to be intended to act as the Secretary of the Railway Board; but the late Secretary still continues to receive his salary, though not apparently connected with any Department. This point ought to be definitely decided.

THEORETICAL ORGANIZATION.

RANK.	SALARY.		
	Minimum.	Maximum.	Average.
	\$	\$	\$ cts.
Deputy Head.....	3,500	3,500	3,500 00
Secretary, Chief Clerk.....	2,000	2,400	2,200 00
2 Senior 2nd, correspondence.....	2,200	2,800	2,500 00
1 Junior 2nd, with allowance as Secretary.....	700	1,000	850 00
1 1st Class, Law matters.....	1,200	1,800	1,500 00
1 Junior 2nd, do	700	1,000	850 00
(a) 4 3rd or Junior 2nd, Journal and Records.....	1,600	4,000	2,800 00
1 1st Class, Book-keeping	1,200	1,800	1,500 00
1 Senior 2nd, do	1,100	1,400	1,250 00
1 3rd or Junior 2nd, do	400	1,000	700 00
1 Senior 2nd, Paymaster.....	1,100	1,400	1,250 00
2 3rd or Junior 2nd, general service	800	2,000	1,400 00
Chief Engineer.....	3,240	3,240	3,240 00
Assistant do	2,400	2,400	2,400 00
2 do ranking as 1st Class Clerks.....	2,400	3,600	3,000 00
4 Senior 2nd, Engineers and Draughtsmen.....	4,400	5,600	5,000 00
2 3rd or Junior 2nd, do	800	2,000	1,400 00
1 Senior 2nd, Maps, Records and Draughtsmen.....	1,100	1,400	1,250 00
1 Collector of Hydraulic rents (not classed).....	800	800	800 00
1 1st Class, Engineering Audit	1,200	1,800	1,500 00
1 Office Keeper.....	500	500	500 00
2 Messengers.....	600	1,000	800 00
Total Staff..... 33	33,940	46,440	40,190 00
Staff July 1..... 30	Present cost		36,827 50

(a) One of these would probably be saved if the letters were copied by press.

POST OFFICE DEPARTMENT.

The business of this Department has largely increased during the last few years, independently of the accessions to it from Nova Scotia and New Brunswick, and in all probability a constant increase of the staff will be required in the future. In some respects, however, the Post Office is more favourably situated than most other Departments, as in them the pressure of work is very unequal, so that, unless the staff be kept up to a mark beyond what is sometimes necessary, at other times things would fall into arrear. In most branches of the Post Office the business comes in daily and has to be daily disposed of, and the necessary strength to meet it can be more easily estimated. There is this further advantage that, the

different branches having been once organized, the increasing work is mostly of a routine character, and the additions required will be principally those of junior clerks, so that the cost will not grow as rapidly as the number of the employes.

There will be an exception to this rule in one respect, for the number of Post Offices spread all over the country has increased so rapidly, as to have quite grown beyond the capacity of the old organization for inspection. The number of Inspectors has not been increased since 1854, whilst the number of Post Offices has more than doubled. A large portion of the Inspectors' duties, embracing as they do the supervision of mail contracts and mail service, affords them almost constant occupation at their head quarters, and they do not as a rule travel, unless there should be some special reason for inspecting particular offices. The old system of the Inspector keeping constantly moving and each Postmaster feeling that he was at any moment liable to a visit, has completely died out. We think that it should be revived, and the best way would be to have an Assistant Inspector in each district, who should receive a moderate salary, say \$800, with a liberal allowance for travelling, so as to make it his interest to spend most of his time in visiting the offices in his district. The increase of Money Order Offices, and the recent establishment of Savings Banks, have added to the necessity for this constant supervision. It would appear advisable also that there should be a Chief Inspector, whose head quarters would be at the seat of government. Besides having the supervision over all the inspection districts, he might have some special duties, as the superintendence of Railway Post Offices. He should rank as a Chief Clerk, with a somewhat higher salary than those of the local Inspectors. This subject, however, belongs more properly to the organization of the outside branches, and we have not included the Inspectors in the Departmental Staff.

There will also be some difficulty in bringing the business of Nova Scotia and New Brunswick into the general system, especially in connection with the Money Order and Savings Bank Branches, where, besides the slowness of the communications, there is the further complication of the difference in the currency. We shall speak more fully upon this branch of the subject in our report upon the outside services.

The Savings Banks, considering the very short time they have been in operation, have worked very satisfactorily: but we think that there is in one respect an error in the principle upon which, according to the Act, the accounts are to be kept. The 75th section provides that a certain percentage, which it is estimated should be paid, shall be charged as the interest upon that portion of the public debt, and that any difference between that and the actual cost in interest and charges shall be considered as the profit or loss arising out of the establishment. We think that this unnecessarily complicates the transaction by mixing up finance and statistics. The financial statement should not deal with assumptions, but simply with facts. The amount which is allowed to the depositors as interest, and the charges of managing the Savings Banks, are the cost at which the money is held, and this is all that ought to appear in the Public Accounts. How much these two amount to, and whether less or more than the theoretical 5 per cent., or than the interests and charges paid for other loans, is a matter of statistics, which may be commented upon in the Postmaster General's Annual Report.

At present the Postmasters in the small country offices in Ontario and Quebec are paid by a percentage upon their collections, a system which complicates the accounts, and occasions much correspondence in rectification of errors, and often misconception on the part of the Postmasters. We think that it would be better if all received a fixed allowance, based not merely upon the receipts, but upon the amount of labour and responsibility devolving upon each office.

The management of the Department is in every respect so satisfactory, and the work so methodically carried on, that we think it unnecessary to make any further remarks upon it, but proceed to furnish a theoretical organization, with the understanding that the main subdivisions remaining unaltered, some further modification may be necessary in bringing the business of the Maritime Provinces into the general system.

THEORETICAL ORGANIZATION.

RANK.	SALARY.		
	Minimum.	Maximum.	Average.
	\$	\$	\$
Deputy Postmaster General.....	2,600	2,600	2,600
Secretary, Chief Clerk.....	2,000	2,400	2,200
1 1st Class, Correspondence.....	1,200	1,800	1,500
1 do Establishment.....	1,200	1,800	1,500
1 do Dead Letters.....	1,200	1,800	1,500
1 do Stamps.....	1,200	1,800	1,500
3 Senior 2nd.....	3,300	4,200	3,750
(a) 10 3rd or Junior 2nd.....	4,000	10,000	7,000
Cashier, Chief Clerk.....	1,800	2,200	2,000
1 Senior 2nd, Assistant.....	1,100	1,400	1,250
Accountant, Chief Clerk.....	2,000	2,400	2,200
1 1st Class, Chief Examiner.....	1,200	1,800	1,500
1 do Compiler.....	1,200	1,800	1,500
3 Senior 2nd.....	3,300	4,200	3,750
11 3rd or Junior 2nd.....	4,400	11,000	7,700
Superintendent of Money Orders, Chief Clerk.....	2,000	2,400	2,200
1 1st Class, Assistant.....	1,200	1,800	1,500
1 Senior 2nd.....	1,100	1,400	1,250
7 3rd or Junior 2nd.....	2,800	7,000	4,900
Superintendent of Savings Banks, Chief Clerk.....	1,800	2,200	2,000
1 Senior 2nd.....	1,100	1,400	1,250
2 3rd or Junior 2nd.....	800	2,000	1,400
1 Office Keeper.....	500	500	500
3 Messengers.....	900	1,500	1,200
Total Staff..... 56	43,900	71,400	57,650
Staff July 1..... 56	Present cost.....		49,776

(a) One of whom may receive allowance as private Secretary.

DEPARTMENT OF AGRICULTURE.

Although this is the official name of the Department, its business consists almost entirely of the superintendence of Patents and Statistics. Such correspondence as there may be upon the subject of Agriculture, Immigration, Quarantine, &c., is managed by the Deputy.

The Patents, including under the same head the registration of trade marks, copyrights, &c., occupy at present five clerks exclusively, with two more principally employed upon that subject, and with occasional assistance in copying from the other branch, besides the repairer of models; in all eight persons. The total number of applications for patents during the past 12 months, has been 506, and of patents issued, 414. This would give an average of little more than one patent a week for each individual employed, and we should have thought that a smaller staff would have been sufficient, but we are assured by the Deputy that all are fully employed.

The clerks exclusively engaged in Statistics are four in number, besides three others

mainly occupied with that subject. The present plan of collecting statistics is based upon a report by the Deputy of the Department of Agriculture, soon after his acceptance of the office of Secretary of the Board under the old law. It is substantially as follows: To commence with the earliest accessible records of the country, for (to use his own words) "the idea of creating the statistics of a country cannot be logically conceived without the desire of going back to the remotest period of its history, for statistical science is above all a science of comparisons and proportions, and the longer the time and the larger the figures, more the accurate the inferential conclusions." Proceeding upon this principle, he recommended that the interval between the date of his report and the next decennial census should be devoted to the collection and periodical publication of a complete *résumé* of the statistics of the Province, from the discovery of the country to the year 1870, and thereafter that an annual volume should be published in a more extended form. The branches of statistics to be embraced in the general plan are thus enumerated:—territorial, vital, religious, educational, administrative, military, judicial, commercial, industrial and financial. The Board, at the only meeting ever held, January 18, 1866, agreed to the propositions contained in Dr. Taché's report, with the exception of the proposal to publish successive volumes of statistics, going back to the earliest period of the history of Canada, which was reserved for further consideration.

These retrospective statistics evidently occupy an almost unlimited field, and however interesting in themselves, except in a very few instances, they have no immediate bearing upon practical questions of the present time. It appears, moreover, that though much labour has been devoted to them very little progress has been made towards obtaining such a *résumé* for publication as that originally proposed by Dr. Taché. He, himself, is of opinion, that without a large increase to his staff, the publication of the results will be indefinitely delayed, and he expressed an opinion to us, that unless such an increase can be given to him, that branch of statistics had better be abandoned. We entirely concur in this opinion, and we think if such a work is to be undertaken, it would be more profitably done by a grant in aid of some individual or society, having a special interest in and adaptation for historical research, and not by a Department of Government.

Different opinions may be entertained as to the best way of collecting current statistics. We think that, whether it be done by a Department or by a Board in which several Departments are represented, a definite plan should be laid down by competent authority, and the results should be published in an annual volume. Proceeding upon this basis, at certain intervals, say at the period of the census, a re-examination of the facts collected should be made, such errors as had crept in, and had not been discovered till after publication, should be corrected, and a comparative abstract of the decennial period should be published, with the legitimate inferences from the whole. If this work is committed to a Department, there would still require to be concert with other Departments, which have the superintendence of particular subjects, and this was provided for in Dr. Taché's original report above referred to, and approved of by the Board of Statistics. But it has never been acted on, nor does the co-operation of others seem to have been needed, as no statistics other than those of the services under the charge of the Department itself have been published, excepting the annual Blue Book, which is a mere enumeration of persons in the employment of Government. Under these circumstances we feel at a loss to express any decided opinion as to the number of persons who should be employed in the statistical section of the Department. It will depend altogether upon the scope which Government determines upon giving to the subject. It appears to us, however, essential that there should be a complete revision of the subjects to be included in the general scheme, and that the statistics should be strictly limited to the points so selected, otherwise an indefinite extension of the field of enquiry, and consequently of the staff, will probably be the result.

