

## LIST OF WITNESSES EXAMINED.

	PAGE
ALEXANDER, H., representative of Privy Council Clerks.....	347
ASHWORTH, J., Cashier, Post Office Department.....	82
AUSTIN, J., Surveyor of Customs, Halifax.....	381
<b>BAILLARGÉ, F., Deputy Minister of Public Works.....</b>	<b>226</b>
BAIN, J., Accountant, Department of Railways and Canals.....	273
BARBER, E. C., representative of Auditor-General's Clerks.....	331
BAXTER, R. W., Finance Department.....	295
BELLEMARE, R., District Inspector, Inland Revenue, Montreal.....	145
BLACKADAR, H. W., Postmaster, Halifax.....	301
BOLSTER, E. J., Inspector, Weights and Measures, Toronto.....	116
BOWMAN, J., Asst. do do.....	118
BRAUN, F., Secretary, Department Railways and Canals.....	271
BRYMNER, D., Department of Agriculture.....	243
<b>CARRUTHERS, J., Assistant Postmaster, Toronto.....</b>	<b>104</b>
CASE, H. N., Postmaster, Hamilton.....	130
CASGRAIN, H., representative of Clerks of Department of Agriculture.....	327
CHAMBERLIN, Col., Queen's Printer.....	263
CHERRIMAN, Prof., Superintendent of Insurance.....	241
COLBECK, H., Assistant Postmaster, Hamilton.....	132
COTE, J. O., Clerk of the Privy Council.....	281
COURTNEY, J. M., Deputy Minister of Finance.....	284
CUDLIP, J. W., Inspector of Ports, St. John, N.B.....	373
<b>DAVIS, J., Inspector, Inland Revenue.....</b>	<b>221</b>
DENNIS, Col., Deputy Minister of the Interior.....	187, 201
DESLAURIER, J. N., representative of Messengers.....	351
DEWB, J., Post Office Inspector.....	90
DICKSON, E. P., District Inspector, Inland Revenue.....	119
DIONNE, O., Accountant, Public Works.....	238
DOUGLAS, J., Acting Collector of Customs Toronto.....	106, 115
DUNSCOMB, J. W., Collector of Customs, Quebec.....	148
<b>EMERY, M., Assistant Postmaster, Montreal.....</b>	<b>134</b>
ESSON, G., jun., District Inspector, Inland Revenue, Halifax.....	364
<b>FISSIAULT, H., representative of Clerks of Department of Railways and Canals.....</b>	<b>341</b>
FORSYTH, W. F., Superintendent of Money Order Office.....	158
FORTILAR, C. G., Collector of Inland Revenue, Hamilton.....	132
<b>GEROW, S. E., Surveyor, Customs, St. John, N.B.....</b>	<b>376</b>
GOBILL, A., representative of Clerks of Department of Railways and Canals.....	344
GODSON, H., Chief Inspector of Inland Revenue.....	214
GREGORY, J. W., Agent, Marine and Fisheries.....	153
GRIFFIN, W. H., Deputy Postmaster-General.....	58
<b>HAPPER, J. W., Paymaster, Public Works.....</b>	<b>239</b>
HIGGINS, M. A., representative of Clerks of Finance Department.....	337
HULL, W. H., Chief Clerk, Customs, Halifax.....	360
HOWE, S., Dominion Auditor, Halifax.....	369
<b>JENKINS, O. W., Assistant Superintendent, Money Order Office.....</b>	<b>83</b>
JONES, W. H., representative of Clerks, Department of Secretary of State.....	330
JOHNSON, J., Commissioner of Customs.....	162, 239
JOHNSTON, H. W., Agent, Marine and Fisheries, Halifax.....	367
<b>MAVANAGH, H., Inspector of Customs.....</b>	<b>244</b>
KIDD, J., Governor-General's Secretary's Office.....	283
KING, E. F., Post Office Inspector, Montreal.....	140
KING, R., Inspector of Weights and Measures, Halifax.....	368
KING, S. J., Postmaster, St. John, N.B.....	377
KITTON, W. H., Collector of Customs, Hamilton.....	125

<b>LAMOIS</b> , G., Postmaster, Montreal.....	137
<b>LANE</b> , E. J., Under-Secretary of State.....	261
<b>LANE</b> , G., Collector of Inland Revenue, Quebec.....	150
<b>LASH</b> , Z. A., Deputy Minister of Justice.....	268
<b>LESUEUR</b> , W. D., representative of Clerks of Post Office Department.....	329, 352
<b>LEWIS</b> , J., Surveyor of Customs, Montreal.....	144, 275
<b>LOWE</b> , J., Secretary of Department of Agriculture.....	180
<b>MACKENZIE</b> , A. J., Surveyor of Customs, Hamilton.....	128
<b>MACPHERSON</b> , Col., Accountant, Militia Department.....	166
<b>MATTHEW</b> , G. F., Chief Clerk of Customs, St. John, N.B.....	373
<b>MCDONNELL</b> , J. L., Auditor-General.....	308
<b>MCLEAN</b> , T., Chief Clerk of Customs, Toronto.....	114
<b>MCLEOD</b> , A., Collector of Inland Revenue, Halifax.....	384
<b>McMILLAN</b> , JOHN, Post Office Inspector, St. John, N.B.....	377
<b>MEWBURN</b> , T. C., Inspector of Customs Ports.....	253
<b>MORROW</b> , JOHN, Collector of Inland Revenue, Toronto.....	121
<b>NÉTTLE</b> , R., representative of Clerks of Inland Revenue Department.....	325
<b>PAGE</b> , J., Chief Engineer, Department of Railways and Canals.....	274
<b>PANET</b> , Col., Deputy Minister of Militia and Defence.....	83
<b>PAION</b> , R. G. A., Cashier of Customs, Toronto.....	113
<b>PATTERSON</b> , T. O., Postmaster, Toronto.....	102
<b>PERKINS</b> , D. O., Collector of Inland Revenue, St. John, N.B.....	380
<b>PERLEY</b> , H. F., Chief Engineer, Public Works.....	232
<b>PETTIGREW</b> , W. S., representative of Clerks of Marine and Fisheries Department.....	349
<b>PIPER</b> , H. L., Assistant Inspector, Weights and Measures, Toronto.....	118
<b>POTTINGER</b> , D., Chief Superintendent, Intercolonial Railway.....	290, 297
<b>POWELL</b> , Col., Adjutant-General.....	96
<b>PRUNEAU</b> , J. B., Postmaster, Quebec.....	151
<b>ROBINS</b> , P. M., Chief Clerk, Inland Revenue Department.....	204
<b>ROSS</b> , THOS., Accountant of Contingencies.....	240
<b>ROSS</b> , W., Collector of Customs, Halifax.....	353
<b>RUEL</b> , J. R., Collector of Customs, St. John, N. B.....	369
<b>SCHREIBER</b> , C., Chief Engineer, Pacific Railway.....	336
<b>SCOTT</b> , T. S., Chief Architect, Public Works.....	235
<b>SERLY</b> , W., Dominion Auditor, St. John, N.B.....	392
<b>SHERWOOD</b> , G. M., representative of Clerks of Adjutant-General's Office.....	333
<b>SIMPSON</b> , W. B., Collector of Customs, Montreal.....	142
<b>SINCLAIR</b> , R., representative of Clerks of Department of the Interior.....	340
<b>SMALL</b> , H. B., Department of Agriculture.....	185
<b>SMITH</b> , W., Deputy Minister of Marine and Fisheries Department.....	317
<b>STEWART</b> , J. C., Superintendent of Savings Bank Branch.....	78
<b>STUART</b> , Col., representative of Clerks of Governor-General's Secretary's Office.....	346
<b>STORY</b> , J. D., Assistant Post Office Inspector, Halifax.....	363
<b>SULTS</b> , B., representative of Clerks of Department of Militia and Defence.....	348
<b>SWEETNAM</b> , M., Post Office Inspector, Toronto Division.....	98, 103
<b>TIMS</b> , T. D., Financial Inspector.....	259
<b>TOLLER</b> , F., Finance Department.....	296
<b>TRUDEAU</b> , J., Deputy Minister of Department of Railways and Canals.....	277
<b>VANKOUGHNET</b> , J., Deputy Superintendent of Indian Affairs.....	199, 203
<b>VINCENT</b> , J. L., Inland Revenue, Montreal.....	147
<b>WATERS</b> , T. J., representative of Clerks of Department of Customs.....	334
<b>WICKSTEAD</b> , H. A., Accountant, Post Office Department.....	73
<b>WILMOT</b> , J. B., Inspector of Weights and Measures, St. John, N.B.....	381
<b>WILY</b> , Col., Director of Stores.....	154
<b>WOODROW</b> , J., Assistant Postmaster, St. John, N.B.....	378

## ANALYTICAL INDEX

OF THE

## EVIDENCE.

[This Index has been carefully prepared after the model of the Indexes to reports of important English Commissions, before which a large mass of evidence has been taken—notably the Royal Commission on Friendly Societies (English Parl. Pap. 1873, Vol. 22). Under each person's name appears an analysis of his answers to the various questions. This testimony is again reviewed, and every material point distributed under its proper head. For example, under the titles *Civil Service* and *Superannuation* will be found references to all the answers that should appropriately appear in such a connection. Whenever there is voluminous evidence respecting a Department—Customs or Inland Revenue, for instance—it has been analyzed and placed under the proper head. In other cases the evidence will be simply found under the name of the person examined. In this way the Index has been made not only a ready reference to the evidence, but a digest of the same so far as practicable.]

ADJUTANT-GENERAL. See *Militia*; *Powell, Col.*; *Appendix U.*, p. 496.

AGRICULTURE, DEPARTMENT OF:

Divided into five distinct branches, duties explained, *Lowe, J.*, 1438.

Appointments generally made on recommendation of Minister to Privy Council, *Lowe, J.*, 1441; sometimes on probation, 1442; present system works efficiently, 1440.

Fitness and aptitude best ascertained by probationary service, *Lowe, J.*, 1417; young men leaving school or college best class, 1466.

Correspondence branch, Patents, Statistical and Trademarks, Archives require special knowledge, *Lowe, J.*, 1463.

Patent Office conducted more cheaply than in United States, *Lowe, J.*, 1475.

Staff in Department not too large; requires extra assistance continually; 27 permanent officers, 14 extras, *Lowe, J.*, 1438, 1475; one officer might be superannuated, 1476.

Advantage of immigrant settlers exceeds cost of service, *Lowe, J.*, 1479.

Mode of keeping accounts, signing cheques, funds, expenditure, *Small, H. B.*, 1489-96.

Travelling expenses of officers, *Small, H. B.*, 1495.

Each agency visited from time to time by Deputy or Secretary, *Small, H. B.*, 1417.

Exceptional work thrown on Department; Exhibitions at Philadelphia, Paris, &c., *Small, H. B.*, 1498.

ALEXANDER, H. See *Civil Service. Examination of representatives of Clerks.*

ANNUITIES. See *Superannuation*; *Civil Service* (evidence of Clerks).

APPOINTMENTS, MODE OF. See *Civil Service.*

APPRAISERS. See *Customs.*

ARCHITECTS. See *Public Works*; *Scott, T. S.*

ASHWORTH, JOHN, Cashier of P. O. Dept., evidence of. No. of Q., 330, 342; p. 82.

Thirty-seven years in Dept., 330, 331; changes in duties at intervals; deposits now made direct to Receiver General, 333-4; such changes lessened duties to certain extent, 335-6; office a distinct one but no check on accountant, 337; no assistants, 338; explains details of duties, 339-40; is Managing Director of C. S. Building Society, 341-2.

AUDITOR GENERAL. See *McDougall, J. Lorne.*

AUDITOR, DOMINION. See *Finance, Dept. of*; *Timb, T. D.*; *Howe, Sydenham*; *Sealey, W.*

ASTIN, JOSEPH, Surveyor of Port of Halifax, evidence of. No. of Q., 3052-65; p. 361.

Thirty-eight years in service, 3052; nature of duties—surveillance of landing and tide waiters, &c., 3053-5; receiving and surcharge and bonding warehouses under his sole control, 3058; packages kept separate from each other, except in spirits, in bonding warehouses, 3050; examines regularly all warrants for delivery of goods, 3061-2; rec-ives and checks daily Government copy of each bill of entry, 3063; checks only moneys received for Customs duties, but puts no mark, 3056; make quarterly balance sheet of all goods, 3064; expedient to have more copious and specific instructions from Department, 3065.

BAILLARGE, F., Deputy Minister of Public Works, evidence of. No. of Q., 1900-55; p. 226.