The Department has charge of Quarantine, and if the Dominion were going to undertake any large scheme of Immigration, Quarantine would naturally belong to the same Department; but as this does not appear to be probable, as long as the Crown Lands, which would form the basis of any large measure of the kind, are in the hands of the several Provinces, we think that the subject is not in any way connected with the other duties of the Department. It seems more naturally to ally itself with the Department of Marine and Fisheries. One advantage which would result from such a redistribution of the business would be that the same officers, who act as agents for the latter Department at Halifax and St. John, could very well attend to Quarantine also, and thus save an additional officer, or perhaps more.

Assuming the duties of the Department to be mainly confined, as they are at present, to patents and statistics, each of the two branches would require a first class clerk at its head, one of whom might receive an additional allowance as Chief Clerk. In the patent branch we do not think that any higher rank than junior 2nd class need be given to any of the clerks found to be necessary. In the statistical branch there might be one senior 2nd or possibly two, but this, together with the number of juniors, would entirely depend upon the extent to be given to that branch, and to the nature of the subjects embraced in it. In the absence of any information upon this subject, we can only give the classification of such a staff as we think would be sufficient to manage the present business of patents, and the collection, tabulation and publication of such of the more important branches of current statistics as are now attainable, upon the supposition that each Department furnishes its own statistics in such a form as may be determined upon by some central authority. It must, however, be understood that if any general system for the collection of vital statistics throughout the Dominion is established, an enlargement of the staff would become necessary. In connection with this branch of statistics we find a gentleman included in the pay-list at a salary of \$1,200, who is only considered as temporarily attached to the Department for a special service. He is engaged in collecting the vital statistics of Lower Canada from the parish registers, and his salary covers his travelling and all other expenses. We think that the work could not in any other way be conducted so economically, especially as, besides the information he is now collecting, he places at the disposal of the Department the accumulation of several years of private research. We recommend that the present arrangement should be maintained, and we have included in our theoretical organization a temporary *attaché* at that amount.

We wish further to remark that it has been proposed to classify the house-keeper as a clerk in charge of Post Office, &c. The charge of letters, express parcels, &c., does not appear to differ from the duty of ordinary messengers, and we think the change would be injudicious. One of the clerks returned to us as an extra clerk is below the age at which any one can enter as a probationary clerk. As he has already been employed for nearly two years, it may not be right to remove him, but he ought, at any rate, to receive no more as an extra clerk, than he would be entitled to as a probationary clerk, if qualified by age, to be so appointed.

THEORETICAL CLASSIFICATION.

RANK.	SALARY.		
	Minimum.	Maximum.	Average.
	\$	\$	\$
Deputy of Minister.....	2,600	2,600	2,600
1 1st class clerk, Patents.....	1,200	1,800	1,500
1 do Statistics.....	1,200	1,800	1,500
Allowance to one as Chief Clerk.....	400	200	300
1 Senior 2nd, Correspondence, &c.,.....	1,100	1,400	1,250
1 do Statistics.....	1,100	1,400	1,250
1 Temporary <i>attaché</i>	1,200	1,200	1,200
3 3rd or Junior 2nd, Patents.....	1,200	3,000	2,100
1 do Statistics.....	400	1,000	700
4 do General.....	1,600	4,000	2,800
1 Office keeper.....	500	500	500
1 Repairer of models.....	450	450	450
2 Messengers.....	600	1,000	800
Total Staff..... 18	13,550	20,350	16,950
Staff, July 1..... 23	Present cost.....		19,310

DEPARTMENT OF MARINE AND FISHERIES.

Of the business under the superintendence of this Department, the Fisheries were formerly under the Crown Lands Department, and the Provincial Steamers and Light Houses above Montreal were under the Department of Public Works. There were besides in the late Province of Canada numerous services which were not exactly under any Department, as the Light Houses below Montreal (managed by the two Trinity Houses), Sick Mariners, Harbor Masters, Steamboat Inspectors and the River Police. There has also been a large accession of business from Harbours and Light Houses, Fisheries and Steamers in Nova Scotia and New Brunswick, and the provision for sick and disabled and distressed seamen has been enlarged. It appears also to be in contemplation to establish a system of granting certificates to masters of vessels and of enquiring into shipwrecks, which the great increase of the seafaring population from the Maritime Provinces may render necessary. These various services, though none of them perhaps individually important enough to require a Department to be responsible for them, involve in the aggregate an expenditure of upwards of \$400,000, and they employ such a very large number of outside officers, scattered over the whole country, that we think that it has become necessary to provide more fully than was formerly done for their supervision, and that the closer attention which can now be given to them will effect a saving fully equivalent to the expenses of the Department.

As all the arrangements are in their infancy, it is very possible that some further modifications of the staff may before long be necessary, but we think that the organization which we propose will place the Department on an efficient footing, and that if any additions are hereafter required, they will probably only be juniors, or supernumeraries transferred from other Departments.

Until a more rapid means of communication with the Maritime Provinces is established, it will be necessary to have local officers at Halifax and St. John, acting as agents for the Department. These should perhaps be included in the general staff, although they do not naturally fall into the general classification of the Civil Service, but we have refrained from so including them until we have reported on the services in the Lower Provinces.

THEORETICAL ORGANIZATION.

RANK.	SALARY.		
	Minimum.	Maximum.	Average.
	\$	\$	\$
Deputy of Minister	2,600	2,600	2,600
1 1st Class Clerk, Fisheries.....	1,200	1,800	1,500
1 do general business.....	1,200	1,800	1,500
1 do book-keeper.....	1,200	1,800	1,500
Allowance to one as Chief Clerk.....	400	200	300
1 senior 2nd.....	1,100	1,400	1,250
4 3rd or junior 2nd.....	1,600	4,000	2,800
2 Messengers.....	600	1,000	800
Total Staff..... 11	9,900	14,600	12,250
Staff, July 1..... 12	Present cost.....		11,630

In conclusion, we append a statement of the whole Civil Service, according to our Theoretical Organization, and a comparison with it as it stands at present,

	THEORETICAL.				ACTUAL.	
	Staff.	Min.	Max.	Average.	Staff.	Amount.
The Governor General's Office.....	8	64,306	92,706	81,065	9	\$10,975 00
Department of the Privy Council.....	10	9,100	12,000	10,550	12	12,750 23
Do Justice.....	7	5,000	8,400	7,000	7	7,305 23
Do Militia.....	15	11,000	13,100	12,000	15	15,400 00
Do the Secretary of State.....	23	20,740	23,340	22,200	23	25,200 10
Do the Secretary for the Provinces.....	4	4,500	6,300	5,500	6	8,100 00
Do the Receiver General.....	12	12,500	15,300	14,500	12	15,070 00
Do Finance.....	10	10,700	14,000	12,550	13	14,923 23
Do do Audit Office.....	14	15,300	22,100	19,300	14	15,777 50
Do Customs.....	22	15,300	23,000	22,000	18	19,577 50
Do Inland Revenue.....	10	11,400	15,300	13,350	12	12,002 50
Do Public Works.....	23	33,040	45,440	40,100	30	34,227 50
The Post Office Department.....	55	43,000	71,400	57,650	55	65,775 00
The Department of Agriculture.....	15	13,540	20,250	16,900	22	19,310 00
Do Marine and Fisheries.....	11	9,000	14,000	12,300	12	11,000 00
Total.....	245	232,035	334,925	232,425	264	299,296 50

All which is respectfully submitted.

JOHN LANGTON,
Chairman.

CIVIL SERVICE COMMISSION.

THE COMMISSIONER OF CUSTOMS' GROUNDS OF DISSENT FROM PART OF THE FIRST REPORT.

The undersigned, overlooking the minor points upon which he has been unable to concur with his colleagues in their first Reports, begs leave to record his dissent from that part of the Report which has reference to the Customs Department.

The grounds upon which he dissents are:—

1. That the Report, whilst avowedly guarding against being supposed to cast any reflection upon the former management of the Department, throws an implied reflection upon its present administration, which the undersigned considers to be uncalled for, any imperfections and irregularities with respect to Returns that may have occurred in the attempt to blend and harmonize, under circumstances of considerable difficulty, two or three different modes of conducting the Departmental affairs, having been more or less the lot of all other Branches of the Public Service—though the task was no doubt found to be more difficult in the Customs Department, owing to the very nature and extent of its duties and its numerous outside branches.

2. The existing system of management in connection with the Returns transmitted from the various Ports, and the compilation of the commercial Statistics at the Head Office is defectively stated, and conveys a totally erroneous impression of the statistical labors of the Clerks engaged in the preparation of the Tables showing the Trade and Navigation of the whole Dominion. To say simply that the monthly, quarterly and annual Returns received "are all added together in his (the Customs) Department, to show the whole business of the country," is giving a very inaccurate idea of the process of condensing the statistical facts collected at upwards of 180 Ports—to say nothing of the previous examination and verification of the Entries and Returns containing those statistical facts. And then as to the remark that *the arrangement of the business of the Ports under different heads of articles imported, free or dutiable, whence imported, &c., in short all the statistical information is prepared in the Ports themselves*, it is considered that it would have been more correct to say that the statistical facts and information in question were *collected*, not *prepared*, at the Ports themselves, and communicated in a prescribed tabulated form to the Head of the Department at Ottawa, where they were digested, and combined in the form in which they are submitted to Parliament. It would indeed be difficult to imagine from what other source than the Ports themselves such statistical facts and information could be drawn, and yet one would infer, from the tenor of the sentence from which we have quoted, that the Head Office was possessed of other means of getting at the facts and information in question independently of a reference to the Ports.

3. A third objection to the part of the Report from which the undersigned dissents is, that without what he considers adequate examination and enquiry, the Commission is made to convey an implied condemnation of a system of which they have but an imperfect knowledge, and to commend, though not without some reticency, the introduction in its stead of another system with the practical scope and working of which they are still less acquainted.

The Report says: "In England each Port sends copies of its Entries to London, and all statistical information is compiled there." This is precisely what might be said of what takes place here—In Canada each Port sends copies of its Entries to Ottawa, and all statistical information is compiled there,

The compilation understood in both cases is the same, that is to say, in England the "Annual Statement of the Trade and Navigation of the United Kingdom," and in Canada the "Tables of the Trade and Navigation of the Dominion of Canada."