In service thirty-six years, 19-0; appointments made in department by Order in Council of some of officers of former department, and others from outside—enquiry made as to competency and moral character—all parties from outside first probationary, some for about a month—ages from 32 to 34, 1901-4; conditions of Civil Service Act of 1868 not observed as regards ex., but such ex. not sufficient to test qualifications of officers required in P. W.,—such an ex. should be made by

**BAILLARON, F.—Continued.**

department, and candidates should know both languages, 1905-6, 1912; methods in Great Britain, France and Belgium not desirable in the P. W., 1907; if in future as in past, only persons recommended by Minister could be examined, 1908; so far, promotions only regulated by merit, 1909; vacancies should and can be filled by officers in department, but certain offices, like Chief Engineer and Architect, would have to be filled from outside, 1910, 1917; in case of examination, immaterial whether system of political nomination is continued or not, 1911; some employes on probation for 5 years, because no vacancy existed on permanent staff, 1914-5; in case of idle or useless clerk, he may be suspended and payment of salary stopped, or dismissed in flagrant cases, 1918; Chief Architect alone paid out of Civil Gov. appropriation, and his subordinates out of appropriation for buildings on which they are employed—architect alone contributes to superannuation fund, 1919-20; some of these employes in service from 1 to 23 years, but not advisable to classify all subordinates on Chief Architect's staff—Chief Asst. and draughtsman should be permanently appointed, 1922; states particular duties of Architect's staff and amounts paid in all, \$9,173.07, 1913; extra clerks employed, whose salaries probably would not appear in Public Accounts, as they are paid from appropriation for various works on which they are engaged, 1924-5; present classification sufficient, 1926; one officer has reached age of superannuation, and another suspended for inebriate habits, 1927; in favor of present system of increase of salaries, at present in dept. no one entitled to it when he neglects his duty for several days, 1928-9; extra clerks employed of necessity, and better to employ some of them permanently, 1930-1; amount paid for advertisements in 1879-80, \$1,643.00, in 88 newspapers—1880-1, paid quarter 36th Sept., 1880, \$1,551.12, in 64 newspapers, 1932; most work in dept. technical, 1933; office of paymaster should be placed under Chief Accountant, 1934; mode of placing dept. in funds, their disbursement and signing official cheques, 1935, 1944-5; duties of Mechanical Superintendent, who must have special qualifications of a high order—his salary not in Public Accounts because at present he is not on permanent staff—no longer in charge of buildings beyond capital—large sums dependent on his properly looking after working of dredges as Superintendent—does not, but should, participate in benefits of Superannuation Act, 1936-41; system of issuing certificates preferable to paying by departmental cheque, though it acts unjustly in some cases, 1937, 1942-3; books of dept. not inspected by auditors, 1916; attendance noted in book and regular, 1947; no person engaged in outside business, 1911; heads of branches allowed \$3.50 for hotel expenses exclusive of travelling, others \$35 per month and their subordinates \$25, 1949; employment of extra clerks authorized invariably by Minister, 1950-1; Superannuation Act beneficial to service, only one case of a Chief Messenger, very old, 192-3.

**BAIN, JOHN**, Accountant of Department of Railways and Canals, evidence of. No. of Q., 2306-72; p. 273. In service 23 years, 2366; mode of dealing with appropriations voted by Parliament for various works and services of dept.—books balanced at end of year—system requires time to be carried out—prefers system of making payments through another dept. than his own, 2357-70; monthly salaries, advertising, petty contingencies made directly by dept. under letter of credit system, 2367, 2371; vouchers, 2367, 2372.

**BANKS**, replies of, to circular letters. See *Appendix B*, p. 351.

**BARBER, E. C.**; See *Civil Service. Examination of representatives of Clerks.*

**BAXTER, R. W.**, Finance Dept., evidence of. No. of Q., 2638-54; p. 295.

Twenty four years in service, 2638; states nature of his work—supervision of appropriation ledger work, 2640; authority for payments, whether on account of appropriations voted by Parliament or on all other accounts,—in case of special and urgent expenditure for which no parliamentary provision exists, special warrant issued by H. E. Governor General, 2640; system of annual increments, reward for diligent discharge of duties, but recommends division of first class instead of two divisions of second class clerks—also higher classification of the one first class clerk, 2611.

**BELLEMEARE, R.**, District Inspector of Inland Revenue, Montreal, evidence of. No. of Q., 1017-43; p. 145.

In his district, 11 judicial districts and as many Revenue Divisions 9 under his surveillance and 2 inspected by Dept. at Ottawa, visits offices of Inland Rev. or Excise and Weights and Measures, &c. 1017; visits places where excise goods are produced four times a year, 1018; bonded warehouses examined and stock taken in all divisions except Montreal personally by himself four times a year, in Montreal, by officers under him every six months, 1019; checks operations of manufacturers from ingress of raw material to payment of duty and delivery of goods, 1020; register kept showing different places where excisemen are employed, 1021; books and vouchers checked each day as rule and checking safe, 1022; ascertains whether Collector and officers perform their duties by constant superintendence and inspection of books, 1023; describes manner in which Revenue stamps are procured and dealt with, above 150,000 issued monthly, 1024; not aware of officers receiving perquisites except in case of seizures, in which he does not participate, 1025; Governor in Council appoints clerks and other employes, who are required to pass examination, 1026-8; staff on whole efficient, but numerically insufficient in Montreal division, 1029; promotions of late for merit, 1030; no officers engaged in outside business except one very efficient accountant (\$500 a year) employed occasionally after office hours, 1031; as rule employes sufficiently educated for duties, 1032; several officers unfit for office, 1033; attendance book kept and attendance generally regular from 9.30 to 4.00, sometimes longer, 1034-5; scale of salaries not proportionate to duties and responsibilities, 1029; recommends permanent Board of Examiners for preliminary examination, and probationary stage, as now already exists in Inland Revenue Dept., 1037; under requirements of new Act, staff insufficient, 1038; has power to suspend for dereliction of duty, 1039; cash received in current money and accepted cheques, when duty exceeds \$600, person paying it deposits amount in bank to credit of Receiver General, and banks' receipts therefor received in payment, cash receipts deposited

**BELLMARE, R.**—*Continued.*

daily at noon to credit of Receiver General—any sum received subsequently in possession of collector and kept in safe, 1010; one defaulter to considerable extent, now in penitentiary, 1041; officers under bonds, 1042; selection of officers should be based on physical and intellectual qualifications tested by examination, probationary stage then necessary, 1043.

**BLACKADAR, HUGH W.**, Postmaster of Halifax, evidence of. No. of Q., 3066-82; p. 361.

In present position six years, 3066; Asst. P. M., 2nd, 3rd and 4th class clerks graded, other employes not so, 3067; first appts. by dept. at Ottawa, all on probation, and on rec. of members, no ex., 3068-9; comp. ex. no doubt best method, but present system has worked satisfactorily, 3070; increases of salary made by dept., recommend promotion only on grounds of merit, 3071, 3078; appts. to more highly paid offices not made from outside the service, 3072; one more officer than necessary, none incapable, 3073, 3075; under a change of system, giving more efficient clerks, smaller staff would suffice, 3074; 2 years would enable young man to become thorough sorting clerk, 3076; those fitted to become sorting clerks by good conduct ought to rise to senior clerks, 3077; discipline good, fines imposed, attendance book, 3079-80; registered letters tampered with four years ago, 3081; improvements suggested, 3081.

**BOLSTER, E. J.**, Inspector of Weights and Measures, Toronto D., evidence of. No. of O., 707-27; p. 116.

His division covers Toronto and Counties of York, Peel, Ontario, Simcoe, Grey, Muskoka, and Algoma, 708; in service for 12 months as Chief Inspector, has general superintendence of work, six assistants, head office at Toronto, where he resides himself but family at Orillia, 709-11; is agent of British American Insurance Company, 712; has enough assistance and work efficiently done, 712-4; pay in proportion to duties \$500 a year, 715; one of his officers interested slightly in outside business, 716; office hours from 9 a. m. to 4 p. m., seldom leaves office himself till 6; in county official work according to circumstances, goes home to Orillia, where family reside, on Saturday afternoon and returns on Monday, 711, 718; his duty to see work properly done by assistants, 719; passed second class at examination, three of his assistants did not pass but still remain; does not think examination test of fitness, 720; Assistant Inspector does larger portion of work, 721; not instructed to inspect outside districts, but recently obtained permission to do so; has personally inspected City Inspector's work, 723; gives mem. of fees remitted by Assistant Inspectors, total \$261.37 in five months, 723; officers, as a rule, attentive, 724; weights in Toronto not very inaccurate, but measures often so, 725; believes many weights and measures from England and United States, come into port, but only twice notified of such importations during past year, hundreds might come in without his knowledge and be incorrect, 726; in case of negligence in reporting such importations, Government loses fees and public protection of correct weights and measures, 727.

**BOWMAN, JAMES**, Assistant Inspector of Weights and Measures evidence of. No. of Q., 728-34; p. 118.

Appointed on the 14th August, 1879, work chiefly in Toronto, duty to inspect different sorts of scales, &c., hours from 9 a. m. to 4 p. m., and often to 6 p. m., performs two-thirds of work, and could do more if not often obliged to take charge of office, 728-31; in City of Toronto three-fourths of work yet to be done, effect of non-inspection is to lessen revenue and allow many irregularities, as his experience teaches him public suffers loss from inaccurate weights and measures, 734.

**BRAUN, F.**, Secretary of Dept. of Railways and Canals, evidence of. No. of Q., 2341-65; p. 271.

In Civil Service for over 25 years, 2341; charged with general correspondence, care of papers, records, 2342; Dept. divided into Accountant's Branch, Record Room, Correspondence, Chief Engineers of Canals, Chief Engineer of Pacific R. R., 2343; permanent clerks appointed by Order in Council, never consulted on subject, not aware of any examination, so far persons appointed have been capable, 2344-8; very little promotion in Dept., 2349; examination and probation necessary in accounts, Engineering, and Corresponding Branches, but in others men of ordinary intelligence could discharge duties—would test qualifications by work in office, 2350-2; present system of increase of salary not advantageous, as certain clerks receive pay disproportionate to work, 2353-6; extra clerks employed and paid out of appropriation of works, 2357-8; asks for Contracts by advertisements, receives tenders, and takes them into the Deputy, who opens them in his presence and in that of a clerk, 2359-60; amount of advertising last year, \$24,744.72 in 283 newspapers, 2361; clerks in Department all know they are not at liberty to make use of any knowledge obtained in discharge of duty, 2362; attendance book kept, 2363-4; several employes, whose salaries are charged to construction, do not pay superannuation, 2365.

**BRYMNER, DOUGLAS**, Archivist, evidence of. No. of Q., 2073-9; p. 243.

Has charge of historical records, 2073; was member of Committee in 1867, to consider superannuation and life annuities, 2074-5; prefers system of annuities for wives and children of deceased officers, as provided by Grand Trunk R. R. Co., and Railway Cos. in France, 2076; such scheme should be general and based on average salary of officials, and extended to death or remarriage of widow and up to majority of youngest child, 2077-8; preferable to have compulsory system, 2079.

**CANADIAN PACIFIC RAILWAY:** See *Schreiber, Collingwood.***CARRUTHERS, JOHN**, Assistant Postmaster of Toronto, evidence of. No. of Q., 561-89; p. 104.

In service since 1872, began as clerk, 562; duties involve general supervision, etc., 563; from knowledge of staff, has no more clerks than necessary, favors employment of supernumeraries at call of dept., has no inefficient clerks in office, 564-6; best men came in from 16 to 23 (which should be maximum) at \$360 a year, 567a-7b; some men doing same duties at different salaries, 568; clerks begin with small salary and get annual increase, but young men who learn duties quickly do not obtain increase or promotion more rapidly, 569-70; incentive to efficiency if increase of salary depended on quickness with which duties are acquired, 571; clerk entering office should

**CARRIERS, JOHN—Continued.**

read and write quickly and have good eyesight, 572; work of clerk attaining highest position compares favorably with that of clerks in ordinary firms, 573; if increase of salary and promotion depended entirely on merit, and incompetent men were discharged, expenses might be reduced, 574; men changed to different work constantly, 575; clerks allotted special kinds of work fully accepted in office hours, man who works 8 hours conscientiously does good day's work, 576; men do work with smaller staff if hours increased or had himself choice of men, or a system of promotion from proved merit would have same effect, 578-9; prefers man with best education, 580; favors competitive examination and probation afterwards, 581-3; two over 70 years, 6th of 44 carriers perform no work but draw full salaries, these carriers are appointed in usual way, 583; discipline good, in case of insubordination reports to P. M. General and fine inflicted, in case of gross offence man dismissed, 584; attendance book kept, 586; monthly report made to dept. concerning staff, 588; system of discipline by fine or otherwise peculiar to office, and few beneficially, 587-9

**CASE, H. N., Postmaster at Hamilton, evidence of.** No. of Q., 864-90; p. 130.

In service since 1st December, 1874, 864-5; has quite enough clerks, but hardly enough carriers if delivery increased, 869; only one first-class clerk, others divided into first, second, third and fourth; one man (first class) ought to be superannuated; another a good deal out of office from ill-health, one man receives \$1,200 for work that might be performed at \$400; duties performed by first-class clerk could be done by third or fourth class clerks, 867-69; appointments made on recommendation of city members, and when clerk needed he reports and one sent, has never had occasion to refuse temporary appointee, 870; has several officers capable of filling vacancies which take place in case of two named being superannuated or leaving service, 871; in case of superannuation of first-class clerks, work could be done by present staff supplemented by men coming into inferior positions, 872; work of office might be lessened by change in mode of distribution of mail for East from British Columbia and Manitoba, such mails should not be detained at Hamilton, 873-4; work of first-class clerk differs from that of second or third class, no clerk could do all work of office and fill at will all situations, 875; carriers appointed in same way as clerks, beginning now at \$300, 876; promotion and increase of salary regulated by seniority and merit—at all periods of promotion he reports on clerks to be promoted, 881; max for 4th class, \$520, 3rd \$600, 2nd \$1,100, 1st \$1,200, 877; makes a return of conduct every month—discipline of office good as a rule—only punishment he has personally inflicted has been fine for neglect—one case of suspension—too many holidays on full pay, 878; average attendance, 8 hours a day, hours all sorts on account of irregularity in duties, 880; no clerks have entered under 12, and none over 33 or 34 since his appointment—from 18 to 21, in general, good age, 882; present method of selecting persons for promotion and best appointment best that could be devised, as all his clerks are qualified, but it is only by probation a good clerk can be judged, 882-4; assistant P. M. competent officer, 885; only examination he would enforce would be to test ordinary education—habits of candidate would be best test of his fitness, but no least some kind of preliminary examination necessary, 887; everyday duties are an examination in themselves and clerks thereby prove efficiency, 888; only ordinary intelligence required in performance of duties, 889-90.

**CASGRAVE, H.** See *Civil Service: Examination of representatives of Clerks.*

**CHAMBERLIN, L. Col., Queen's Printer, evidence of.** No. of Q., 2284-2313; p. 263.

In service for ten years, 2284; has charge of printing of Statutes, superintendence of *Gazette's*, departmental printing, etc., 2284; also arrangements for service under his supervision, but as master of fact certain local officers issue such, and send accounts to him to audit, 2288; four clerks and messenger in branch, appointed by Government, 2287-8; more strictness in ex. at entrance requisite,—best age from 19 to 21,—ex. and probation necessary, but not competitive ex. except where scientific knowledge is required,—nominations must be made by Minister of Crown, and ex. should be such as to show candidate had education fitting him for work before him.—English system has broken down in some respects because educational tests did not satisfactorily test competence of men, independent board of examiners best, 2289; 2303, 2307, 2309; promotions should be kept for those in service and made solely on recommendation of the deputy heads of depts., 2304-7; provision in C. S. Act allowing appointments from outside where it men for particular services cannot be found within it necessary, 2310-1; his opinions as to political patronage, 23 9, 2344; as far as economy is concerned, present system of public printing cannot be improved upon, but possible to secure more excellence and speed in execution by establishment of Government Printing Office,—orders should only be asked from men well established and known in business and power given to Government to renew the contracts on fair readjustment of prices,—better to entrust sale of Statutes and *Canada Gazette*, as well as blue books, to one or more leading booksellers in large towns,—well to extend system pursued by P. O. Inspectors in ordering advertisements to all local officers of depts. who require to issue such, 2413; communicates his opinions as to unfairness of operation of Superannuation Act,—Government should undertake cost altogether or provide some equivalent for wives and children.

**CHAMBERLIN, Pent., Superintendent of Insurance, evidence of.** No. of Q., 2054-73; p. 242.

In favor of entrance pass ex for departments, with min. of requirements for entrance, and promotion should be within control of permanent heads, 2057-9; would admit anyone with good certificates of character, limitations as to age, depending on nature of service, 2060-1; nomination by heads of dept., 2062; absolute competition would be best plan, but not possible to go as far under present state of things, 2063; competitive ex. would indicate fitness of a number of candidates, 2064-6; probationary stage advisable, 2067; political patronage should be abolished, 2068; in st suitable age or entrance from 18 to 21, but for special work age greater, 2069; candidate who passes high class ex. would make as rate best civil servant, 2070; permanent examining board, free from political influence, would bring about reform, 2071-2.



CIVIL SERVICE - *Continued.*

- In case of competitive ex. for all classes for first admission and the filling up of vacancies, selection should be made by Minister. *Griffin, W. H.*, 61.
- Political influence often does injustice to deserving officers. *Griffin, W. H.*, 63, 71.
- Not expedient to throw open competition for any vacancy in higher grades in a dept. to all members in C. S. ranking below vacant position. *Griffin, W. H.*, 64.
- Promotions should follow zeal and efficiency. *Toller, F.*, 2653; *McDougall, J. L.*, 2759; *Johnston, H. W.*, 3136.
- Promotion should go by merit, as otherwise useful officers are discouraged. *Griffin, W. H.*, 71, 79, 86; *Wicksteed, H. A.*, 221; *Stewart, J. C.*, 293-300; *Panel, Col.*, 418; *Sweetnam, M.*, 523; *Courtney, J. M.*, 2527; *Ross, W.*, 303, 3012; *Woodrow, J.*, 3281; promotions, when possible, should be made in service. *Forsyth, W. F.*, 1231-1240; *Sweetnam, M.*, 524; *Bailarge, F.*, 1910; *Smith, W.*, 2816, 2836; competitive ex. might advantageously be applied to promotions. *Panel, Col.*, 382-4; for length of service as rule. *Smith, W.*, 2831-3; promotions should be kept free of political influences. *Dewe, J.*, 476-9; *Courtney, J. M.*, 2529; *Tims, T. D.*, 2659; promotion for merit and service would tend to greater efficiency. *Carruthers, J.*, 674; *Douglas, J.*, 631; *Dickson, G. P.*, 781; *Case, H. N.*, 877; *Colbeck, H. N.*, 896; *Emery, M.*, 911; *Lowe, J.*, 1473; *Dennis, Col.*, 1575; *Vankoughnet, L.*, 1629; *Robins, P. M.*, 1687; *Ruel, J. R.*, 3167; promotion should depend on recommendation of superior officers. *Dennis, Col.*, 1506, 1521; *Chamberlin, Col.*, 2307; *Smith, W.*, 2830; ex. for promotions also necessary. *Robins, P. M.*, 1693; *McDougall, J. L.*, 2767; not necessary. *Smith, W.*, 2890; might be thrown open to whole service. 1694; should be based on both seniority and merit. 1693; efficiency should be first considered. *Lash, Z. A.*, 2323; official record of ability and efficiency useful. *McDougall, J. L.*, 2760-1, 2763-4; compet. and open ex. for C. S. would beneficially affect education. *McDougall, J. L.*, 2765.
- Provision in C. S. Act. allowing appointments of outsiders where a fit man for particular service cannot be found within it, necessary. *Chamberlin, Col.*, 2310.
- Clerks placed in one room, under an officer responsible to one officer would tend to efficiency. *McDougall, J. L.*, 2762, 2784; would tend to economy, but not necessarily to efficiency, were a Statute passed to fix, for several depts., number of clerks of different classes that should be borne on permanent staff of each, providing by some means for promotions within dept., and supplementing such staff either permanently or when necessary by extra clerks. *Griffin, W. H.*, 129; would not work satisfactorily. *Wicksteed, H. A.*, 243-4; other objections to same. *Stewart, J. C.*, 309; *McDougall, J. L.*, 2777 (a).
- Young men of high attainments preferable under certain conditions. *McDougall, J. L.*, 2769.
- Quite practicable, as in England, to have lower division of clerks, to discharge less important duties. *Griffin, W. H.*, 131.
- Present system all wrong as to classification and pay. *Tims, T. D.*, 2638.
- Each dept. has to be administered by class of officers differently chosen on account of various duties entrusted to them, and to each branch thereof. *Powell, Col.*, 498.
- Might be less grades in Finance Department. *Courtney, J. M.*, 2526.
- First class might be divided. *Boxter, R. W.*, 2341.
- Other changes in grading recommended. *Toller, F.*, 2650.
- Women can work usefully, but difficult to make arrangements to utilize their work with convenience. *Griffin, W. H.*, 147; desirable in certain positions. *Courtney, J. M.*, 3552; *McDougall, J. L.*, 2766; *Smith, W.*, 2844.
- Employment of extra clerks not desirable. *Griffin, W. H.*, 162; *Douglas, J.*, 616-9; *Lowe, J.*, 1480; *Dennis, Col.*, 1510-9; sometimes necessary. *Vankoughnet, L.*, 1634; *Courtney, J. M.*, 2648; should be dismissed when work is done. *Robins, P. M.*, 1710; better to employ for extra work permanent clerks when practicable. *Dennis, Col.*, 1574; *Robins, P. M.*, 1767; could not be dispensed with in certain depts. *Bailarge, F.*, 1930; *Trudeau, J.*, 2453; men should be placed on permanent footing. *Perley, H. F.*, 1954.
- Only advisable under unusual circumstances. *McDougall, J. L.*, 2777 (a) and (b).
- Temporary services should be paid, when practicable, by piece work. *McDougall, J. L.*, 2788; not desirable to pay C. S. clerks for extra work. *Ibid.*, 2789-92.
- Extra writers required under a new organization. *Smith, W.*, 2826, 2848, 2391-6.
- Dismissals under authority of Order in Council. *Dewe, J.*, 474.
- Attendance book kept regularly in certain depts., 159-170, 685, 626, 1034, 1929, 1481, 1885, 1661, 1710, 1948, 2273-7, 2363-4, 2158, 2185, 3031, 3080, 3174, 2793, 2855; none kept in Gov. Gen. Secy. Office, 2504.
- Pecuniary penalty for breach of discipline necessary, also reduction in rank for persistent negligence. *Griffin, W. H.*, 169, 177; *Robins, P. M.*, 1718; suspension not uncommon. *Robins, P. M.*, 1721-2; *Davis, J.*, 1889; *Bailarge, F.*, 1918; *Ross, W.*, 3030; *Smith, W.*, 2857.
- System of monthly conduct record of officers in each dept. useful. *Griffin, W. H.*, 174-8, 179-80; *Robins, P. M.*, 1703; *Case, H. N.*, 879; *Douglas, J.*, 679-10; *Smith, W.*, 2858-61; diaries kept in outside service. *Dickson, G. P.*, 762; *Morrain, J.*, 783-5; *McLeod, A.*, 3105; private book kept. *Morrain, J.*, 771; departmental order book. *Dennis, Col.*, 1592.
- Fines imposed. *Blackadar, H. W.*, 3979; *King, S. J.*, 3263; suspension preferable to fines. *McDougall, J. L.*, 2787; fines necessary. *Smith, W.*, 2837.
- Pro forma* meeting of Civil Service Board every month, but no duties performed of late years. *Griffin, W. H.*, 180-90; *Langvin, E. J.*, 2256; Act of 1838 fallen into disuse. *Courtney, J. M.*, 2314; *Smith, W.*, 2824.
- Classification of C. S. Commission of 1869 not suitable at all. *Johnston, J.*, 1423; suggestions as to classification. *McDougall, J. L.*, 2780; *Smith, W.*, 2826-8.



## CIVIL SERVICE—Continued.

Commissioner or two Commissioners should be invested with greater executive authority, *Johnson, J.*, 1424; number of classes of clerks in Customs Dept. should be reduced to 1st, 2nd and 3rd, &c., 1424.

First-class clerks should have specific duties, *Dennis, Col.*, 1521; *Trudeau, J.*, 2446; *Courtney, J. M.*, 2538; *McDougall, J. L.*, 2777.

English and French necessary in certain depts; *Dennis, Col.*, 1506, 1528; should entitle possessor to some special consideration, 1529; *Baillarge, F.*, 1906; such knowledge desirable for many reasons, *Lash, Z. A.*, 2339-40; *Trudeau, J.*, 2445; *Cole, J. O.*, 2478; *Courtney, J. M.*, 2538; *McDougall, J. L.*, 2770; *Smith, W.*, 2815.

All persons holding appointments should be disfranchised, *Dennis, Col.*, 1539.

Period of service should be shortened in cases of remarkable efficiency, *Dennis, Col.*, 1540.

Pay of deputy heads should be regulated according to character and extent of their duties, as certain officers now insufficiently remunerated, *Dennis, Col.*, 1618-53; if dept. divided, grading and salary of deputy should be altered, 1634; advantage of special scientific qualifications in some cases, 1635.

Leave of absence, *Vankoughnet, L.*, 1662; *Kavanagh, H.*, 2167.

Not advisable to pay certain officers commissions, but fixed salary, *Vankoughnet, L.*, 1653-7.

Advisable to have uniform system of book-keeping in depts as far as practicable, *Robins, P. M.*, 1753.

Chief clerk of Gov. Gen. Secy's office should rank with deputy head, *Kitch, J.*, 2199.

Attendance of 6 1/2 hours a day sufficient in depts, *Courtney, J. M.*, 233; *McDougall, J. L.*, 2776.

## Examination of representatives of Clerks before Commission:

*Alexander, H.*, Privy Council, 25 years in service; present classification acceptable in main, but should be higher in case of his dept., on account of extra attendance and confidential duties; min. salary \$500 with probation of from 3 to 6 months, and annual increase of \$50 a year; promotion by seniority, *ceteris paribus*, and in dept.; superannuation system acceptable, but further abatement expedient to secure provision for widows and orphans. No. of Q., 2967; p. 347.

*Barber, E. C.*, Auditor Genl's Dept., 25 years in service; recommends 3 classes in his dept., from \$700 to \$2,500, 6 years in each class with \$50 annual increase, which should be absolute; promotion by merit, to be proven by fair and open ex.; no sup. to employes unless after 10 years, physical disability being excepted; provision for widows and orphans by increase in deduction from salaries; probationary class, equivalent to 3rd class clerks, paid per day, probation not to continue longer than a year; no persons admitted except after satisfactory open ex. as to qualification—probationers included; political influence eliminated; compet. ex. previous to appointment not recommended for clerks. No. of Q., 2918; p. 331.

*Casgrain, H.*, Dept. of Agriculture, recommends retaining present classification; after satisfactory ex. and probationary stage, lowest salary of 3rd class not to be less than \$600, with more than \$50 annual increase; present system of annual increases generally satisfactory, but anomaly exists with respect to difference between max. of senior 2nd class and min. of 1st class; promotion in merit and seniority, the former to preponderate; superannuation system satisfactory, with exception of monthly abatements; provision in the shape of annuities for widows and orphans. No. of Q., 2991; p. 327.