Down to the date of the Confederation of the Provinces, in 1867, the existing system, inaugurated in 1850, but improved and extended in such particulars as experience and the development of the Country called for, was found to combine all the requisites of accuracy,

despatch and economy in the preparation of the Returns of the Trade and Navigation of Canada, as laid annually before Parliament.

Three Statistical Clerks performed the work. The Tables, covering from 250 to 300 pages of letter press, 8vo, were always ready to be laid before Parliament simultaneously with the corresponding Returns from other Departments, and sometimes in advance of them, and the correctness and value of the compilation has never been questioned in any important particular.

A system which like the one under consideration, has the sanction of 18 years experience in this country, and which has the still higher sanction of such a country as France, should not, the undersigned apprehends, be supplanted by one which,—however it may suit the compact territorial circumstances of Great Britain and its administrative idiosyncrasies,—appears nevertheless to be so little adapted to the geographical elongation of the settled parts of this country—Halifax, one of our ports of Entry on the East, being some 1,600 miles distant from Sault St. Marie another of our ports of Entry on the West,

It should be moreover remarked that this English system which the Report commends as one of the most important changes that could be introduced into ours, originated as late as 1849, after the repeal of the Imperial Duties in Canada, and shortly before the passing of the General Order of the Lords of the Treasury (6th December, 1850) transferring the control and management of the Customs to the Government of the Province.

The Treasury Board Minute of 1849 is thus about coeval with the transfer referred to, and Mr. Duncomb, the then incumbent of the office of Commissioner of Customs, must have been in possession of and familiar with the Minute in question since he introduced the system it prescribed. But this, it seems, was soon discontinued by the orders, it is believed, of Mr. Hincks, the then Minister of Finance (Inspector General)—and we have thus the evidence of a failure in the first attempt made to introduce into the Department the system of compiling the Commercial Statistics of the Country, in accordance with the rules laid down in England under the Treasury Order, which it is considered, should govern the action of the Department here.

The undersigned has not the presumption to say that the system which obtains in England since 1849, of compiling the Statistics of the Trade and Navigation of the United Kingdom from the Entries and other original Custom-House Documents transmitted daily from each Port and Out-Port to London, is not one perfectly suitable to the situation and circumstances of England, with its net-work of Railways and Electric Telegraphs covering the land; but he certainly has the strongest conviction that such a system is wholly inapplicable to the circumstances of this Country, and that the existing mode of collecting the facts and information required for the compilation, at the Central Office, in Ottawa, of the Statistics of the Trade and Navigation of the Dominion of Canada, is in every way best calculated to accomplish that object with fidelity, accuracy and despatch. Its extended sphere of action since the Union of the Provinces calls of course for corresponding extension of the Official Staff of the Department, and for some of those modifications and improvements which so naturally suggest themselves in adapting existing systems and institutions to larger operations. But this, it is believed, is all that is required to give to the present management of the Statistical branch of the duties of the Customs Department, all the efficiency which the Government of the Country can desire.

Ottawa, 11th January, 1860.

R. S. M. BOUCHETTE.

APPENDIX.

APPENDIX.

APPENDIX A.

Rules for the Classification of the existing Departmental Staff of the Civil Service under the Civil Service Act, and for determining the times at which they will be eligible for an increase of salary or for promotion.

(1.) These Rules are principally framed to meet the cases of men who were formerly classified under the old Civil Service Act in Canada, but the same principles will apply to a man formerly in the service of the other Provinces, upon the assumption that his rank should be in that class under the present Act, within the limits of which the salary he was enjoying fell, and that his standing in that class would count from the date when he first received that or any other salary falling within the limits of such class.

(2.) Any employé not formerly classified under the Civil Service Act, but belonging to any outside service, or any person formerly in the employment of Government or of the Legislature, whose services were dispensed with in consequence of the re-arrangement of duties since Confederation, may be introduced into the present Civil service at the salary he formerly enjoyed, if such salary falls within the limits of the class to which he is appointed, and the length of his service in his previous appointment will count in ascertaining his standing in his present class.

(3.) If such a person is appointed to duties assigned to a lower class than that within the limits of which his former salary fell, his salary will be at the maximum of his new class, and he will have the benefit of his former length of service in estimating his standing in his new class.

(4.) If he is appointed to a higher rank than that within the limits of which his former salary fell, it will be considered a new appointment, and his former service will not count towards his standing.

(5.) If his services have been dispensed with and he has received one or two years' gratuity, one or two years shall be deducted in consequence from his length of service.

(6.) Extra clerks, who have had 12 months' service up to July 1st, 1868, will be classed not higher than 3rd class unless they have had six years' service. Their standing in the class will count from their first appointment, and their salary will be such as they have hitherto received, or at such rate as the Government may determine.

(7.) Extra clerks who have had six years' service may in the discretion of the Head of the Department be appointed to the junior 2nd, and their standing in that class will count from such appointment.

(8.) Extra clerks who have not had 12 months' service to July 1st, 1868, will be considered as newly appointed, and if retained in the service after the completion of one year, they will be classed as 3rd class at the minimum salary, except in cases of special qualification as provided by section 31 of the Act.

(9.) New appointments made since June 30, 1867, at salaries higher than the minimum of the class in which the new clerk is placed should be confirmed by Order in Council.

(10.) Any clerk whether appointed before or after June 30, 1867, whose salary is beyond the rate to which he would have reached in his class by services under the Civil Service Act or by these rules, will remain at that salary until by length of service he would have become entitled to an increase.

(11.) If a clerk has had such service that during the past year he would have reached the salary he then enjoyed or a higher salary, during the current year he will be rated in his class at the step under the Civil Service Act next above the salary he then enjoyed.

(12.) As under the old Act a man had to serve two years as probationary clerk, and only one year under the present Act, in counting the length of service in the two junior classes, the service shall count as from his first entrance as probationary clerk.

(13.) If a 3rd class clerk appointed before June 30, 1867, was receiving June 30, 1868, a salary less than the minimum of the new junior 2nd class he will now be ranked as a 3rd class clerk, unless he has had six years service from entrance, when it will be in the discretion of the Head of the Department to promote him to the junior 2nd.

(14.) If his salary as 3rd class clerk was within the limits of the present junior 2nd class, it will be in the discretion of the Head of the Department to rank him in the latter class, if he has had six years service from his first appointment; if not, he will remain in his present rank and salary until he is eligible for promotion.

(15.) If a 3rd class clerk under the 14th rule should be ranked as junior 2nd class, his standing in that class will be such as it would have been if he had been promoted to it after the completion of six years service from his first entrance.

(16.) If a 2nd class clerk under the old law was, June 30, 1868, in receipt of a salary not exceeding the maximum of the present junior 2nd class, he will be ranked in that class, and his standing in it will not be less than it would have been if he had been placed in it after six years complete service from his first appointment.

(17.) If a 2nd class clerk was, June 30, 1868, in receipt of a salary beyond the limits of the present junior 2nd class, he will nevertheless be ranked as junior 2nd, unless his duties are such as in the theoretical organization of his department are assigned to the senior 2nd class, and he is appointed to the higher rank; but he shall not be so appointed unless or until he has had 5 years service in the old 2nd class, or 12 years service from his first appointment.

(18.) If a 2nd class clerk under the old classification is appointed to the senior 2nd, his standing as such will date from his appointment to the senior 2nd class, irrespective of his length of service in any of the lower grades.

(19.) All 1st class clerks under the old classification, who are not appointed to 1st class clerkships under the new law, shall have the honorary title of supernumerary 1st class clerks, but without any of the annual increases appertaining to that rank. If performing duties which in the theoretical classification are assigned to the senior 2nd class clerks, they will be entitled to the increases up to the limit of that class, their service in the old 1st counting; as service in the present senior 2nd. If they are performing duties assigned to a lower grade than senior 2nd, they will receive no increase upon their present salary.

(20.) Under the old Civil Service Act there were certain officers, book-keepers and others, who were not classed, but received salaries as high as, or higher than, those of the first class. All these, unless classed as chief clerks, will for the purposes of the present rules be considered as having been 1st class clerks.

(21.) If a 1st class clerk under the old classification is appointed to a 1st class clerkship under the new law, his standing as such will count from his first appointment as 1st class clerk or equivalent rank under the old law.

(22.) If any clerk receiving a salary above the minimum of the new first class, but who is not at present appointed to a first class clerkship, should hereafter receive such an appointment, he will retain his existing salary, until by length of service, counting from such appointment, he would be entitled to an increase.

APPENDIX

CLASSIFICATION OF

Department.	Name.	Duties.	Age.	Years service July 1st, 1860.
Governor's Secretary....	Denis Godley.....	Governor's Secretary.....	44	Yrs. Mos
	H. Cotton.....	Chief Clerk.....	50	8
	G. Kidd.....	Clerk.....	47	10
	F. Barrowe.....	".....	24	6
	G. Boxall.....	Messenger.....	72	21
	G. Smith.....	do.....	49	7
	Lieut.-Col. Irvine.....	Alde-de-Camp.....	68	15
	Sergt. T. Lambkin.....	Creerly, at per diem allowance.....	38	
	" G. Stronger.....	do do.....	35	
		9 persons.....		
Privy Council.....	W. H. Lee.....	Clerk to Privy Council.....	69	48
	W. A. Hinaworth.....	Assistant do.....	48	27
	F. Vallonnd.....	Clerk.....	75	24
	J. O. C.M.....	do Council Journal and Indexes.....	49	23
	F. H. Hinaworth.....	do } Preparation of Orders in	45	21
	H. Alexander.....	do } Council.....	32	12
	W. Horace Lee.....	do.....	25	6
	P. St. Hill.....	Office Keeper.....	50	27
	M. Naughton.....	Door Keeper.....	48	27
	W. K. Morgan.....	Messenger.....	23	12
	J. Cairns.....	do.....	22	2
P. Battersen.....	do.....	22	2	
	12 persons.....			
Justice.....	H. Bernard.....	Deputy.....	43	10
	J. Stuart.....	Clerk.....	54	4
	C. Drinkwater.....	Clerk and Short-hand writer.....	26	4
	A. Atchison.....	Clerk.....	28	1
	J. A. Macdonell.....	Do.....	18	1
	P. Lynch.....	Messenger.....	40	14
	F. Curran.....	Do.....	42	3
	7 persons.....			
M.H.A.....	Geo. Fetroys.....	Deputy of Minister.....	50	24
	P. Champion.....	} General office work.....	29	8
	H. D. J. Lane.....		19	1
	R. Barry.....	Accountant.....	49	28
	H. O'Meara.....	} Assistant Examiner of accounts.....	23	7
	R. Gillies.....		28	3
	D. McLennan.....		46	5
	W. H. Amund.....	Preparation of Receipts and Vouchers.....	26	1
	Theo. Why.....	Superintendent of stores.....	58	6
	George Grant.....	Examiner of monthly returns.....	54	20 H.M.'s.
	W. H. Steers.....	Keeps clothing accounts with officers and corps.....	52	10
	A. Pope.....	Now on outside service.....		1
J. W. Gow.....	Messenger.....	33	12	
H. Conant.....	Do.....	28	3	
J. Yeomans.....	Store Keeper.....		3	
	15 persons.....			
Secretary of State.....	H. Parent.....	Under Secretary.....	67	26
	W. H. Jones.....	Corresponding clerk.....	43	26
	J. M. Tott.....	General business.....	28	6

B.

THE EXISTING STAFF.

Years service in present rank.	Present Rank under old Act.	Proposed Rank under new Act.	Date when 1st increase can commence.	Date when eligible for promotion.	Present Salary.	Proposed Salary this year, 1866-7.	What will be next year, 1867-8.
Yrs. Mos.					\$ cts.	\$ cts.	\$ cts.
8	1st class	Chief clerk	July 1866		2,000 00	2,400 00	2,400 00
10	1st "	1st cl. Sup'y.	At max.		1,800 00	1,800 00	1,800 00
6	3rd "	Jr. 2nd	July 1866	July 1873	1,400 00	1,400 00	1,400 00
21			At max.		720 00	720 00	750 00
7			July 1866		500 00		
15					450 00	450 00	500 00
					1,500 00	1,500 00	1,500 00
					182 50	182 50	182 50
					182 50	182 50	182 50
					10,075 00	9,855 00	9,155 00
22	Deputy	Deputy			2,000 00	2,000 00	2,000 00
17	Chief clerk	Chief clerk	July 1866		2,000 00	2,000 00	2,100 00
11	1st class	1st cl. Sup'y.	At max.		1,400 00	1,400 00	1,400 00
11	"	1st class	July 1866		1,400 00	1,450 00	1,500 00
3	"	1st cl. Sup'y.	" 1866		1,200 00	1,250 00	1,300 00
3	2nd class	Jr. 2nd	" 1866	Now	940 00	950 00	1,000 00
3	3rd "	"	" 1866	July 1873	640 00	700 00	750 00
27			above max.		582 23	582 23	582 23
27			above max.		600 00	600 00	600 00
2			July 1866		450 00	450 00	450 00
2			Jan. 1872		450 00	450 00	450 00
2			July 1872		450 00	450 00	450 00
					12,753 23	12,933 23	13,213 23
1	Deputy	Deputy			2,000 00	2,000 00	2,000 00
4	1st class	1st class	July 1866		1,000 00	1,300 00	1,350 00
4	"	Jr. 2nd class	" 1870	July 1869	973 23	973 23	973 23
	Extra	3rd class	above max.	Jan. 1873	912 50	912 50	912 50
	"	"	above max.	" 1873	730 00	730 00	730 00
14			At max.		500 00	500 00	500 00
3			Jan. 1871		450 00	450 00	450 00
					7,165 23	7,365 23	7,415 23
1	Deputy	Deputy			2,000 00	2,000 00	2,000 00
8	2nd	Jr. 2nd	At max.	Jan. 1873	1,000 00	1,000 00	1,000 00
	Extra	3rd class	above max.	" 1873	730 00	730 00	730 00
	Chief	Chief	July 1866		2,300 00	2,350 00	2,300 00
2	1st class	1st cl. Sup'y.	" 1866		1,300 00	1,300 00	1,350 00
3	"	"	" 1866		1,300 00	1,350 00	1,300 00
2	3rd class	3rd	above max.	Jan. 1869	800 00	800 00	800 00
1	4th "	3rd class	July 1871	July 1873	500 00	500 00	500 00
6	1st class	1st "	" 1866		1,400 00	1,450 00	1,500 00
1	2nd "	Jr. 2nd	At max.	Jan. 1872	1,000 00	1,000 00	1,000 00
1	3rd "	"	July 1866	Now	800 00	850 00	970 00
1	3rd "	"	above max.	Jan. 1872	800 00	800 00	800 00
12			July 1866		450 00	450 00	500 00
1			Jan. 1866		400 00	410 00	435 00
3					400 00	500 00	500 00
					15,450 00	15,320 00	16,115 00
26	Deputy	Deputy			2,300 00	2,300 00	2,300 00
10	1st class	1st class	July 1866		1,400 00	1,400 00	1,500 00
4	"	1st cl. Sup'y.	" 1866		1,300 00	1,300 00	1,300 00

APPENDIX

CLASSIFICATION OF

Department.	Name.	Duties.	Age.	Years service July 1, 1860.	
Secretary of State—Cm.	L. M. Amouroux.....	General business.....	55	Yrs. Mos. 6 1	
	E. Bronssea.....	do.....	23	4 6	
	F. J. Langovin.....	Deputy Registrar.....	25	
	J. A. Bélanger.....	Examining, indexing, &c., Registry Boh.	25	15	
	Wm. Spragg.....	Deputy Superintendent Indian Affairs.	60	29	
	C. T. Walcott.....	Book-keeper.....	47	9	
	L. Vanhoughnet.....	General business.....	20	7 2	
	J. M. Lecourt.....	Drughtsman.....	43	6 2	
	W. F. Coffin.....	Ordinance Lands Agent.....	50	27	
	F. P. Austin.....	General business.....	38	11	
	W. Mills.....	Book-keeper.....	43	10	
	J. Peeryth.....	Land Bailiff.....	61	22	
	L. A. Catellier.....	Copying and Engrossing.....	33	9 2	
	H. J. Morgan.....	do.....	25	4	
	J. V. DeBoucherville.....	do.....	25	3 1	
	W. M. Goodvo.....	do.....	20	2 4	
	S. J. Murray.....	Copying, Indian branch.....	60	24	
	T. H. Hodgins.....	General work.....	23	1 4	
	John Gow.....	Messenger.....	60	46	
	J. N. Fradet.....	do.....	47	17	
	F. X. Valiquette.....	do.....	23	6	
	P. Logan.....	do.....	34	6	
	25 persons.....				
	Secretary for the Provinces.....	E. A. Meredith.....	Under Secretary.....	50	21
		G. Powell.....	Corresponding clerk.....	45	20
H. E. Steele.....		In charge of Register and Records.....	48	27	
C. J. Birch.....		Copying.....	52	25	
H. Tott.....		do.....	20	1 6	
C. Owen.....		Messenger.....	43	0 2	
6 persons.....					
Receiver General.....	T. D. Harrington.....	Deputy Receiver General.....	60	26	
	G. C. Robinson.....	Debiture Clerk and Chief Clerk.....	51	21	
	T. C. Bramley.....	Book-keeper.....	56	10 2	
	J. B. Stantien.....	Cash Receipts.....	56	26 2	
	L. F. Dufresne.....	Dominion Stock.....	49	15 6	
	J. F. Pallast.....	Warrants.....	42	15 6	
	C. W. Shay.....	Assistant Debitures.....	49	21 9	
	F. Lewis.....	Bank Accounts.....	52	10 6	
	F. Hunter.....	Assistant Book-keeper.....	63	10 2	
	J. B. H. Neve.....	Stamps, Correspondence.....	33	5	
	F. L. Oramit.....	Office-keeper.....	26	15	
F. McCaffrey.....	Messenger.....	35	19		
12 persons.....					
Finance Department.....	Wm. Dickinson.....	Deputy Inspector General.....	57	26	
	H. Godard.....	Book-keeper.....	51	23 1	
	J. Drysdale.....	Book-keeper, duties transferred to Customs Department.....	50	25 6	
	M. A. Higgins.....	Warrant Clerk.....	43	20 9	
	A. Cary.....	Book-keeper, duties transferred to Excise Department.....	28	20 5	
	F. G. Scott.....	Debiture, Book, &c.....	47	13 4	
	G. J. Anderson.....	Appropriation Book.....	33	9 7	
	R. W. Baxter.....	Assistant Book-keeper.....	31	10 4	
	J. A. Torrance.....	do.....	49	2 2	
	W. A. Blackmore.....	Short-hand Writer.....	25	2 1	
F. C. Ryan.....	Assistant Book-keeper, duties transferred to Customs.....	25	7 10		

B.—Continued.

THE EXISTING STAFF.

Years service in present rank.		Present Rank under old Act.	Proposed Rank under new Act.	Date when 1st increase can commence.	Date when eligible for promotion.	Present Salary.	Proposed Salary this year, 1868-9.	What will be next year, 1869-70.
Yrs.	Mo.					\$ etc.	\$ ctr.	\$ etc.
		Extra	Jr. 2nd.....	July 1873...	July 1873...	912 50	912 50	912 50
		"	Srd.....	above max....	Jan. 1870...	912 50	912 50	912 50
		Chief	Chief	July 1873...	2,000 00	2,000 00	2,000 00
3		2nd class....	Sr. 2nd.....	" 1868.....	940 00	1,100 00	1,150 00
6		Chief	Chief	" 1868.....	2,000 00	2,000 00	2,100 00
9		1st class....	1st Cl. Sup'y.	At max.....	1,400 00	1,400 00	1,400 00
3		2nd "	Jr. 2nd.....	July 1870...	July 1870...	940 00	940 00	940 00
6	2	Srd "	"	" 1870.....	" 1873...	700 00	700 00	700 00
12		Chief	Chief	July, 1868...	2,000 00	2,050 00	2,100 00
3		2nd class....	Jr. 2nd.....	" 1868.....	Now	940 00	940 00	1,000 00
3		"	"	" 1868.....	July, 1869...	940 00	940 00	950 00
12		"	"	"	"	415 00	500 00	500 00
8	10	Srd class....	Jr. 2nd.....	" 1868.....	July, 1870...	900 00	850 00	900 00
		Extra	Srd class....	Above max....	" 1870...	912 50	912 50	912 50
		"	"	"	" 1871...	730 00	730 00	730 00
		"	"	"	" 1872...	730 00	730 00	730 00
3	6	Srd.....	Jr. 2nd.....	July, 1868...	Now	750 00	800 00	850 00
		Extra	Srd.....	" 1871.....	July, 1873...	500 00	500 00	500 00
40		"	"	At max.....	500 00	500 00	500 00
17		"	"	"	500 00	500 00	500 00
6		"	"	July, 1868...	345 00	390 00	430 00
6		"	"	At max.....	500 00	500 00	500 00
						25,968 10	26,517 50	26,967 50
21		Deputy	Deputy	2,000 00	2,000 00	2,000 00
27		1st class....	1st class....	July, 1868...	1,810 00	1,650 00	1,700 00
11		"	1st supy....	At max.....	1,400 00	1,400 00	1,400 00
11		"	"	"	1,400 00	1,400 00	1,400 00
		Extra	Srd class....	Above max....	Jan., 1873...	730 00	730 00	730 00
0	3	"	"	"	400 00	400 00	400 00
						8,140 00	8,100 00	8,200 00
10	6	Deputy	Deputy	2,000 00	2,000 00	2,000 00
3	6	Chief	1st class & ch.	At max.....	2,000 00	2,000 00	2,000 00
10	3	1st class....	1st class....	July, 1868...	1,000 00	1,450 00	1,700 00
11		"	1st Sup'y....	Above max....	1,000 00	1,000 00	1,000 00
11		"	"	At max.....	1,400 00	1,400 00	1,400 00
11		"	"	Above max....	1,500 00	1,500 00	1,500 00
11		"	"	At max.....	1,400 00	1,400 00	1,400 00
3	6	"	1st class....	Jan., 1874...	1,000 00	1,000 00	1,000 00
3	6	"	1st Cl. Sup'y	" 1870.....	1,230 00	1,230 00	1,235 00
3	3	2nd class....	Jr. 2nd.....	At max.....	July, 1870...	1,000 00	1,000 00	1,000 00
15		"	"	"	500 00	500 00	500 00
10		"	"	July, 1868...	450 00	450 00	500 00
						16,970 00	17,050 00	17,135 00
13		Deputy	Deputy	2,000 00	2,000 00	2,000 00
7		Chief	1st cl. & ch.	At max.....	2,000 00	2,000 00	2,000 00
13	6	1st class....	1st class....	"	1,300 00	1,300 00	1,300 00
14	1	"	1st Cl. Sup'y	Above max....	1,000 00	1,000 00	1,000 00
7		"	1st class....	July, 1870...	1,000 00	1,000 00	1,000 00
13	4	"	1st Cl. Sup'y	At max.....	1,400 00	1,400 00	1,400 00
7		"	1st class....	July, 1868...	1,400 00	1,450 00	1,500 00
2		"	1st Cl. Sup'y	" 1868.....	1,300 00	1,300 00	1,310 00
2	3	"	"	" 1868.....	1,300 00	1,300 00	1,300 00
3	1	"	Jr. 2nd.....	" 1871.....	July, 1870...	973 23	973 23	973 23
4		2nd class....	"	" 1868.....	" 1873...	600 00	700 00	750 00