*DeLaurier, J. N.*, representative of messengers; only receives \$500 at most, but should get annual increase of \$40 until \$600 is reached; after 20 years should get \$700; should be placed on same footing as same class in Senate and Commons; if a messenger dies in service, the payments he has made to fund should go to widows and orphans; hours of duty from 7 a.m. to 5, 9, or 10 p.m., as required. No. of Q., 2986; p. 261.

*Finnitt, A.*, Dept. of Railways and Canals, 20 years in service, states, as opinion of clerks, that a theoretical or tabular statement should indicate the several branches, the class or rank of officers and clerks on permanent staff of each, max. salaries and responsibilities; such statement to be remodeled from time to time, as exigencies of service require; probation after examination; three distinct classes of clerks from \$750 to \$2,000 with yearly increases of \$50, \$75 and \$100 according to class; messengers from \$400 to \$650 with increases of \$40; extra work to receive extra allowance; establishment of "General Service Branch"; assistant and clerks in Law Clerk's office; clerks now paid out of appropriations for works to be placed on same footing as clerks in inside staff of dept.; annual increase up to max. of class as matter of right; promotions for merit and competency; assistant or principal clerk to be appointed in certain branches; superannuation to combine super. and insurance with increased deduction from salaries; classification to be 1st probationary clerk, 1st, 2nd and 3rd class clerks, besides grade above that of chief clerk. No. of Q., 2952; p. 341.

*Gobeil, A.*, Dept. of Public Works, 10 years in service; recommends probation for 3 months at least at not less than \$500 a year; three classes from \$500 to \$1,800; extra clerks, at end of 6 months' performance, to be made permanent and classified according to nature and importance of service performed; professional men to be allowed higher rates of classification, lowest rate to be \$800; increases to be \$75, \$100 and \$50 according to class; promotion on merit and ability; promotions in dept.; term of service anterior to permanent apt. to count for superannuation; increased contributions on basis of Quebec scheme, to provide for widows and orphans. No. of Q., 2937; p. 344.

*Higgins, Moore A.*, Finance Dept., 43 years in service; recommends, with respect to his dept., division into branches as convenient, each presided over by chief clerk; salaries from \$800 to \$2,000, according to class; messengers from \$300 to \$600, with chief at \$700; extra work at 50 cents per hour; present rate of \$50 increase satisfactory; confidential reports from chief clerks respecting efficiency and conduct, with a view to promotions; special increases in exceptional cases; vacancies filled by members of the service; superannuation and provision for widows and orphans combined. No. of Q., 2941; p. 337.

## CIVIL SERVICE—Continued.

- Jones, W. H.*, Dept. of Secretary of State, 41 years in service; recommends leaving classification and grading to Govt.; promotion from lower to higher class regularly, with annual statutory increase; no outsiders to be appointed; after 30 years' service, super. to be a right; provision for widows and orphans from superannuation deduction, and superannuation from public revenues; senior 2nd class clerks promoted to 1st class to receive \$1,600; Saturday afternoons to be holidays during session. No. of Q., 2910; p. 330.
- LaSueur, W. D.*, P. O. Dept., recommends reduction and simplification of grades; per diem allowance to probationary clerks, and 6 months probation; 3 regular classes of permanent employes, 1st 2nd and 3rd, latter to begin at \$500; scale of salaries in C. S. Bill of 1875, expedient; statutory increase not to be withheld except for cause assigned; promotions on increase of efficiency, each dept. to be divided into branches according to natural difference of work to be done, and promotions filled from another branch, except when to do so would involve going down 2 classes; higher or staff appointments to be assigned, whenever possible, to men already in service; due respect to seniority, but all possible encouragement to merit; super. system works satisfactorily, but retirement might be made compulsory at 65; provision should be made for families by larger abatement from salaries if necessary; expresses opinions in favor of serious qualifying ex., particularly in practical arithmetic and English; promotion on advancing efficiency; hesitates to say that mere withdrawal of all political influence would yield much better results than present system of nomination, if coupled with such ex. as he has in view, acknowledges system of political patronage depressing on service so far as higher appointments are concerned, but evil at present a diminishing one; present system, coupled with proper qualifying ex., would give fully as efficient a service; states reasons why service, recruited by political nomination, "would have more numerous points of contact with public opinion" than if recruited by open competition. No. of Q., 2902, 2988; pp. 329, 332.
- Nettle, R.*, representative of clerks of Inland R., recommends ex. of probationary clerks, and their promotion after 2 years' satisfactory service; salary not less than \$400 yearly; abolition of distinction of junior 2nd class clerk; min. salary not less than \$500, commencing with 3rd class and max. \$800, with annual increase of \$60; in 2nd class, min. \$900 and max. \$1,400, with \$50 increase; in 1st class, min. \$1,400 and max. \$1,800, with \$100 increase; efficiency and seniority to guide in promotion, and employe attaining max. of his class should be promoted to next grade; super. system generally acceptable, but provision should be made for widows and orphans. No. of Q., 2998; p. 325.
- Pettigrew, W. S.*, Marine and Fisheries, 9 years service; classification unsatisfactory; three classes of clerks, 1st, 2nd and 3rd, exclusive of staff appts., embracing one Chief Clerk, &c; salaries from \$500 to \$2,700 with increases in each class of \$50; classification of work, system of annual increases satisfactory; max. of first class to be increased by \$200, of 2nd class \$100 and of 3rd class \$50; promotion by seniority and merit; super. system necessary, provision for widows and orphans by annuities through further abatement from salaries. No. of Q., 2983; p. 349.
- Sherwood, G. M.*, Adjutant General's Dept., 16 years in service; recommends abolition of senior second class, and 1st, 2nd and 3rd grades; min. of 3rd, \$500 to \$850; of 2nd, \$900 to \$1,400; of 1st, \$1,400 to \$1,800; clerks promoted to 1st class not to wait four years for increase of salary; periods of services in lower grades to be shortened or annual increases increased to \$100; promotion by seniority and efficiency; Sup. Act beneficial; provision for widows and orphans out of increased contributions to sup. fund. No. of Q., 2931; p. 331.
- Sinclair, R.*, Indian Branch of Dept. of Interior, about 22 years in service; recommends adherence to present classification; after 2 years probationary service salaries should be increased from \$400 to \$600, with annual increase of \$50; first class clerks to receive annual increase of \$75; on promotion from class to class, increase of \$100; promotions on certificate of deputy heads, and at certain intervals; max. salary of one class not greater than min. salary of that above it; vacancies in higher classes filled from those beneath in same dept.; assiduity and increased efficiency to be considered; 30 years service to entitle to super., and at 65 as a matter of course; provision for widows and orphans by further deduction from salaries. No. of Q., 2944; p. 340.
- Stuart, Lt.-Col.*, Governor General's Office, 14 years in service; recommends increase of statutory allowance to \$100 in case of class receiving above \$1,000 a year; promotion by seniority and efficiency; superannuation at age of 60 (optional) but compulsory at 65; no deduction from salaries as in England; insurance for benefit of families by deduction from salaries. No. of Q., 2964; p. 346.
- Sulke, B.*, Militia Dept., 13 years in service; classes to be confined to 1st, 2nd and 3rd, below ranks of Chief Clerk; salary in lower grades not to be less than \$800; promotion by seniority; superannuation system satisfactory, but provision for families desirable. No. of Q., 2976; p. 349.
- Watters, T. J.*, Customs Dept., 11 years in service; recommends abolition of probationary class at \$300 and establishment of 4 classes; 3rd class beginning with \$500, with increase of \$100 until it reaches \$900; 2nd class, from \$1,000 to \$1,300, with increases of \$75; 1st class, from \$1,600 to \$2,000, with increases of \$50; chief class from \$2,200 to \$2,800, with \$100 increases; promotion by seniority; new appts. at lowest salary of lowest class, age limited to 30 years; super. compulsory at 65, &c; provision for widows and orphans by annuity or pension increasing per centage non payable; present rates of salary do not secure best available material. No. of Q., 2938; p. 334.
- Report on organization of Civil Service, England, and letter thereon by Rev. B. Jowett of Balliol College. See Appendix F., p. 393.
- Report of Civil Service Inquiry Commission, England. See Appendix G., p. 408.
- Bill to regulate United States Civil Service. See Appendix W., p. 800.
- Regulations of United States Civil Service. - See Appendix D., p. 389.

CLASSIFICATION OF EMPLOYEES. See *Civil Service*.

COLBRICK, HENRY, Assistant P. M. at Hamilton, evidence of. No. of Q., 891-3; p. 132.

In service since 1854, has general supervision of office, 891; office amply supplied as regards numbers, but not too many; staff well organized, one man talks of being superannuated, 892; some men underpaid, some might be readily promoted in case of vacancies, 893; young men well trained to work make better P. O. clerks than those many years in service, 894; present system of promotion and increase of salary might be improved; men of 24 years with good recommendations and business experience most desirable; promotion by merit, 895-6.

COLLECTORS OF CUSTOMS. See *Customs*.COLLECTORS OF INLAND REVENUE. See *Inland Revenue*.COMMISSIONER OF CUSTOMS. See *Johnson, J.*COMPETITIVE EXAMINATION. See *Civil Service*.CONTINGENCIES. See *Ross, Thomas*.

COTE, J., Clerk of Privy Council, evidence of. No. of Q., 2463-59; p. 281.

In service for 35 years, 2463; no ex. for admission or promotion, 2464; appointments by Order in Council, on Minister's recommendation, 2463; Act of 1868 allowed to fall into disuse, 2463; best age from 20 to 25, 2468; system of ex. necessary, 2469; inefficient clerks frequently appointed, and yet retained. 2470-1; promotion as rule by seniority, 2472; one grade and three classes, salaries from \$400 to \$2,400; probationary clerks, \$300; all might be of two classes, 2474-8, 2479, 2481; no formal declaration as to secrecy from officers, 2477; knowledge of French and English advisable, 2478; difference of salaries now arises from present classification, 2480; annual increase an encouragement to young men, 2481; staff not too large, efficient, 2483-4; attendance regular and kept in book, 2485; no clerks engaged in other business, 2486; statutory holidays and Saturday afternoons not kept as a rule, 2487-8.

COURTNEY, J. M., Deputy Minister of Finance, evidence of. No. of Q., 2511-94; p. 284.

In service since 1869, 2511; appointments by Order in Council on Minister's recommendation, 2512; no ex. for admission or promotion, 2513-5; best age from 18 to 25 years, 2516; open and comp. ex. with promotion advisable, and best for Ministers to divest themselves of present power, 2517-24; O. S. Commission to be appointed like judges, 2525; might be less grades in his dept., 2526; promotion by merit beneficial, but in case of higher positions Ministers should appoint, 2527-8; O. S. Commissions would keep appointments and promotions free from political influence and should be constituted like Board in England, 2529-31; C. S. to some extent refuge for men unable to earn living in other pursuits, 2532; work of dept. efficiently performed and could not be performed at less cost, 2533-4; 9 hours a day, with 3 weeks' absence, sufficient attendance, 2535; duties of first class clerks should be defined, 2536; one appointment of person of special qualifications, 2537; French and English desirable, but not essential, 2538; letters copied by press, 2539; work of dept. can be classified so as to indicate comparative importance of each part, 2540-1; system of yearly increases unjust in its incidence, duty pay preferable, 2542-3, 2545-6, 2564; grouping officers in classes lessens demand for individual increases, 2544; salaries now generally commensurate with work, 2547; extra assistance sometimes necessary, and paid from \$2.00 to \$2 50, Sundays and holidays included, better to pay by day, 2548-50; women well qualified to discharge certain duties, 2551-2; changes in clerks, one superannuated and other transferred to Winnipeg, 2553; present office accommodation defective, and if improved would promote efficiency and economy, 2554-6; Superintendent of Insurance performs technical duties, 2557; no fines imposed for misconduct, 2558-60; attendance book kept, 2561; at times but not always, deputy head should pay permanent staff for extra work, 2562-3, 2565; savings banks inspected once a year by Financial Inspector, and, as rule, accounts in good order, sureties not released in cases of loss, 2566-7; official cheques requiring his signature signed by himself, 2568; not part of his duty to inspect books of other departments, 2569; suggested permissive clause in Audit Act to give Treasury power of making books uniform, 2571; records on financial matters kept by Finance Dept., 2572; sees almost all letters before sent out, and all others received generally laid before him, 2573-4; Minister can always from his dept. procure all necessary information, 2575; Finance Dept. corrects errors in returns from other depts., 2576; outside branches make returns to Finance and Audit depts., 2577; no undue delay in sending returns to Finance Dept., 2578; Dominion notes printed on requisition and engraver keeps surplus notes in fire-proof vaults, 2580; auditor nothing to do with books of Finance Dept., 2581; accounts adjusted with banks each month, 2582; if returns came in as provided for by Audit Act, Public Accounts might be ready by Christmas, 2583; bank drafts, accompanied by triplicate receipt, sent direct from Customs, but I. O. R. through dept., 2584-6; approves of system of payment in depts., 2587; *per diem* allowance given for travelling expenses, 2588; superannuation tends to economy and efficiency, 2589-93; life insurance system acts advantageously, but generally separated from superannuation, 2592a; officers in lower grades of dept. generally fit for promotion, 2593; dept. requires certain grading, 2594.