APPENDIX
CLASSIFICATION OF

Department.	Name.	Name.	Age.	Years service July 1, 1884.
Finance Dept.—Con.	H. A. Jones.....	Warrant Book	25	3 6
	G. Aumond	Assistant Warrant Clerk	22	1 10
	E. L. Killaly.....	General work	21	11
	David Ryan.....	Office-keeper	30	26
	John Pender.....	Messenger	41	9 9
16 persons.....				
Audit	John Langton	Auditor	60	12 8
	John Simpson	Assistant Auditor	60	3 10
	Thomas Ross	Accountant of contingencies.....	46	28 7
	Thomas D. Time.....	Inspector.....	42	9 9
	Thomas Cross	Book-keeper	64	12 5
	Arthur Harvey.....	Insurance and Statistics	34	6 3
	J. Patterson.....	Appropriation Book	37	12 6
	E. C. Barber	Auditing	36	12 6
	G. M. Jarvis	Assistant Book-keeper.....	45	6 2
	J. R. Hall.....	General work	21	3
	W. H. Cotton.....	Br. Am. Bank Note Co. and general.....	21	1 8
	J. B. Simpson	Auditing	26	1 7
	W. E. Armstrong	Assistant Book-keeper	54	6 6
John Pender	Messenger.....	37	9 6	
14 persons.....				
Customs	R. S. M. Bonchette	Commissioner.....	63	22
	J. Johnson.....	Assistant Commissioner.....	51	12
	J. W. Penchy.....	Correspondence	41	13 4
	J. E. Andy.....	Registration and Blank Forms	48	19 2
	H. H. Duffill	Canal matters.....	73	25
	G. A. Mailless	Checks entries of larger Ports	49	24
	F. E. Sheppard.....	Checks entries	33	12 10
	H. C. Hay	Checks quarterly Returns	36	12 3
	W. A. Bell.....	Checks monthly Returns.....	27	8 5
	McC. P. Bliss.....	Acting as Private Secretary	44	10
	J. A. Wolf.....	Assistant to Mr. Bell.....	27	2 3
	H. A. Wrodenburg	do do	43	5
	E. H. Mackay.....	do do	31	7
	J. W. Grant	Junior Clerk.....	18	3
	Edna Walls	Messenger.....	37	12
F. Conolly	do	23	8	
18 persons.....				
Inland Revenue.....	Thos. Worthington.....	Commissioner.....	64	25
	A. Brunel	Assistant Commissioner and Inspector... ..	50	5 10
	Lucius J. O'Brien.....	Registration Bonds and Licences.....	71	12
	James F. Brown	Statistical Clerk, Tobacco, &c	40	3 9
	R. Hottle	Cullers, Beams and Slides Returns.....	52	11 4
	Alex. Bagg	Stamps, Labels and Forms	43	10 4
	E. Berrodalle	Correspondence	38	5
	W. Hinaworth	Statistical Clerk, Malt.....	21	
	W. Messam.....	do Liqueur Returns.....	28	2 2
	† R. E. Somerville.....	Superannuery	55	
John Fowler	Messenger	28	2 2	
19 persons.....				

* Mr. Bliss also receives \$200 as Private Secretary.

† It is understood that Mr. Somerville is only temporarily attached to the Department and is to be

B.—Continued.

THE EXISTING STAFF.

Years service in present rank.	Present Rank under old Act.	Proposed Rank under new Act.	Date when 1st increase can commence.	Date when eligible for promotion.	Present Salary.	Proposed Salary this year, 1868-9.	What will be next year, 1869-70.
Yrs. Mos.					\$ cts.	\$ cts.	\$ cts.
2	3rd class.....	3rd class.....	Jan., 1871...	Jan., 1871...	600 00	600 00	600 00
1 10	4th class.....	"	" 1871...	" 1873...	500 00	500 00	500 00
0 11	"	"	" 1872...	" 1874...	500 00	500 00	500 00
15 6	"	"	At max.....	"	500 00	500 00	500 00
9 9	"	"	July, 1868...	"	450 00	450 00	500 00
					19,003 33	19,103 33	19,323 33
12 3	Deputy.....	Deputy.....	"	"	2,600 00	2,600 00	2,600 00
2 6	Chief.....	Chief.....	At max.....	"	2,400 00	2,400 00	2,400 00
10	"	"	July, 1868...	"	2,000 00	2,050 00	2,100 00
9 5	1st class.....	"	At max.....	"	1,600 00	2,000 00	2,030 00
12 5	"	1st class.....	July, 1868...	"	1,600 00	1,450 00	1,700 00
6 3	"	"	" 1868...	"	1,360 00	1,400 00	1,450 00
3 3	"	"	" 1868...	"	1,240 00	1,250 00	1,300 00
3 3	"	1st Cl. Sup'y.	" 1865...	"	1,240 00	1,250 00	1,300 00
2 2	"	1st class.....	1869.....	"	1,300 00	1,300 00	1,350 00
2 2	3rd class.....	3rd class.....	July, 1871...	July, 1871...	600 00	600 00	600 00
1 3	4th ".....	"	Jan., 1871...	Jan., 1873..	500 00	500 00	500 00
	Extra.....	"	above max...	"	730 00	730 00	730 00
	"	Sr. 2nd.....	July, 1869...	"	1,377 50	1,100 00	1,150 00
2 6	"	"	Jan., 1871...	"	450 00	450 00	450 00
					18,797 50	19,100 00	19,530 00
17 3	Deputy.....	Deputy.....	"	"	2,600 00	2,600 00	2,600 00
8	Chief.....	Chief.....	Jan., 1869...	"	2,000 00	2,025 00	2,075 00
12 9	1st class.....	1st class.....	July, 1868...	"	1,600 00	1,650 00	1,700 00
11	"	1st Cl. Sup'y.	At max.....	"	1,400 00	1,400 00	1,400 00
11	"	"	"	"	1,400 00	1,400 00	1,400 00
4	"	"	July, 1869...	"	1,320 00	1,320 00	1,350 00
2	"	"	" 1869...	"	1,240 00	1,240 00	1,250 00
2	"	"	" 1868...	"	1,240 00	1,240 00	1,250 00
2	2nd class.....	Jr. 2nd.....	" 1868...	Now.....	940 00	950 00	1,000 00
2 3	"	"	At max.....	Jan., 1871...	1,000 00	1,000 00	1,000 00
10	"	"	Jan., 1873...	" 1873...	900 00	900 00	900 00
2	4th class.....	3rd class.....	July, 1870...	July, 1872...	500 00	500 00	500 00
5	3rd class.....	"	" 1874...	" 1874...	600 00	600 00	600 00
	Extra.....	"	Jan., 1872...	Jan., 1874...	547 50	547 50	547 50
3	Probationary	Probationary	July, 1872...	July, 1874...	300 00	500 00	500 00
12	"	"	July, 1868...	"	450 00	450 00	500 00
8	"	"	Jan., 1868...	"	300 00	315 00	345 00
					17,097 50	17,427 50	17,907 50
1	Deputy.....	Deputy.....	"	"	2,000 00	2,000 00	2,000 00
1	Chief.....	Chief.....	"	"	2,000 00	2,050 00	2,100 00
11	1st class.....	1st class.....	July, 1868...	"	1,400 00	1,450 00	1,500 00
3 9	2nd ".....	Jr. 2nd.....	Jan., 1870...	Jan., 1870...	940 00	940 00	945 00
	Extra.....	"	July, 1869...	July, 1869...	912 50	900 00	1,000 00
5	3rd class.....	"	" 1868...	" 1869...	800 00	850 00	900 00
5	"	"	" 1869...	" 1873...	700 00	700 00	750 00
	4th class.....	Probationary	" 1872...	" 1874...	500 00	500 00	500 00
2 2	3rd ".....	Jr. 2nd.....	" 1869...	" 1871...	800 00	800 00	850 00
	"	"	July, 1872...	"	1,300 00	1,200 00	1,300 00
	"	"	"	"	450 00	450 00	450 00
					12,302 50	12,520 00	12,785 00

placed in the outside service.