CUDLIP, J. W., N.B., Inspector of Ports, evidence of. No. of Q., 3203-31; p. 373.

In service for 6 years, 3203; district includes P. E. Island, 42 ports and outports, 3204-6; so many small ports increase chances of loss to the revenue from want of appraiser, 3207; some smuggling still in existence, 3208; landing surveyor, second officer of port, his duties, 3209; supt. of lockers answerable to collector for all goods placed in bonding warehouse, 3210; receives written instructions as to duties and number of inspectors, 3211-2; warns and reports neglect of duty, 3213; in case of collector's defalcation takes charge of office until instructed from Ottawa, 3214; certain irregularities and defalcations, 3215; in large ports gives instructions through collector, 3216; uniform system of keeping accounts practically exists, 3217; collector held responsible for surveyor or second officer to certain extent, 3218; examines bonding warehouses at least once a year, 3219-20; warehouse books examined, 3221; such books kept by collector or clerks, surveyor or warehouse keeper or clerks, 3222; such books efficient check on

**CLERK, J. W.—Continued.**

operations, 3223; books kept in warehouse keeper's office, to show No. of packages, &c., of goods taken out of warehouses, 3124; necessity of adopting regulations with respect to warehouse books Nos. 1 and 2, as required by dept., 3223; tests by gauger, quantity of spirits in warehouses, 3226; other security than the importer's or owner's necessary, 3227; all goods in bond placed separately as to each bond, but not numbered, which should be done, 3229; 22 bonding and two sufficiency warehouses at the port, 3229; better to adopt Govt. warehouses, 3230; suggests improvements for protecting revenue and honest dealer, 3231.

**CUSTOMS DEPARTMENT:**

Appointments in service made generally by Order in Council on recommendation of members, *Johnson, J.*, 1246; *Ross, W.*, 2998; present system undesirable, *Johnson, J.*, 1271, 1290, 1298-9; Com. or 2 Comms. should have greater executive authority, 1424; classification of O. S. Com. of 1869 unsuitable, 1423; No. of classes should be reduced to 1st, 2nd and 3rd, 1292, 1424.

Classification of Customs Outside Service. See *Appendix C.*, p. 388.

No ex. for admission or promotion in outside service, only in inside service, *Johnson, J.*, 1248; effect of no ex. injurious, 1249-51, 1379; appointments in outside service made without regard to fitness of parties for duties, and on no particular system, *Douglas, J.*, 605-7; *Simpson, W. B.*, 988; every candidate for office should be examined by two chief officers of port, &c., *Kavanagh, H.*, 2167; appointments should be made irrespective of political influence, *Newburn, T. C.*, 2202, 2219.

Competitive ex. independent of political influence and promotions on merit would give better material, *Johnson, J.*, 1271, 1379, 1248-90, 1424-6; *Kittson, W. H.*, 808; *Newburn, T. C.*, 2170; *Ross, W.*, 3003; *Ruel, J. R.*, 3167-8; preliminary ex. with period of probation would secure better men, *Douglas, J.*, 612-5; *McLean, T.*, 639; *Kittson, W. H.*, 809; *Mackenzie, A. J.*, 857; *Duncomb, J. W.*, 1081; *Kavanagh, H.*, 2023; probation indispensable, *Lewis, J.*, 1011; *Ross, W.*, 3006; ex. should be with reference to each particular branch, *Johnson, J.*, 1291; would tend to economy, 1303.

Best age for candidates for admission, min. 19 and max. not over 40, *Johnson, J.*, 1225; from 15 to 20, *Kittson, W. H.*, 800; from 17 to 20, at \$300 a year at commencement, *Douglas, J.*, 611; in outside service, 21, *Ross, W.*, 3003; from 25 to 40, *Ruel, J. R.*, 3166

Officers higher than 1st class clerks should be known by official titles without reference to class, *Johnson, J.*, 1424.

Promotion and increase of pay should be guided by merit, *Douglas, J.*, 605-7, 612; *McLean, T.*, 690; *Mackenzie, A. J.*, 858; *Johnson, J.*, 1271; *Kavanagh, H.*, 2119; *Ross, W.*, 3005, 3042; in case of several parties eligible for promotion, possible to secure best by competitive ex., coupled with reliable record of manner in which they have performed duties, *Douglas, J.*, 616; promotions of outsiders over heads of deserving men in service very undesirable, *Kittson, W. H.*, 806; promotion should not be necessarily within port, *Kavanagh, H.*, 2167.

Clerks should be classified according to C. S. Act, and promoted according to record of service and ex., *Douglas, J.*, 617; no rules as to the work of different classes and way in which they are placed on pay—1st only regulation as to their standing—which causes dissatisfaction, 2117-8; no designation of rank in outside service, *Ruel, J. R.*, 3164.

System of yearly increases of salary does not reward merit as it should, *Johnson, J.*, 1304.

Inefficient men kept on through political influence, *Newburn, T. C.*, 2163-9; with efficient men staff might be reduced, 2204; *Ruel, J. R.*, 3171.

Employment of extra clerks not desirable, but their salaries not more than those of permanent class, *Douglas, J.*, 618-9.

Salaries not always proportionate to duties, *Johnson, J.*, 1252, 1430; *Kavanagh, H.*, 2150; *Ruel, J. R.*, 3175; no increase except on report of immediate superior head in dept., *Johnson, J.*, 1427; computing officers in outside service very important and yet least paid, *Douglas, J.*, 596-601, 621; one acting appraiser paid insufficiently, *Duncomb, J. W.*, 1083; clerks have small salaries as rule, *Kavanagh, H.*, 2114; clerks in Montreal not paid sufficiently, *Lewis, J.*, 2499; duty pay, 2410; gradual increase of salary requisite, *Lewis, J.*, 2415; inequalities, *Ross, W.*, 3029, 3042; *Hill, W. H.*, 3051.

Work of inside dept. efficiently performed, but outside many not desirable men, *Johnson, J.*, 1321-2; one man important position unfit, *Gerow, S. E.*, 3243.

Overtime pay to certain officers, *Johnson, J.*, 1307-13.

Certain work could be performed by inferior men, *Johnson, J.*, 1317.

Hours of attendance at Ottawa generally observed, *Johnson, J.*, 1329-31.

Regular leave of absence necessary in outside service, *Kavanagh, H.*, 2157.

No conduct book at Ottawa, but Inspectors of Ports make reports of outside officers, *Johnson, J.*, 1432-4, 2347; *Kavanagh, H.*, 2156; *Newburn, T. C.*, 2200; *Gerow, S. E.*, 3242; confidential reports valuable, *Smith, W.*, 2852-64.

Powers and duties of Commissioner of Customs, *Johnson, J.*, 1328.

Accounts of depts., *Johnson, J.*, 1347-50; mode of furnishing funds to outside offices for contingencies, 1351-2; checks over-expenditure, 1353-4; collectors required by law to attest to accuracy of accounts, 1365; received monthly at Ottawa, 1358-9; accounts and deposits of outside offices and remittances, 1369-70; *Douglas, J.*, 629-50, 694-5; *Faton, R. G. A.*, 872-84; *McLean, T.*, 636; *Kittson, W. H.*, 819-22; *Mackenzie, A. J.*, 844-5; *Simpson, W. B.*, 990-4; *Duncomb, J. W.*, 1063-7; *Ross, W.*, 3022-34; *Hill, W. H.*, 3044-8; no particular system at Customs H. in keeping accounts, checking moneys, *Kavanagh, H.*, 2123-4; uniformity in keeping books necessary, *Newburn, T. C.*, 2175; system lately modified so as to guard against irregularities, *Newburn, T. C.*, 2198.

Perquisites and fees in Customs offices, *Simpson, W. B.*, 984; *Lewis, J.*, 1003; *Duncomb, J. W.*, 1057, 1074; extra pay to landing waiters objectionable, *Newburn, T. C.*, 2198; unavoidable in certain cases, *Lewis, J.*, 2411-4; for bills of health, *Ross, W.*, 3041.

## CUSTOMS DEPARTMENT—Continued.

- Mode of obtaining supplies in outside offices, and payment therefor, *Simpson, W. B.*, 998-9; *Duncomb, J. W.*, 1076-1.
- Means of enforcing discipline by suspension, etc., *Simpson, W. B.*, 989; *Duncomb, J. W.*, 1061; *Mewburn, T. C.*, 2167; Inspector reports cases of misconduct, *Kavanagh, H.*, 2121-2; *Gerow, S. E.*, 3242; discipline not as it ought to be in certain divisions, *Mewburn, T. C.*, 2166.
- Nature of duties favorable to health, *Johnson, J.*, 1318.
- Duty of officers in case of smuggling, *Johnson, J.*, 1320; money from seizures, *Douglas, J.*, 698-9; *Mewburn, T. C.*, 2199; *Johnson, J.*, 2239; smuggling still carried on in New Brunswick, *Cudlip, J. W.*, 3203.
- Mode of making up statistical returns by Provinces, better to centralize all such work at head office, *Johnson, J.*, 1516-8, 1824, 1325, 1375-9; *Douglas, J.*, 682-7; *Kittson, W. H.*, 838; *Mackenzie, A. J.*, 839-60; *Ross, W.*, 3034, 3042; *Ruel, J. R.*, 3190.
- No practical classification of ports, and appointments and promotions made on no particular principle, *Johnson, J.*, 1289-91; better to classify officers, 1424; *Lewis, J.*, 1016.
- Preferable to appoint Collectors of Customs from ranks of Customs Service, *Johnson, J.*, 1200; their fitness now only ascertained on recommendation of members of P., 1233-4; receive no additional remuneration as registrars, etc., 1400-2; *Smith, W.*, 2877; *Ruel, J. R.*, 3188-9; advantageous to change them from time to time as vacancies occur, *Mewburn, T. C.*, 2211; should be furnished with rulings of Customs D. monthly, etc., 2438; *Johnson, J.*, 2463.
- Collectors, sub-collectors, landing waiters and other commissioned officers required to give bonds, *Johnson, J.*, 1366-8; only one case (Montreal) of cashier giving bonds, 1433; appraisers and cashiers give no security, 1268; all employes should be under bonds, *Simpson, W. B.*, 1001; no security should be accepted from traders having transactions in U. H. when officer is employed, *Kavanagh, H.*, 2157; cashier should give security to Government, *Mewburn, T. C.*, 2179.
- Collector in collusion with cashier could control considerable sums for short periods, *Johnson, J.*, 1435.
- Defalcations sometimes occur, *Johnson, J.*, 1360-5; *Kavanagh, H.*, 2102-3, 2129-33; irregularities in Montreal, 2097, 2099, 2100, 2166; *Lewis, J.*, 2389-91; elsewhere, *Mewburn, T. C.*, 2184, 2178; *Ross, W.*, 3036; in New Brunswick, *Cudlip, J. W.*, 3216.
- Duties of surveyor at large ports, *Douglas, J.*, 630-45; *Kittson, W. H.*, 823, 832; *Mackenzie, A. J.*, 843-63; *Lewis, J.*, 1002-6, 2388-2416; *Kavanagh, H.*, 2125, 2141-2; *Ross, W.*, 3022, 3025-7; *Austin, J.*, 3052-64; require more specific instructions, 3065; *Ruel, J. R.*, 3181; *Gerow, S. E.*, 3233-42.
- Duties of chief clerk at ports, *McLean, T.*, 685-91; *Mackenzie, A. J.*, 841-5, 835; *Ruel, J. R.*, 3164; *Matthew, G. F.*, 3196-8.
- Duties of lockers, *Kittson, W. H.*, 814-6, 830-1.
- Duties of four inspectors of ports, *Johnson, J.*, 1335-48; *Douglas, J.*, 700-5; *Cudlip, J. W.*, 3203-28; require to travel, their expenses, *Douglas, J.*, 1356-7; checking books of ports, 1436; *Kittson, W. H.*, 844; method of inspection, *Kavanagh, H.*, 2:82 2167; *Mewburn, T. C.*, 2158-2238; defined rules necessary, *Kavanagh, H.*, 2111-2; *Mewburn, T. C.*, 2212-3; inspectors exercise certain control over collectors, *Kavanagh, H.*, 2107; long periods between inspections dangerous, 2139-40; *Mewburn, T. C.*, 2221; Inspector can suspend a collector, 2126; cannot interfere with valuations of appraiser, 2227-9; should, on transfer to another district, report all irregularities in former district, *Johnson, J.*, 2449; takes stock at uncertain times, *Ross, W.*, 3028; takes balances repeatedly, *Ruel, J. R.*, 3184.
- Certain officers incapable of doing duties in outside service, *Mewburn, T. C.*, 2214.
- Warrants for delivery of goods, improvement suggested to prevent fraud, *Mewburn, T. C.*, 2231-2.
- Appraisers, landing waiters, lockers, require special qualifications, *Johnson, J.*, 1255-7; Dominion Board of Appraisers, *Johnson, J.*, 1387.
- Appraisers at ports of entry, their decision final against Treasury, but not against importer, participate in seizures, *Johnson, J.*, 1389-92; better to remove them from port to port, *Douglas, J.*, 638-71, 699; equitable charge of duty on many classes of goods largely depends on ability of appraisers, *Kittson, W. H.*, 841; their examination advisable, 831; inspectors have no authority over them as to valuations, *Kavanagh, H.*, 2145; appraisers differ at different ports as to duties, *Mewburn, T. C.*, 2171-4; one appraiser unfit, 2215; means of protecting public and honest trader through appraisers, *Cudlip, J. W.*, 3231.
- Lockers and tid. waiters should be formed into one class, *Lewis, J.*, 1016.
- Persons residing in Customs buildings (caretakers), *Simpson, W. B.*, 996-7; *Duncomb, J. W.*, 1068-9; work of outside officers not less valuable than that of clerks in inside service, *Smith, W.*, 2853-4.
- "Suspense" entries recognized, but "Sight" entries should not be allowed, *Johnson, J.*, 1378-9; *Douglas, J.*, 687; *Kittson, W. H.*, 814-3; "Primo" preferable to "Sight" entries, *McLean, T.*, 693; "Sight" entries a benefit to importer, *Mewburn, T. C.*, 2236-8.
- Practice as in Toronto of entering certain receipts for "Sight" and "Suspense" entries for fines, etc. in book in common with advances for contingencies, contrary to regulations, *Johnson, J.*, 1380-1; *Douglas, J.*, 668-9.
- Means taken for uniform system of entering goods so that same rate of duty is charged at every port of entry, *Johnson, J.*, 1393.
- Means taken to check warehousing operations of outside ports of entry, and quarterly returns obtained in detail of all warehousing operations, *Johnson, J.*, 1403; present system of private warehouses dangerous and expensive, better to substitute Government warehouses, 1404-7; *Lewis, J.*, 1016, 2401-8; *Duncomb, J. W.*, 1084-6; *Kavanagh, H.*, 2136; *Mewburn, T. C.*, 217; *Ruel, J. R.*, 3194; *Cudlip, J. W.*, 3230; conditions imposed by Customs in consulting box warehouse, *Johnson, J.*, 1414; duty lost through abstraction of goods from warehouses,