APPENDIX

CLASSIFICATION OF

Department.	Name.	Duties.	Age.	Years service July 1, 1868.	
Public Works.....	T. Trudeau.....	Deputy.....	43	8 7	
	F. Brant.....	Secretary.....	43	13 9	
	J. B. Howard.....	Private Secretary.....	33	1	
	J. B. French.....	Correspondence.....	56	4 2	
	J. W. Harper.....	Clerk and Paymaster.....	45	15 9	
	F. H. Ennis.....	Registrar.....	31	4 2	
	G. Verret.....	Diarist.....	37	6 11	
	J. R. Arnoldi.....	Copyist.....	30	8 7	
	T. F. N. Bonneville.....	Custodian.....	33	12	
	O. Dionne.....	Clerk.....	33	4 3	
	H. A. Fissault.....	Law Clerk.....	40	8 1	
	C. Pope.....	Copying Clerk.....	34	6 11	
	J. Baine.....	Book-keeper.....	46	11 6	
	F. Hamel.....	Assist. do.....	47	12 2	
	John Page.....	Chief Engineer.....	50	25 8	
	F. P. Rubidge.....	Assistant.....	63	26 7	
	G. F. Baillargé.....	Engineer.....	44	23 10	
	T. Menro.....	do.....	37	8 5	
	J. H. Rowan.....	do.....	38	8 2	
	J. Guerin.....	do.....	50	3 10	
	E. H. Parent.....	do.....	33	3 10	
	C. McCarthy.....	do.....	50	11 10	
	J. LeB. Ross.....	do.....	33	11 7	
	C. E. Michaud.....	Draughtsman.....	34	3 3	
	S. McLaughlin.....	Clerk and Photographer.....	43	7	
	M. Battie.....	Collector of Hydraulic Rents.....	40	6 3	
	P. Owens.....	Housekeeper.....	42	17 9	
	M. Walsh.....	Messenger.....	50	23 9	
	H. Petrin.....	do.....	33	6 9	
	J. Desbarriers.....	do.....	42	7 9	
		30 persons.....			
	Post Office.....	W. H. Griffin.....	Deputy P. M. G.....	56	33
		W. White.....	Secretary, &c.....	30	13 7
		W. D. Lefebvre.....	Correspondence, appointments and establishing new Post Offices.....	29	11 5
G. H. Hargrave.....		Mail Contracts, &c.....	42	11 1	
J. Pinckett.....		Mining Letters, &c.....	32	7 5	
W. S. Thomas.....		Correspondence and acts as Priv. Secy.....	34	3 1	
O. Fréchet.....		Mail Tenders and Fr. Correspondence.....	30	6 5	
T. Cross.....		Postmasters' Bonds.....	22	2 2	
A. Lindsay.....		Custody and issue of forms.....	29	4	
E. Clarke.....		Copying Clerk.....	19	1 3	
W. A. Maingy.....		do.....	61	26	
E. Fletcher.....		do.....	18		
Brinsley King.....		In charge of dead letters.....	30	11 9	
G. O'Donohue.....		Assistant do.....	24	3 5	
M. K. Dunlop.....		do.....	20	5 5	
H. R. A. Wetherly.....		In charge of Stamps.....	30	14 7	
A. Bevell.....		Assistant.....	19	1 1	
C. Roger.....		Book-keeper of Bill Stamps.....	50	2	
John Ashworth.....		Cashier.....	45	24 8	
R. Sinclair.....		Advice Clerk.....	68	12 3	
H. A. Wickstead.....		Book-keeper, Ocean Mail Service.....	37	9 2	
E. C. Hayden.....		Accountant.....	54	23 7	
W. H. Smithson.....		Chief examiner of accounts.....	48	23 11	
R. Oliver.....	Chief Compiler.....	35	8 2		
J. F. McQuig.....	British Packet Accounts.....	53	14 4		
J. Andette.....	Monthly sheets examiner.....	46	21 8		
	do and charge of blank forms.....	49	14 1		

B.—Continued.

THE EXISTING STAFF.

Years service in present rank	Present Rank under old Act.	Proposed Rank under new Act.	Date when 1st increase can commence.	Date when eligible for promotion.	Present Salary.	Proposed Salary this year, 1880-9.	What will be next year, 1880-81.
Yrs. Mos.					\$ cts.	\$ cts.	\$ cts.
4 4	Deputy.....	Deputy.....	2,500 00	2,500 00	2,500 00
4 4	1st class.....	Chief.....	1,800 00	2,000 00	2,050 00
.....	Extra.....	Jr. 2nd.....	July, 1869...	July, 1873...	750 00	700 00	750 00
.....	2nd class.....	".....	" 1873...	" 1873...	900 00	900 00	900 00
11 2	1st ".....	1st cl. Sup'y.	above max...	1,550 00	1,550 00	1,550 00
4 2	2nd ".....	Jr. 2nd.....	At max.....	July, 1869...	1,000 00	1,000 00	1,000 00
.....	Extra.....	".....	July, 1869...	" 1873...	750 00	750 00	750 00
8 7	3rd class.....	".....	Jan., 1869...	Jan., 1871...	800 00	825 00	875 00
8 7	2nd ".....	".....	above max...	Now.....	1,100 00	1,100 00	1,100 00
.....	Extra.....	3rd.....	above max...	July, 1870...	750 00	750 00	750 00
6	1st class.....	1st class.....	July, 1868...	1,400 00	1,450 00	1,500 00
.....	Extra.....	Jr. 2nd.....	" 1868...	July, 1873...	750 00	750 00	750 00
11 6	1st class.....	1st class.....	" 1868...	1,610 00	1,650 00	1,700 00
12 2	".....	1st cl. Sup'y.	At max.....	1,400 00	1,400 00	1,400 00
14 9	2,240 00	2,240 00	2,240 00
11 9	2,400 00	2,400 00	2,400 00
2	1st class.....	1st class.....	At max.....	1,800 00	1,800 00	1,800 00
2	".....	".....	July, 1876...	1,600 00	1,600 00	1,600 00
4 4	".....	1st cl. Sup'y.	Jan., 1869...	1,250 00	1,300 00	1,350 00
3 10	2nd class.....	Jr. 2nd.....	Jan., 1870...	Jan., 1870...	900 00	900 00	925 00
.....	Extra.....	3rd.....	above max...	" 1871...	912 50	912 50	912 50
11 10	2nd class.....	Sr. 2nd.....	July, 1869...	1,095 00	1,100 00	1,150 00
7	".....	".....	" 1869...	1,100 00	1,100 00	1,150 00
3 8	".....	Jr. 2nd.....	Jan., 1870...	Jan., 1870...	900 00	900 00	925 00
7	".....	".....	above max...	Now.....	1,000 00	1,000 00	1,050 00
6 8	850 00	800 00	800 00
12 9	At max.....	500 00	500 00	500 00
9 9	July, 1868...	450 00	450 00	500 00
6 9	" 1868...	450 00	450 00	500 00
1 9	" 1868...	450 00	450 00	500 00
.....	36,827 50	37,377 50	37,927 50
17	Deputy.....	Deputy.....	2,000 00	2,000 00	2,000 00
7 5	Secretary.....	Chief.....	July, 1869...	1,900 00	2,000 00	2,050 00
3 6	2nd class.....	1st class.....	July, 1869...	900 00	1,200 00	1,250 00
1 7	2nd ".....	Jr. 2nd class.	" 1868...	Now.....	900 00	950 00	1,000 00
2	3rd ".....	".....	" 1869...	July, 1872...	700 00	700 00	800 00
3 1	2nd ".....	".....	above max...	" 1870...	1,020 00	1,020 00	1,020 00
3 6	3rd ".....	".....	July, 1869...	" 1873...	650 00	700 00	750 00
2 2	4th ".....	3rd class.....	" 1870...	" 1873...	500 00	500 00	500 00
1 11	4th ".....	".....	" 1868...	" 1870...	500 00	550 00	600 00
1 3	4th ".....	".....	" 1871...	" 1873...	500 00	500 00	500 00
1	Extra.....	".....	At max.....	Now.....	450 00	650 00	650 00
.....	".....	".....	July, 1869...	July, 1873...	450 00	400 00	450 00
3	2nd class.....	Senr. 2nd.....	" 1869...	940 00	1,100 00	1,150 00
3 5	4th ".....	3rd class.....	" 1869...	July, 1871...	500 00	500 00	550 00
5	4th ".....	".....	" 1872...	" 1874...	500 00	500 00	500 00
11	1st class.....	1st class.....	" 1868...	1,400 00	1,450 00	1,500 00
1 1	4th ".....	3rd ".....	" 1871...	July, 1873...	500 00	500 00	500 00
5	3rd class.....	3rd class.....	above max...	July, 1871...	800 00	800 00	800 00
14	1st ".....	Chief.....	July, 1869...	1,000 00	1,200 00	1,250 00
3 6	2nd ".....	Jr. 2nd.....	" 1868...	Now.....	900 00	1,000 00	1,000 00
7 5	2nd ".....	Senr. ".....	" 1869...	1,000 00	1,100 00	1,150 00
11	Chief.....	Chief.....	" 1868...	2,000 00	2,050 00	2,100 00
11	1st class.....	1st class.....	" 1868...	1,400 00	1,450 00	1,500 00
.....	".....	".....	" 1869...	1,200 00	1,200 00	1,250 00
11	".....	1st cl. Sup'y.	at max.....	1,400 00	1,400 00	1,400 00
11	".....	".....	July, 1868...	1,250 00	1,250 00	1,400 00
3 6	".....	".....	Jan., 1869...	1,200 00	1,200 00	1,225 00

APPENDIX

CLASSIFICATION OF

Department.....	Name.....	Duties.....	Age.....	Years service, July 1, 1860.	
Post Office—(ca.).....	R. H. Benjamin.....	Examiner of accounts.....	36	11 6	
	H. J. Garrett.....	Journals and bank accounts.....	35	10 7	
	H. W. Griffin.....	Examiner monthly sheets.....	35	8 3	
	P. E. Buche.....	Assistant Compiler.....	35	12 6	
	J. McNab.....	Examiner monthly sheets.....	35	7 3	
	J. C. Patterson.....	Assistant Compiler.....	35	4 10	
	U. M. Patrick.....	do Examiner.....	35	5 5	
	J. Walsh.....	do Compiler.....	35	6 4	
	R. Oliver.....	General duties.....	35	3 3	
	D. McCarthy.....	do.....	35	1 1	
	H. S. Hephirk.....	do.....	35	1 1	
	P. Lacombe.....	Superintendent.....	54	14 1	
	C. W. Jenkins.....	Principal Clerk.....	53	14 7	
	J. Brophy.....	Ledger keeper.....	44	14 9	
	W. Berry.....	Money orders, Britain, &c.....	36	7 5	
	E. G. Bennett.....	Ledger keeper.....	33	10 7	
	J. W. McDougall.....	General Ledger keeper, &c.....	27	3 2	
	R. J. Shaw.....	Ledger keeper.....	46	2 2	
	C. J. Higgins.....	Copying Clerk.....	35	1 1	
	L. Blanchet.....	Bank accounts and forms.....	36	5 5	
	C. Sangster.....	Ledger keeper.....	46	3 3	
	C. J. Stewart.....	Superintendent.....	39	13 5	
	D. Matheson.....	Examiner daily accounts, &c.....	27	4 7	
	C. L. Thomson.....	Ledger keeper.....	23	3 3	
	S. Burnham.....	General duties.....	29	3 3	
	Wm. Rance.....	Office-keeper.....	46	2 2	
	John Yorick.....	Messenger.....	21	9 2	
	Wm. O'Brien.....	do.....	24	6 2	
	M. Bennett.....	do.....	48	7 6	
	56 persons.....				
	Agriculture & Statistics.....	J. C. Taché.....	Deputy Head.....	43	8 7
		A. J. Cambie.....	Patent Clerk and Paymaster.....	33	11 11
		S. B. Finden.....	Correspondence.....	56	23 23
		C. C. Neville.....	Statistical Clerk.....	50	8 8
S. Drapson.....		do.....	45	8 6	
W. H. Johnson.....		do.....	62	10 5	
S. Ferland.....		Trade-marks, Copyrights and Archivist.....	31	6 6	
N. Holmquist.....		Curator of Patent Models.....	50	6 6	
H. Cochrane.....		Assistant Patent Clerk.....	26	6 10	
J. O'Brien.....		Blue-book and Translator.....	27	5 5	
K. Tétu.....		Clerk.....	39	3 5	
D. Noutier.....		do.....	24	6 6	
J. E. D'Auteuil.....		do.....	25	3 3	
D. Laigne.....		do.....	45	1 3	
J. B. Jackson.....		do.....	23	1 3	
J. F. Dionne.....		do.....	23	3 3	
Rev. G. Tangay.....		Attached on Special Service.....			
W. J. Lynch.....	Copying Clerk.....	16	1 11		
J. E. Lemieux.....	Housekeeper.....	26	5 3		
A. Fréchet.....	Tradesman (Models).....	26	4 4		
J. Boly.....	Messenger.....	52	6 3		
E. Mercier.....	do.....	50	5 3		
J. B. Lacroix.....	do.....	60	5 5		
23 persons.....					