## CUSTOMS DEPARTMENT—Continued.

present system of bonded warehouses explained, *McLean, T.*, 692; *Douglas, J.*, 704-6; *Kittson, W. H.*, 834-7; stock taken every month, *Mackenzie, A. J.*, 861-3; *Lewis, J.*, 1016; every quarter by landing waiters (Quebec), *Duncomb, J. W.*, 1083; *Ruel, J. R.* (St. John), 3178; spirits in bond only tested and gaged at times by inspector, *Kavanagh, H.*, 2095-6, 2161; regulations respecting construction of bonded warehouses sufficient for security, *Kavanagh, H.*, 2165; at large ports all packages belonging to particular warehouse entry kept separate from those of another, and each numbered with No. of its own bond, 2126; present system improved by limiting warehousing to extra building, owned by others, but controlled by Government, *Lewis, J.*, 2402-3; Govt. warehouses would reduce staff, *Ross, W.*, 3018; supt. of warehouses has charge of them, *Ruel, J. R.*, 3176-9. Goods taken out of bonded warehouse for consumption before entries made and duties collected, *Kittson, W. H.*, 827; fraudulently removed, *Kavanagh, H.*, 2097-9; system of permitting goods to be warehoused for purpose of manufacturing in bond, not expedient, *Johnson, J.*, 1409; personal bond for double amount of duties taken from persons placing goods in warehouse, *Johnson, J.*, 1410-11.

All goods coming from United States by rail always accompanied by manifest, but shipped locally from ports like Windsor or Guelph, never so accompanied, *Kittson, W. H.*, 828.

No system of forwarding goods by railway, or otherwise in bond, *Ruel, J. R.*, 3181; remedy suggested, 3182.

Some ports have smaller collection, and yet have larger responsibilities, *Johnson, J.*, 1262-4.

Applicants as rule not placed in lowest positions, but ought to be, *Johnson, J.*, 1266.

System of continuing officers without regard to efficiency injurious to service, *Johnson, J.*, 1269-70. Advisable to give power to Government to remove outside officers when necessary, from port to port, *Johnson, J.*, 1272-3; *Douglas, J.*, 670-1.

Surveyors, appraisers and landing waiters might be changed at certain ports, *Newburn, T. C.*, 2196; officers in English service subjected to such removal, *Smith, W.*, 2826, 2828-40.

Too many small ports, as now, tends to fraud and expense, *Johnson, J.*, 1274-8, 1281-5, 1350, 1334; *Kavanagh, H.*, 2117-9; *Newburn, T. C.*, 2197; *Ruel, J. R.*, 3192; *Cudlip, J. W.*, 3207.

Steam launch required at Quebec for service of tide surveyors and accommodation for ex. of passengers' effects by ocean steamers, *Duncomb, J. W.*, 1015, 1088.

Not always possible to find competent officers for promotion in same locality, but no difficulty if they could go to another for that purpose, *Johnson, J.*, 1295-5.

Preventive officers to depend on seizure, advisable under certain circumstances, *Kavanagh, H.*, 2149.

Registrars of Shipping and Measuring Surveyors appointed by Minister of Marine, and responsible to that dept for such duties, *Kavanagh, H.*, 2134-5; further explanations on subject, *Smith, W.*, 2852, 2855-7; fees paid to Government, 2874-7; inspectors of ports not instructed to inspect register books, 2879.

Oath under 40 Vict., c. 10, administered by collector, chief clerk and surveyor—questionable if legally done by two last, *Kavanagh, H.*, 2143-4; *Lewis, J.*, 2391-3; *Ruel, J. R.*, 3193.

Amendments to Customs Law suggested—repeal of sections placing power of mitigating or releasing in hands of Minister or Governor in Council, *Johnson, J.*, 2240-2.

Uniforming whole of Customs force necessary, *Johnson, J.*, 2243.

Frauds committed in a warehouse in accord with new regulations, *Lewis, J.*, 2399, 2400.

Approximate loss to revenue through frauds in regard to warehousing of wines and spirits in four years, *Lewis, J.*, *App.*

Collectors required to carry out certain provisions of Steamboat Act, *Smith, W.*, 2880-2.

Inequalities of salaries in Halifax Customs, as compared with other large ports, *Ross, W.*, 3029, 3042; building overcrowded, *Ibid.*

Decisions given one port should be communicated to others, *Ross, W.*, 3042.

DAVIS, JOHN, Inspector of Inland Revenue and General Inspector of Distilleries, evidence of. No. of Q., 1858-99, p. 221.

In service since 1862, 1858; district of Windsor divided into four divisions, containing 158 licensed establishments, and time occupied in visiting district about 3 or 4 weeks,—explains at length his course in a visit of inspection, 1859-61; in largest distilleries, from \$6,000 to \$10,000 duty accrues from daily products during 208 to 220 days in year, 1861; inspection performed each quarter without overtaxing time, 1862-3; two officers at least at each distillery, one in each of larger malt houses, and one or more at large tobacco manufactories, 1864; very few irregularities lately, and has had no cases of fraud; duties of officers important and carefully performed, 1865-6; all officers required to pass ex., which secures better men, 1867; inefficient officers would cause much loss to revenue, 1868; collector answerable for moneys collected and gives security; inspector supervises him to extent of checking amounts received by him; if he fails to account for moneys, inspector may suspend, or also would be held equally liable; inspector gives security, 1869-73; person appointed as collector from outside could not effectually protect revenue; such appointments injurious to service, 1874-6; two district inspectors have not passed ex., and two others only 3rd class rating, 1877; would increase efficiency if all vacant inspectorships and collectorships were filled from officers, 1878; inspectors who have not passed ex. have acted on board of examiners, though not competent to act as such, 1879-80; system of inspection of books and accounts calculated to prevent fraud, 1881; bill stamps stored in safe places in districts, 1882. No danger of loss to revenue under existing system of warehousing excisable goods, 1883; desirable to keep excise separate from Customs warehouses, and public preferable to private warehouses, 1884-7; staff not at present numerically equal to its work in division, at least three additional men required, 1888; several officers suspended and dismissed, 1889;

## DAVIS JOHN—Continued.

officers of 12 years ago would not be now equal to duties. 1890; in more important surveys salaries not proportioned to duty, 1891; cannot count on junior clerks to fill vacancies in higher grades till they have had two years' experience with special class excisemen. 1892-3; great many positions might be advantageously filled by subordinates, 189-; some officers who have passed creditable ex. have become insolvent. 1895; discipline good generally, penalty generally forfeiture of salary for some period, and works well; diaries kept and useful, 1896-7; system of paying salaries based on classification and efficiency, and making promotions within service tends to efficiency; two instead of three districts in Ontario sufficient, 1898; desirable to exchange excise officers from one part of the Dominion to another, 1899.

DENNIS, Lt.-Col., Deputy Minister of Interior, evidence of. No. of Q., 1500-1607, 1641-55; pp. 187, 201.

In service since 1871, when appointed Surveyor-General, Deputy Min. since 1878, 1700; dept. divided into six branches, Dominion Lands, Mounted Police, Geological Survey, government of N. W. Territory, administration of government of Keewatin, School Lands in Manitoba and N. W. T., 1601; appointments by Governor in Council on report of Minister, system brings in incompetent men, no previous ex., 1502-1; organization and duties explained in detail, 1601-5; not necessarily obliged to retain clerks, 1605; favors fixed ex., including some speciality of French, &c., in addition to English; by a tribunal free from all political pressure,—from 18 to 21, best age, but in cases of offices requiring special qualifications they should rest with the Government, 1506-9, 1724; C. S. Act of 1868 practically defeated, 1510-11; ex. with probation of six months would secure best men. 1512, 1519-20; present system does not furnish material from which to make promotions, 1513; in a position to fill vacancies in his dept. from present officers, but not in appointments requiring professional knowledge, 1514; regular promotions would encourage staff, 1515; would not necessarily insist on competitive ex., 1517; educational acquirements, as rule, reliable test, 1518; promotions should depend on recommendation of officers over them, 1521; promotion does not necessarily involve change of work, but an increase of salary without increase of responsibility, 1525-6; first-class clerks should have specific duties, as in his dept., 1527; competent knowledge of French and English should entitle possessor to special consideration, 1528-30; appointments of prize positions over heads of those already in service, impairs efficiency, 1531-3; system of annual increases inadvisable, 1534; hitherto given without reference to previous conduct, but recommendation of superior officers at same time given, 1534-8; Civil Service should be disfranchised, 1539; period of service should be shortened in cases of remarkable efficiency, 1540; staff, inside and outside, efficient, not too large—one or two might be placed on superannuation list,—salaries fairly apportioned, one case of wilful neglect under consideration,—inefficient men would not be necessarily continued in service, 1541-9, 1501; ex. probation and promotion by merit would secure economy and efficiency, 1550; when survey is completed by surveyor he is paid off, 1533; one or two young men on surveyors' staff not in pay after completion of service, 1554; superior class of surveyors employed for special purposes, and paid during such service only, but such men could be permanently employed with public benefit, 1555-6; ex. of D. L. S. prescribed by law and sufficient, 1557-8; mode of surveying by contract, and method for testing accuracy of these surveys explained at length, 1559-61; selection of superior class of surveyors from list recommended by Surveyor General, other things being equal as respects contract surveying, it is given to lowest tenderer no improvement in system necessary, 1562-3; revenue of department and manner of its control, 1564-5; mode of collecting arrears in connection with Ordnance or Admiralty Lands 1566-7; not necessary to have class of men of lower grade than permanent clerks,—extra clerks not desirable,—in case of extra work, done by draughtsmen clerks, they were paid by piece—other extra work obtained and paid for outside of dept.—more economical and just to employ permanent clerks on such extra work, 1568-74; temporary clerks employed in dept. from \$1.50 to \$2.00, Sundays and legal holidays included; never appointed longer than 6 months, but some appointments renewed especially in case of draughtsmen, and such employes get permanently employed at times to exclusion of, perhaps, better persons. 1575-9; each officer in D. L. branch must have special qualifications, which might be tested by ex. except in case of Surveyor General, 1580-1; duties of special and superior character should be paid additional, and awarded to most competent, irrespective of seniority, 1582; discipline good, attendance book, and hours as a rule regularly kept, departmental order book with view to discipline, and in case of breach remonstrance first, and then dismissal, 1583-8; no officers employed in outside business, 1589; no conduct book, opinion of superior officer of branch or of Deputy Minister ought to be sufficient in case of promotion or increase of salary, 1590-2; system of accounts, 1593; accounts of outside agents, inspected by Surveyor General at irregular periods, and constant check weekly or monthly on cash, all officers give security, no money ever lost through defalcations, 1594-5; mode of furnishing funds to dept., all money expenditure approved by Minister, 1596, 1599; means of checking accounts of surveyors, so that they are paid exact No. of miles, and dept. has been deceived as regards character of work, 1597-8; travelling expenses regulated and paid by Order in Council, &c., 1600; outside service consists of Inspector of Surveys at Winnipeg, who acts as agent of D. L., also agent to collect timber dues at same place, local land agents at different points, severally appointed by Order in Council, permanent officers, but should not pay superannuation fees, 1602; work in Dominion Lands branch has assumed such importance that it should be erected into independent dept., 1603; Superannuation Act works unjustly since, in case of sudden death, family derives no benefit from fund, and consequently adv. sable to amend law so as to provide limited annuities for widows and children, or a system of life assurance might be adopted, 1607, 1641, 1642-3; pay of deputy heads should be regulated according to extent and character of duties and importance of dept., 1646; grades on number of under

**DENNIS, I. T.-Col.**—*Continued.*

employés and character of labor should be considered in grading, 1647-8; allowance may be fairly given to deputy heads under certain circumstances, as they are not now adequately paid compared with what they would receive in banking, &c., 1649-53; if salary divided, grading and salary to deputy should be altered, 1654; a man with special scientific acquirements in addition to good administrative ability perhaps more useful than one with only latter quality in one dept., 1655.