* Below the age for appointment.

† Upon the supposition that he is allowed \$400 as Chief Clerk; he receives now \$200 from contingencies.

B.—Continued.

THE EXISTING STAFF.

Years service in present rank.		Present Rank under old Act.	Proposed Rank under new Act.	Date when 1st increase can commence.	Date when eligible for promotion.	Present Salary.	Proposed Salary this year, 1868-9.	What will be next year, 1869-70.
Yrs.	Mo.					\$ etc.	\$ etc.	\$ etc.
2	6	2nd class.....	Jr. 2nd.....	Jan., 1868	Nov	900 00	990 00	1,000 00
1	7	"	"	" 1868	Jan., 1869	900 00	925 00	975 00
3	3	3rd class.....	"	July, 1868	July, 1871	700 00	800 00	850 00
3	3	"	"	" 1868	Nov	800 00	800 00	900 00
3	6	"	"	" 1868	July, 1873	650 00	700 00	750 00
2	5	"	3rd class.....	Jan., 1870	Jan., 1870	600 00	600 00	625 00
4	4	4th class.....	"	July, 1872	July, 1874	500 00	500 00	500 00
1	4	"	"	" 1868	Nov	500 00	500 00	650 00
1	1	"	"	Jan., 1872	Jan., 1874	500 00	500 00	500 00
1	1	Extra	"	July, 1868	July, 1873	400 00	400 00	450 00
1	1	"	"	" 1868	" 1873	400 00	400 00	450 00
14	1	Chief.....	Chief.....	" 1868	2,200 00	2,250 00	2,300 00
7	5	1st class.....	1st class.....	Jan., 1868	1,200 00	1,225 00	1,275 00
7	5	2nd "	Sr. 2nd.....	" 1868	1,100 00	1,100 00	1,150 00
3	6	3rd "	Jr. 2nd.....	July, 1868	July, 1873	800 00	700 00	750 00
3	3	3rd "	"	" 1868	" 1869	800 00	850 00	900 00
3	2	4th "	3rd class.....	" 1868	" 1871	500 00	500 00	550 00
2	2	4th "	"	" 1870	" 1873	500 00	500 00	500 00
1	1	4th "	"	" 1871	" 1873	500 00	500 00	500 00
5	5	4th "	"	" 1872	" 1874	500 00	500 00	500 00
3	3	4th "	"	" 1873	" 1874	500 00	500 00	500 00
6	11	1st class.....	1st class.....	" 1868	1,400 00	1,450 00	1,500 00
5	5	2nd "	Jr. 2nd.....	" 1873	July, 1873	900 00	930 00	900 00
3	3	3rd class.....	3rd class.....	July, 1874	July, 1874	600 00	600 00	600 00
3	3	4th "	"	" 1872	" 1874	500 00	500 00	500 00
				At max.....	500 00	500 00	500 00
				July, 1868	416 00	420 00	450 00
				" 1868	416 00	420 00	450 00
				" 1868	364 00	390 00	420 00
						48,776 00	50,300 00	52,040 00
2	11	Deputy.....	Deputy.....	2,000 00	2,000 00	2,000 00
3	3	1st class.....	1st & Chief..	July, 1868	1,400 00	1,650 00	1,700 00
4	6	2nd class.....	Sr. 2nd.....	July, 1868	Nov	1,020 00	1,100 00	1,150 00
4	6	"	Jr. "	Above max.....	Jan., 1869	1,020 00	1,020 00	1,020 00
3	3	"	"	At max.....	July, 1870	1,000 00	1,000 00	1,000 00
3	2	"	"	"	" 1869	1,000 00	1,000 00	1,000 00
2	2	"	"	July, 1871	" 1871	900 00	900 00	900 00
3	3	3rd class.....	3rd.....	Above max.....	Nov	730 00	730 00	730 00
4	6	"	Jr. 2nd.....	Jan., 1868	Jan., 1873	730 00	735 00	775 00
4	6	"	3rd.....	Above max.....	July, 1869	730 00	730 00	730 00
		Extra	"	Above max.....	July, 1871	730 00	730 00	730 00
		"	"	"	Nov	730 00	730 00	730 00
		"	"	"	July, 1871	730 00	730 00	730 00
		"	"	"	Jan., 1873	730 00	730 00	730 00
		"	"	"	" 1873	730 00	730 00	730 00
		"	"	"	July, 1874	730 00	730 00	730 00
					" 1870	1,200 00	1,200 00	1,200 00
5	3			At max.....	365 00	365 00	365 00
4	3			July, 1871	450 00	450 00	450 00
6	3			" 1868	450 00	450 00	450 00
5	3			" 1868	450 00	450 00	450 00
2	9			" 1868	365 00	390 00	420 00
						19,310 00	19,670 00	19,900 00

APPENDIX

CLASSIFICATION OF

Department.	Name.	Duties.	Age.	Years service July 1, 1868.
Marine and Fisheries...	William Smith	Deputy Head.....	47	28
	*W. F. Whiteher	Fisheries business.....	40	20 8
	John Hardie	Correspondence and Registers.....	34	12 9
	John Tilton	Accountant.....	31	
	S. P. Bancro	Clerk Fisheries Branch & Draughtsman..	34	14
	J. S. Thomson	Clerk	48	4 9
	W. H. Alexander.....	"	21	8
	James Daley	"	18	1
	J. E. Tucker.....	"	19	8
	‡Ellen Jessop	Housekeeper	48	18
	Geo. Fisher.....	Messenger	60	23
	Thomas Wheeler.....	"	43	8
	12 persons			

* His first increase as 1st Class Clerk would only commence July, 1870.

‡ It is not proposed hereafter to employ female house-keepers.

APPENDIX B.—Concluded.

AGGREGATE STATEMENT of the existing Staff of Civil Government, shewing total Salaries as they now stand, and as they will stand under the new Act in the years 1868-9 and 1869-70, upon the supposition that all the present employés are retained, and exclusive of new appointments, or increases other than those under the Act.

DEPARTMENT.	Number.	Present Salary.	1868-9.	1869-70.
		\$ cts.	\$ cts.	\$ cts.
Governor's Secretary.....	9	19,975 00	9,055 00	9,155 00
Privy Council.....	12	12,753 33	12,933 33	13,213 33
Justice.....	7	7,165 83	7,365 83	7,415 83
Militia.....	15	15,480 00	16,330 00	16,115 00
Secretary of State.....	25	25,963 10	26,517 50	26,967 50
Secretary for Provinces.....	6	8,140 00	8,180 00	8,200 00
Receiver General.....	12	16,970 00	17,050 00	17,155 00
Finance.....	16	19,963 33	19,163 33	19,323 33
Audit ..	14	18,797 50	19,100 00	19,500 00
Customs	16	17,997 50	17,437 50	17,667 50
Inland Revenue.....	11	12,382 50	12,530 00	12,790 00
Public Works.....	30	34,527 50	37,377 50	37,327 50
Post Office.....	56	48,776 00	50,300 00	52,040 00
Agriculture.....	23	19,310 00	19,870 00	19,300 00
Marine and Fisheries.....	12	11,630 00	12,000 00	12,130 00
Total	364	286,286 50	284,649 99	289,324 99

B.—Continued.

THE EXISTING STAFF.

Years service in present rank.	Present Rank under old Act.	Proposed Rank under new Act.	Date when 1st increase can commence.	Date when eligible for promotion.	Present Salary.	Proposed Salary this year, 1868-9.	What will be next year, 1869-70.
					\$ cts.	\$ cts.	\$ cts.
1	Deputy	Deputy	2,000 00	2,000 00	2,000 00
6	1st class	1st cl. & chf.	1,800 00	2,000 00	2,000 00
9	"	1st class	Jan., 1873	1,400 00	1,400 00	1,400 00
9	"	"	" 1873	1,400 00	1,400 00	1,400 00
9	2nd class	Sr. 2nd class.	July, 1869	1,100 00	1,100 00	1,150 00
.....	Extra	3rd class	Above max.	Jan., 1870	730 00	730 00	730 00
8	4th class	"	Jan., 1872	" 1874	500 00	500 00	500 00
1	"	"	" 1872	" 1874	500 00	500 00	500 00
8	"	"	" 1872	" 1874	500 00	500 00	500 00
1	400 00	400 00	400 00
23	450 00	400 00	500 00
8	Jan., 1874	450 00	450 00	450 00
.....	11,630 00	12,000 00	12,100 00

APPENDIX C.

LIST OF CHIEF CLERKSHIPS classified according to the importance of the duties attached to them.

Salaries rising from \$2,000 to \$2,400.

- Militia.....Accountant.
- Secretary of State.....Deputy Superintendent of Indian Affairs.
- Audit.....Assistant Auditor.
- Do
- Do
- Do
- Customs.....Assistant Commissioner.
- Inland Revenue.....Assistant Commissioner and Chief Inspector.
- Public Works.....Secretary.
- Post Office.....Secretary.
- Do
- Do
- Do

Salary rising from \$1,800 to \$2,200.

- Governor General's Office.....Chief Clerk.
- Privy Council.....Assistant Clerk.
- Secretary of State.....Deputy Registrar and Clerk of the Crown in Chancery.
- Do
- Do
- Post Office.....Cashier.
- Do
- Do

In the following Departments one or other of the 1st Class Clerks are to be selected as Acting Chief Clerk, with an allowance of not more than \$400 and the total salary not to exceed \$2,000.

Receiver General's.
Finance. (Accounting Branch.)
Agricultural.
Marine and Fisheries.

In the following Departments, a Chief Clerk does not appear to be necessary, the 1st Class Clerk or the Senior 1st Class Clerk (if there be more than one) being the second in command:—

Department of Justice.

Do of Secretary for the Provinces.

Besides these the Inspector in the Finance Department will rank as a Chief Clerk with a fixed salary of \$2,000 like the Inspectors of Customs, Post Office, &c., who are classified in the outside services of these Departments.

APPENDIX D.

LIST of Men who having been employed as Extra Clerks are now on the Pay-List at Salaries beyond those of the late Civil Service Act.

Department.	Name.	Age.	Years Service.		Salary.
			Yrs.	Mos.	
Justice.....	A. Atcheson.....	28	1	8	\$912 50
	J. A. Macdonell.....	18	1	7	730 00
Militia.....	H. D. J. Lane.....	19	1	9	730 00
Secretary of State.....	L. M. Amouroux.....	58	6	1	912 50
	E. Brousseau.....	33	4	6	912 50
	H. J. Morgan.....	26	4	912 50
	J. V. De Boucherville.....	38	3	1	730 00
	W. M. Goodeve.....	20	2	4	730 00
Secretary for Provinces.....	N. Tétu.....	29	1	6	730 00
Audit	J. B. Simpson.....	26	1	7	730 00
Inland Revenue.....	R. Nettle.....	52	11	4	912 50
Public Works.....	J. B. Howard.....	22	1	730 00
	G. Verret.....	37	6	11	730 00
	O. Dionne.....	38	4	3	730 00
	C. Pope.....	34	6	11	730 00
	E. H. Parent.....	33	3	10	912 50
	N. Boissonault.....	50	6	730 00
	E. Tétu.....	30	3	5	730 00
Agriculture	D. Rouhier.....	24	6	730 00
	J. E. D'Autueil.....	25	3	730 00
	D. Lanigan.....	48	1	8	730 00
	J. B. Jackson.....	22	1	8	730 00
	J. F. Dionne.....	38	8	730 00
	Marine.....	J. S. Thomson.....	48	4	9

APPENDIX E.

LIST of men who would have been entitled under the old Law to an increase in 1867-8, shewing what addition to their salaries would result if the increase should be allowed.

Department.	Name.	1867-8.	1868-9.	1869-70.
		\$ cts.	\$ cts.	\$ cts.
Governor General's Office.....	F. Barrowes.....	40 00	40 00	10 00
Privy Council.....	F. H. Hinneworth.....	40 00	30 00	0 00
	H. Alexander.....	40 00	50 00	0 00
	W. H. Lee.....	40 00	0 00	0 00
Militia.....	H. O'Meara.....	40 00	40 00	0 00
	E. Collins.....	40 00	0 00	0 00
Secretary of State.....	J. M. T6tn.....	40 00	20 00	10 00
	J. A. Bélanger.....	40 00	0 00	0 00
	L. Vanhoughnet.....	40 00	40 00	40 00
	J. M. Lecourt.....	40 00	40 00	40 00
	F. P. Austin.....	40 00	20 00	0 00
	W. Mills.....	40 00	40 00	30 00
Receiver General.....	F. Hunter.....	40 00	40 00	25 00
Finance.....	R. W. Baxter.....	40 00	40 00	0 00
	J. A. Terrance.....	40 00	40 00	0 00
	P. C. Ryan.....	40 00	20 00	0 00
	H. A. Jones.....	40 00	40 00	40 00
Audit.....	A. Harvey.....	40 00	50 00	50 00
	J. Patterson.....	40 00	50 00	50 00
	E. C. Barber.....	40 00	20 00	0 00
	G. M. Jarvis.....	40 00	40 00	0 00
	J. R. Hall.....	40 00	40 00	40 00
Customs.....	G. A. Mailleme.....	40 00	40 00	0 00
	P. E. Sheppard.....	40 00	40 00	20 00
	H. C. Hay.....	40 00	50 00	0 00
	J. A. Wolf.....	100 00	100 00	100 00
Inland Revenue.....	J. F. Brown.....	40 00	40 00	25 00
Public Works.....	J. H. Rowan.....	40 00	20 00	10 00
	S. McLaughlin.....	40 00	40 00	40 00
Post Office.....	W. D. Leaneur.....	40 00	0 00	0 00
	G. H. Hargrave.....	20 00	0 00	0 00
	J. Plankett.....	40 00	40 00	0 00
	O. Fréchet.....	40 00	20 00	0 00
	*T. Cross.....	100 00	100 00	100 00
	A. Lindsay.....	100 00	50 00	0 00
	Briansey King.....	40 00	0 00	0 00
	*O. O'Donohue.....	100 00	100 00	50 00
	J. Boyd.....	40 00	20 00	20 00
	J. F. McCuaig.....	40 00	50 00	0 00
	J. Audette.....	40 00	45 00	10 00
	E. H. Benjamin.....	40 00	20 00	20 00
	H. J. Garrett.....	20 00	15 00	0 00
	H. W. Griffin.....	40 00	0 00	0 00
	J. McNab.....	40 00	50 00	0 00
	C. C. Neville.....	20 00	20 00	20 00
	S. Drapeau.....	20 00	20 00	20 00
	J. C. Patterson.....	40 00	40 00	15 00
	W. Berry.....	40 00	50 00	0 00
	*J. W. McDougall.....	100 00	100 00	50 00
	*R. J. Shaw.....	100 00	100 00	100 00
Agriculture.....	S. Finden.....	40 00	0 00	0 00
	C. C. Keville.....	40 00	40 00	40 00
	S. Ferland.....	40 00	40 00	40 00
	H. Casgrain.....	40 00	25 00	0 00
	J. O'Brien.....	40 00	40 00	40 00
	Total.....	2,480 00	2,045 00	1,075 00

If the arrears of last year were paid and the corresponding changes made in the standing during the current year, the total additional cost during the current year would be \$4,325.

* The men thus marked were promoted by Departmental Order, but the vote having been taken for the over salary, the promotion did not take effect.

APPENDIX F.

LIST of men who have been promoted or recommended for promotion previous to July, 1868, but whose promotion did not take effect in consequence of the salaries for 1867-8 being voted at the rate at which they were paid June 30th, 1867; shewing what addition to their salaries would result if their promotion were now sanctioned.

Department.	Names.	1867-8.	1868-9.	1869-70.
		\$ cts.	\$ cts.	\$ cts.
Justice	J. Stuart ^a		50 00	50 00
Inland Revenue	J. F. Brown	60 00	60 00	65 00
Post Office	W. D. Lammour	91 00	0 00	0 00
	T. Cross	25 00	100 00	100 00
	G. O. Donohue	25 00	100 00	50 00
	J. McDougall	100 00	100 00	50 00
	R. J. Shaw	25 00	100 00	100 00
	Total	326 00	510 00	466 00

* N.B.—No arrears for 1867-8 would be payable because he was paid the additional sum out of contingencies.

APPENDIX G.

LIST of men in the Departments between the ages of 60 and 65.

Department.	Names.	Rank.	Salary.	Years' service.	Age.
Secretary of State.....	Wm. Spragg.....	Chief Clerk	\$ cts.		
	J. Ferryth	Land Bailiff	2,000 00	29	60
Receiver General.....	J. Gow	Messenger	415 00	22	61
	T. D. Harrington.....	Deputy Head	500 00	40	60
Finance	F. Hunter	Senior 2nd....	2,600 00	26	60
	D. Ryan	Office-keeper	1,320 00	10½	63
Audit	John Langton.....	Auditor	500 00	26	60
	John Simpson	Asst. Auditor	2,600 00	12½	60
Customs	T. Cruise	Book-keeper	2,400 00	4	60
	R. N. M. Bouchette.....	Commissioner	1,600 00	12½	64
Inland Revenue.....	T. Worthington.....	do	2,600 00	22	63
Public Works.....	F. P. Rabidge	Engineer	2,600 00	25	64
Post Office.....	W. A. Maingy	Extra	2,400 00	26½	63
Agriculture.....	W. H. Johnson.....	Junior 2nd	400 00	26	61
	J. B. Laereix	Messenger	1,000 00	10½	62
Marine.....	G. Fisher	Messenger	365 00	5	60
			450 00	23	60

APPENDIX II.

List of men in the Departments, of 65 years of age and upwards.

Department.	Name.	Rank.	Salary.	Years' service.	Age.
Governor's Secretary.....	Lt. Col. Irvine.....	Aide de Camp.....	\$ 00.	15	66
Privy Council.....	W. H. Lee.....	Deputy	2,600 00	48	69
"	F. Vallend.	1st Class Clerk.....	1,400 00	36	75
Secretary of State.....	E. Parent	Asst. Secretary.....	2,840 00	26	67
"	N. G. Murray.....	3rd Class Clerk.....	750 00	34	59
Customs	H. H. DuRill	1st do	1,400 00	25	73
Inland Revenue.....	L. J. O'Brien	1st do	1,400 00	12	71
Post Office.....	J. Boyd.....	2nd do	950 00	12	68

APPENDIX I.

CLERKS who, from the nature of their duties, are recommended by the Deputies of their Departments for a higher rank than they would be entitled to by the rules.

Department.	Name.	Theoretical rank.	Present rank.	When eligible for promotion.
Secretary of State.....	L. Vankoughnet.....	Senior 2nd.....	Junior 2nd.....	July, 1870.
Do	F. P. Austin.....	do	do	July, 1869.
Do	J. Lecourt.....	do	do	July, 1873.
Receiver General.....	J. B. H. Neave.....	do	do	July, 1870.
Finance	H. A. Jones.....	Junior 2nd.....	3rd.....	July, 1871.
Customs.....	W. A. Bell.....	Senior 2nd.....	Junior 2nd.....	Jan., 1871.
Inland Revenue.....	J. F. Brown.....	do	do	Jan., 1870.
Do	A. Regg.....	do	do	July, 1869.
Public Works.....	J. B. French.....	do	do	July, 1873.
Do	*E. H. Parent.....	do	3rd.....	July, 1871.
Do	J. Guerin.....	do	Junior 2nd ..	July, 1869.
Post Office.....	J. C. Patterson.....	Junior 2nd.....	3rd.....	Jan., 1870.
Do	J. W. McDougall.....	do	do	July, 1871.
Agriculture.....	S. S. Finden.....	Senior 2nd.....	do 2nd.....	Jan., 1869.
Do	C. C. Neville.....	do	Junior	Jan., 1869.
Do	S. Drapeau.....	do	do	July, 1870.
Do	W. H. Johnston.....	do	do	July, 1869.

* Mr. Parent is receiving a per diem pay, and is thus classed as an extra clerk, but his position, both as to length of service and official duties, is exactly the same as that of Mr. Guerin. We think that in this case the strict application of the rule would operate unjustly, and that his case should be as favorably treated as that of Mr. Guerin.