**DESLAURIER, J. N.** See *Civil Service. Examination of representatives.*

**DEWE, JOHN, Chief P. O. Inspector,** evidence of. No. of Q., 430-479; p. 90.

Thirty-seven years in service, ten as Inspector, 430-1; explains at length his reasons for favoring competitive examination to be open to young men, say between 16 and 25, who could furnish certificates of physical health, moral character, intelligence and education, regard should be had to special qualifications for particular duties,—after selection, each clerk on appointment to be probationary for a year, and if then found competent, placed in lowest class at \$400 a year with yearly increase of \$50 until he reaches \$900—no clerk promoted unless thoroughly capable—by hope of more rapid advance and promotion to higher class, emulation would be created, and best qualities of clerks developed, 432; desirable to have probation to show what a man is, 433; cases of prize appointments given to outsiders contrary to efficiency of service, 434-6; P. O. Inspectors not recently men of previous experience, 437; such men to a certain extent might be subject to competitive examination, but their selection should chiefly rest on certain qualities and capacity, 438-9; nature of duties of such officers, 440; previous employment in service and promotion step by step valuable means of educating an officer, 441; on whole, present staff of Inspectors efficient, 442; postmaster in Toronto or Montreal has general supervision of duties of office, 443; such appointments of late given to outsiders, but advisable to adopt English system of choosing these officers from ranks of whole P. O. Service, 444-5, 447; vacancies in sorters best filled by qualified letter carriers, 446; some duties require knowledge of a technical character, 449; increase of staff out of proportion to increase of business in whole outside service, and reduction might be made in railway mail clerks and in clerks on inspectors staff, 450-2; efficiency of some clerks in outside service impaired by old age or bad habits, but yet not altogether unavailable, 453; knows some cases of appointments of young men not efficient, but nearly all now got rid of, 454; general education of junior clerks in City P. O. fitting for work, 455; knows no cases of officers or clerks engaged in business outside of office, 459; small fines imposed in some city offices for breaches of discipline, 457; as rule, promotions by seniority, 451; Civil Service Act in some respects not applied to outside service, 461; methodical record of each employé's character and efficiency, useful in cases of promotion, 492; thinks principle of superannuation good, 495-7; advisable to amend Act so as to provide limited annuities for widows and orphans of deceased Civil servants, 463-70; no difficulty in selecting from ranks of P. O. men qualified to fill highest positions in outside service, 471; examination of candidates should be conducted by a Board of Commissioners free from political bias, and appointed like Auditor General, in whom should be vested all probationary appointments, their subsequent confirmation being dependent on report of superior officer, 472-3; dismissals should be made by Order in Council, and promotion beyond influence of politics, 475; promotions must depend on honesty and fairness of proper officer making these recommendations, at present deputy head cannot be kept clear of extraneous influences, 476-7; Civil Service Commission useful probably as a sort of buffer between chief officers of department and any undue stress put upon it, 478; would tend to efficiency if deputy head should report to Minister in case of vacancy a list of certain clerks as submitted to him by superior officer of class below, 479.

**DICKSON, Geo. P., Toronto, District Inspector of Inland Revenue,** evidence of. No. of Q., 742-62; p. 110.

In service since July, 1864, 742-3; inspects books of all collectors within his district every quarter, and also those of all licensed premises within each division, to take stock of bonded warehouses, &c., carries out fully instructions contained in circular 99 I. R., asked by Commr., 744; district from Prince Arthur's Landing to Cobourg division, and includes 7 divisions, which he inspects every quarter, 745-6; Chief Inspector, Mr. H. Godson, who superintends him as all other inspectors in Dominion, 746; staff efficient and not larger than required for efficiency, Mr. Godson has chief power as to appointments and removals, growth of malt business on increase and staff might be larger, 747-8; advantageous to change revenue officers of all sorts from time to time and place to place, 749; officials are appointed as probationers subject to subsequent examination, and if probationers fail they do not obtain any status, 750; inference from letters of appointment is that they would be dismissed in case of failure, 751; appointments on probation and subject to examination as to fitness, promotes efficiency and economy, 752; promotion in outside service materially depends on examination, 753; men who pass best examination generally best officers, 754; candidates promoted from 1st to special class by competitive examination, and the result is most beneficial to service, 755-7; efficiency of service would be increased if vacant collectorships and inspectorships filled by first officers standing on list as entitled to promotion, 758; system of keeping books, ca h, &c. in office excellent, 759; a proper system of examination would tend to supply public service with efficient officers in all branches, as it would teach all public servants to look for promotion according to merit, 760-1; all outside officers keep a diary, forwarded to the dept every three months, which enables Commr. to discover what officer was doing on a particular day, 761.

**DIONNE, OCTAVE, Accountant of Public Works,** evidence of. No. of Q., 2012-26; p. 228.

In service for 16 years, 2012; two clerks under his control, 2013; more convenient to attach paymaster's office to his dept., 2015; payments made through paymaster, who sends vouchers to accountant, 2016, 2026; countersigns cheques—all payments made by certificates except in cases mentioned—would save time to cheque out from letters of credit, as individuals are now sometimes inconvenienced—rule not to issue cheques for more than \$100 at a time, 2018-25;



**DIONNE OCTAVE**—Continued.

accounts include expenditure of every sort, except payments to staff, 2024; statements rendered monthly to Auditor General, 2025.

**DOMINION LANDS.**—See *Dennis, Lt.-Col.*

**DOMINION POLICE FORCE.**—See *Loeh, Z. A.*

**DOUGLAS, JOHN,** Acting Collector of Customs at Toronto, evidences of. No. of Q., 590—671, 694—706; pp. 106, 116.

Twenty-six years in service, 180-1; on taking charge in 1879, found books and accounts in regular condition, only some money missing, 591; fifty-one clerks on regular pay list, and ten supernumeraries paid out of contingencies, one clerk still required to assist in computing, all efficient, 593-5; most important duties of computing officers least paid, 596; clerks designated by duties and not classed, 597; cause of the three or four officers performing most important duties and yet least paid, arises from method of appointment, 598, 621; clerks of advanced age have been appointed to higher salaries, some without probation, 599; if man appointed found unfit for duties commensurate with his salary, necessary to find out what he is best fitted for and put him there, 600-1; officers must be kept when appointed, 602; work could be more efficiently performed with smaller staff if qualifications of men considered in first appointments, 603; knows of no such enquiry heretofore, 604; men now sent to office and necessary to make best of them, 605; no established rule as to promotions, but generally for superior efficiency, 606-7; such efficiency determined on recommendation of collector and chief clerk, no official record kept of efficiency—sometimes an informal report sent to dept. as to conduct of officers proposed to be promoted, 608-10; youths from 17 to 20 best material to train for service, with \$300 as salary at commencement, 611; promotion and increase of pay should be guided by merit, 612; examination on entering with probation best system, 613, 614; not possible altogether to test a man's fitness for a particular branch by special examination, but in case of several parties eligible for promotion to higher grade, best man might be selected by competitive examination together with reliable record of his fitness, 614-16; clerks should be classified according to C. S. Act and promoted according to record of service and examination, 617; does not approve of supernumeraries, except for short time, 618; such persons not paid more than regular staff, one of them performs no duties, 619; promotions not always made as he would have desired, 620; no registrar of shipping at port, chief clerk acts as such, and he (Mr. D.) is measuring surveyor, 623-4; no dismissals since that of collector, in case of necessity would suspend and report to head of dept. at Ottawa, 625; attendance book kept and attendance regular, discipline good, no penalty as yet inflicted, 626-7; appointments of outsiders at higher salaries than those paid to men already in service, and possessing a knowledge of the work has had effect on dept., as it takes away incentive to efficiency, one good man having already left, and two others wishing to follow his example, 628; daily remittances now made to Ottawa, previous to collector's dismissal it could not have been done, 629; each draft covers all entries for day, 630; some days \$5,000 taken in one sum, and \$20,000 in all, payments being generally by marked cheque payable to collector's order, 631-2; cash account checked each day by entries by surveyor, and also, but not regularly, by inspector of ports, 633; surveyor's receipt book, checks, cash book, &c., 634; although collection of duties was checked daily, paying of them over to Receiver-General was wholly in hands of late collector, 635; explains his mode of checking, as surveyor, the receipts of port against collector, 636; no record of money deposited for suspense entries forwarded to dept., 637-8; Suspense entries allowed to stand as a rule, 10 or 12 days, sometimes 2 or 3 weeks before final settlement, and system still continues, 639-43; theoretically, surveyor independent officer, but collector's warrant, under an old practice, overrides all objections to deliver goods out of warehouse, 644-6; late collector had two accounts in bank; one "special," other "duties account" in his name as collector, irregularities could not have occurred unless cashier consenting party, 647; had no means of finding out by checks that collector was defaulter, 648; when he found packages given out on suspense entry, he turned up entry and verified it, 649; in case of finding out irregularities would have spoken first to collector, and in case he did not correct it, would have reported to dept., 650; practice of making suspense entries is not discontinued, but slight entries still continued, 651; previous to suspension of late collector had, as surveyor, full knowledge of business of port, except as to depositing of moneys received, but cashier, with collector's connivance, interposed obstacles to his obtaining information, 652-3; did not suspect anything wrong, but went frequently to collector to hurry up cashier with his accounts, 654; having account daily, no occasion to check weekly, 655; first knowledge of irregularities through visit of Mr. Johnson to inspect, 658; sight entries may tend to irregularities, 657; special book kept for suspense and sight entries, and inspected by Inspector of port, 658-9; does not feel same confidence in dealing with business as if he held commission as collector, but does not know of any inconvenience having arisen on that account, 660-1; statistics of port business prepared in Toronto, and occupy much time, but if prepared at Ottawa would tend to reduction of 4 or 5 clerks with salaries on the average \$775, and such change would be relief to Toronto office, 661-7; appraiser and assistants efficient, eldest 68, one partially unfit by reason of infirmity, only two taken from their knowledge of business, 668-9; better to remove appraisers from port to port on promotion, same with respect to all outside officers in Customs, 670-1; on contingent account being sent to departmental accountant at end of every month, cheque for exact amount approved of forwarded, 694; no difficulty in way of depositing at once all moneys received to Receiver General's credit, 695; seizure moneys deposited to credit of Rec. Gen., 696; surveyor and appraisers or others personally concerned in seizures participate in proceeds, and such system is great incentive to appraisers, 697-9; stock taken by him every 3 months, but inspector does not do so always during his inspections, 700-2; inspector checks result by warehouse ledgers, 703; goods placed in bonding warehouse not kept separate as to each entry, 704; in case of teas

**DOUGLAS JOHN—Continued.**

dried fruits, and possibly wines, importer might obtain possession, under bonding system of goods of high value on payment of duty on goods of less value but of similar description, but not possible to clear his bond by export of those of less value as representing goods of higher value, 705-6.

**DUNSCOMB, JOHN W.**, Collector of Customs, Quebec, evidence of. No. of Q., 1057-86; p. 148. Receives in addition to salary about \$16 a year for bills of health, 1057; officers and employés appointed by Governor in Council, tide-waiters and boat-men by Minister of Customs, two tradesmen by Order in Council, no term of probation necessary, 1058-9; staff efficient, 1060; vacancies filled by outsiders, only two promotions in 20 years, 1061; reports to department and suspends in case of breaches of discipline, 1062; cashier receives cash, checked by surveyor's cash book, 1063-4; deposits made in Montreal Bank, sometimes after banking hours, 1065; all public moneys deposited to credit of Receiver General, except collections for account of Quebec Harbor Commissioners, 1066; accounts of collections rendered daily to Ottawa, other returns weekly, monthly and quarterly, 1067; housekeeper and family live in building, and partake of heating and lighting, 1068-9; stationery received on requisition from Ottawa, &c., 1070; all such expenses excepting stationery paid out of contingents, of which return is made once a month, 1071; no defalcations, 1072; all commissioned officers give security, but clerks do not, though he thinks they should, 1073; surveyor, tide surveyor and landing waiters paid extra for attending steamers on Sundays, holidays and night work, by vessels under Government authority; all officers except collector participate in seizures, 1074; present facilities inadequate to enable tide surveyors to perform duties efficiently, and much loss to the revenue probably ensues, 1075; not aware of any officers engaged in outside business, 1076; officers as rule sufficiently educated, 1077; no incapable officers on staff, all regular in attendance from 9 to 4, and waterside officers at all hours, 1078-80; advisable to have satisfactory testimonials, examination and probation, 1081; sufficient supervision now exercised over every branch of service, 1082; stock formally taken in various warehouses by landing waiters and checked in long room, 1083; certain class of goods should be stored only in public warehouse, and private warehouses reduced, 1084; only one case of officer (acting appraiser) whose pay is insufficient, 1085; suggests no improvements except steam launch for service of tide surveyors, and accommodation for examination of passengers' effects by ocean steamers, 1075, 1086.

**EMERY, M.**, Assistant Postmaster at Montreal, evidence of. No. of Q., 920-1; p. 134.

In service for 31 years, 920; lays before Commission lengthy memorandum, that greater efficiency and economy cannot be accomplished without making considerable changes in present system of appointments; in illustration of deplorable effects of political patronage, states since January, 1873, thirty-five employés in office removed or arrested for robbery, intemperance or other unfitness, and others might be also removed for incompetency and other causes,—to remedy such evils, recommends establishment of permanent Board of Examiners to test and register educational qualifications, enquire into previous conduct, and physical condition of candidates, probation for one year, periodical examinations in office during probation, promotion according to efficiency and not on mere length of service, no high literary attainments requisite, if a distinct class made of officers performing mere mechanical work with max. salary of \$600, expenses would be reduced—certain number of candidates, after examination, might be employed at half salary as auxiliaries until vacancies occur—power of imposing fines from 50c. to \$2 should be delegated to heads of large offices—a P. O. employé, once classified, not to attend to any permanent business outside, would compel men to contribute more to superannuation fund, say four or five per cent., and thus provide small pension for family, 921.

**EMPLOYÉS ACCIDENT INSURANCE FUND.**—See *Pottinger, J.; Time, T. D.*

**ENGINEERS OF PUBLIC WORKS.**—See *Public Works; Page, J.; Perley, H. F.*

**ESSEX, G.**, jun., District Inspector Inland Revenue, Halifax evidence of. No. of Q., 3107-31; p. 364.

In service for 4 years, 3107; inspects whole Province, has found certain defalcations, 3108-9, 3131; bonds of Guarantee Companies preferable as securities, 3110; one officer in charge of large distilleries, 3111; visits establishments and examines books periodically, 3112; officers of outside service first on probation, 3113; ex. tends to efficiency, and prevents political influence, 3114-8; passing over officers entitled to promotion injurious, 3119-20; beat age from 18 to 35, 3121; in busy seasons staff overworked, all fitted for work, 3122-3; Excise goods still kept in Customs warehouses in most cases, 3124; regulations as to kind of warehouse required for bonding, not yet carried out, 3125; public or Govt. warehouses not likely to work well in Nova Scotia, 3126; fraud committed in case of alcohol, 3127; does not deal with testing of petroleum or stamping of tobacco, &c., 3128-9; regulations relative to fish not such as to ensure efficient inspection, 3130.

**EXTRA CLERKS.**—See *Civil Service.*

**EXTRA PAY FOR EXTRA WORK.**—See *Appendix A*, p. 383.

**FINANCE, DEPARTMENT OF:**

Appointments by Order in Council on Minister's recommendation, *Courtney, J. M.*, 2512; no ex. for admission or promotion, 2513-15; open and competitive ex. with probation advisable, 2517-26; *Toller, F.*, 2641-4; promotions ought to be by merit, *Courtney, J. M.*, 2527-3; appointments should be free from political influence, 2529; *Time, T. D.*, 2669; ex. should be by O. S. Commission, *Courtney, J. M.*, 2525, 2529-31; *Toller, F.*, 2645; officers in lower grades now generally fit for promotion, *Courtney, J. M.*, 2593; promotions should be from service, *Toller, F.*, 2648. Work of dept. efficiently and economically performed, *Courtney, J. M.*, 2533-5.

## FINANCE, DEPARTMENT OF—Continued.

- Official letters copied by press, *Courtney, J. M.*, 2539.
- Dept. requires 3 chief clerks (graded) alike, 6 first class, 24 second (grade combined), 3 third, *Courtney, J. M.*, 2593; higher class of first-class clerk required, *Hazler, R. W.*, 2641.
- By change in classification salaries might be more proportionate to duties, *Courtney, J. M.*, 2540 1, 2544; yearly increases unjust in its incidents, 2542, 2561; system of duty pay preferable, 2543; salaries in some cases not commensurate with work, 2547; max. salary of 2nd class clerk should not be \$100 more than min. of 1st class clerk, *Toller, F.*, 2650.
- Temporary clerks paid from \$2 to \$2.50 a day, Sundays and civil holidays included, *Courtney, J. M.*, 2549-50.
- Female clerks employed, *Courtney, J. M.*, 2551-2.
- Present office accommodation defective, *Courtney, J. M.*, 2654-7.
- Superintendent of Insurance performs technical duties, *Courtney, J. M.*, 2557.
- Better to strengthen hands of deputies with reference to fines for misconduct, *Courtney, J. M.*, 2560.
- Attendance book kept regularly, *Courtney, J. M.*, 2561.
- Deputy head should have power to pay permanent staff for abnormal work, *Courtney, J. M.*, 2562-3, 2565.
- Savings banks inspected once a year by Financial Inspector, *Courtney, J. M.*, 2566-7; his duties explained, *Times, T. D.*, 2666, 2710-12; modifications necessary respecting country savings banks, 2691-7, 2699; with one competent assistant work could be efficiently performed, 2693; defalcations, 2696-7, 2704; 46 savings banks in all, 2696a; deposits and interest, 2700; railway inspection, 2705-9, 2714-16; travelling expenses, 2711-16; makes report to Auditor-General, 2709-12.
- Official cheques and certificates signed by Deputy Minister, *Courtney, J. M.*, 2568.
- Records on financial matters kept by Finance Dept., *Courtney, J. M.*, 2572.
- System of book-keeping, *Courtney, J. M.*, 2581; might be simplified, *Toller, F.*, 2652; books should be uniform in depts., *Courtney, J. M.*, 2571.
- Dominion notes printed on requisition, *Courtney, J. M.*, 2579-80.
- Public Accounts might be ready by Christmas, if returns come in as provided by Audit Act, *Courtney, J. M.*, 2583.
- Bank drafts, *Courtney, J. M.*, 2584-6.
- System of payments under letters of credit approved of, *Courtney, J. M.*, 2587; appropriation ledger work, *Buzler, R. W.*, 2639; payments by order in Council, &c., 2640; expenditures of special character by warrant of H. E. Governor-General, 2640; credit system advisable when disbursements are made by person receiving the money, *McDougall, J. L.*, 2809.
- Travelling expenses paid by a per diem allowance, *Courtney, J. M.*, 2588.
- Contingencies, *Ross, T.*, 2037-42; spirit of Act broken till appointment of present auditor, 2041; accountants accountable to auditor, 2043-6; present system of paying departmental contingent accounts simplifies matters 2053.
- Charwomen and laborers employed in cleaning depts. should be under control of deputy heads, *Ross, T.*, 2047-8.
- Not too many persons employed on outside service, *Times, T. D.*, 2638; not altogether efficient, 2719; some deserve promotion, 2717.
- Duties of Auditor at St. John, N.B., *Times, T. D.*, 2718; might be consolidated with Assistant Receiver-General, 2720; Provincial Auditors, their duties, *McDougall, J. L.*, 2810.
- FINANCIAL INSPECTOR.—See *Finance, Department of.*
- FISSELAULT, H.—See *Civil Service. Examination of representatives of Clerks.*
- FORTIER, CHARLES G.—Collector of Inland Revenue at Hamilton, evidence of No. of Q., 897-919, p. 132.
- In Excise nearly 18 years, 897-8; duties include general supervision of division, &c., 899; ten permanent officers on staff besides himself, one temporary, 900; all appointees subjected to examination and appointed by Minister of I. R., 901; if they do not obtain a standing, their services are personally dispensed with, 902; such examinations promote efficiency and economy, 903; "special" 1st, 2nd and 3rd class of excisemen, as decided by examination, but classification does not always decide salary as inferior men get more than officers of 1st class, 904; work could not be done with fewer hands, one man unfit for duty by reason of infirmity but all others efficient, 905; division extends over Wentworth, Hamilton, Halton, and includes brewery in Dundas, but nothing done in Halton, 906; part of his duty to take precautions to prevent illicit manufacture, 907; himself and officers attend from 9 a.m. to 4 p.m., and excisemen from 7 a.m. to 7 p.m., 908; visits different places personally to see that excisemen are on duty, but deputy sometimes attends when he is otherwise engaged, 909-10; does not keep conduct book, discipline good, reports to Commissioners in case of breaches of duty, has power of suspension, which causes generally loss of pay for time being, 911-12; would be advantageous if officer appointed to attend exclusively to larger manufactories, 913; only recently that salaries not in proportion to duties, 914; no irregularities of late at port, 915; statistics made out at Ottawa, daily, semi-monthly, and quarterly statements forwarded there, 916; remittances every day cover exact amount collected on entries and other transactions, specified in advice note to Receiver-General, 917-8; bank business closed at one o'clock, 919.
- FORBETH, W. F., Superintendent of Money Order Office, evidence of No. of Q., 1202-45; p. 158.
- Has 20 clerks under his direction at Ottawa, and acting Supts. at Victoria and Charlottetown, at present no larger number in staff than required, has reduced staff since he took charge, from \$23,445 to \$19,000 by better distribution of work, &c.; this was done on his recommendation by Gov. in Council, 1202-3; staff in inside office at Ottawa reduced from 27 to 21 in 1880, some clerks superannuated, one retired and three transferred, 1206-7; one man unfit from old age, and others fairly effective, salaries not proportionate to services, 1208-9; appointments &c.

FORSYTH, W. F.—*Continued.*

recommendation of Minister, mostly young men of 25 years since he took charge, best age is 21 years for M. O. branch, 1210-2; does not consider preliminary examination with probation necessarily an improvement, but added to political nomination it would give tolerably effective service, 1213; nothing in work of M. O. office which examination would fail to elicit, if such is made by one who understands duties to be performed, 1214; up to a certain point, training in office best means of educating an officer, 1215; examination would weed out unfit persons, but believes nomination by responsible (political) head of dept. best suited to secure appointees for examination in O. S.—prefers that plan to open competition for reasons stated, 1216-20; permanent clerks might in some cases be reduced if, in event of vacancies, promotions were made within service and extra clerks or writers employed for copying or ordinary work, 1221; difficulty in finding officers in subordinate grades suitable for promotion to higher positions, in consequence of fact that higher you go up more limited is number of men with abilities fitted to fill positions, &c., 1222-3; introduction of inferior material through first appointments one cause of the difficulty, and elimination of unsuitable persons from first appointments by competitive examinations and probationary appointments would improve rank and file, and give greater number of effective subordinates, 1224-6, 1238; unfitnes for promotion due to certain extent, to neglect of junior clerks to qualify themselves for higher positions, 1237; system of nomination followed by examination would reject incompetent person, 1238; political head responsible to Parliament and country, and first appointments might be of sufficient importance to demand enquiry by Parliament, 1239-30; some clerks paid too high salaries in comparison with duties, because these have hitherto advanced up to 1st class clerkships by virtue of length of service and not from efficiency, 1209, 1231; promotions or increases of salary should be given, not as matter of course, but only to a limited extent for length of service, 1232, 1215; service should be divided into grades of duty and not grades of length of service, each dept. to have its own and carry with it a max. and min. rate of pay, max. to be given when officer certain time in service,—his removal from one grade to another to depend on report of non-political head of dept., who would be less likely to be influenced by political considerations, 1233-4; such changes more difficult under system of making appointments by political influence, than if made independently, 1235; competitive examination for promotion, coupled with official record of previous conduct and efficiency, would have good effect on service, but it would depend much on character of duties, as in his opinion, competitive examination alone cannot discover value of civil servant, 1236-7; appointments in higher grades should be given to men in service, when they are equal to duties, 1239-40; experience for his branch should be obtained in merchant's office, 1241; all depends on character of person who receives appointment, whether effect of giving prizes to outsiders is demoralizing to service, 1242; provisions of M. O. system apply to United Kingdom, United States, British India and Newfoundland, but not to France, as her Government has until lately refused to make necessary convention, but now no reason exists why such arrangements should not be made with France, Germany and Sweden, &c., 1243-4.

FRENCH, USE OF, IN DEPARTMENTS.—See *Civil Service*.

GAZETTE, CANADA.—See *Chamberlin, Lt.-Col.*

GEROW, STEPHEN E., Surveyor at St. John, N.B., evidence of. No. of Q., 3232-43; p. 376.

In service for 33 years, 3232; does not sign as second officer, but is in charge of landing waiters, tide waiters and gaugers, checks receipts daily with his clerks, but does not initial cash books, it will be done hereafter, 3233-6; suffrance warehouses under his control, 3237; tests and gauges all spirits and gives result to warehousekeeper, 3238; weighing of sugar, molasses and other goods subject to specific duties, under his control, 3239; collector does not consult him with respect to leave of absence for officers under his control, 3240-1; reports cases of misconduct to collector, 3242; one officer too old for performance of his duties, 3243.

GOBEL, A.—See *Civil Service. Examination of representatives of Clerks.*

GOUSON, HENRY, Chief Inspector of Inland Revenue, evidence of. No. of Q., 1781-1857; p. 214.

In service for 19 years, 1781; at time of admission, appointment permanent and not probationary as now, 1782; is member of Board of Examiners, 1783; system of ex. on appointments adopted in his branch of service 12 years before Confederation, 1784; Minister controls such ex., 1785; vacancies as a rule given to those who attain highest number of marks, and appointees not bound to undergo any ex. within six months, 1786-7; such probation necessary, and with the preliminary ex. has given dept. efficient men, 1788-9; an officer would be kept on until he had opportunity of passing an ex. though contrary to regulations, 1790, 1809; possible for person on first appointment to obtain first class on his first examination, 1791; as a rule, officer obliged to enter at lowest salary, and has to wait pleasure of Govt. or dept. without increase of salary, though he has obtained a higher class, 1793; higher class eligible for special class ex., after passing which their salaries increased—increases of salary now given in accordance with standing or rating of officers, 1794; 20 special class excisemen required, and those who pass highest ex. pass on to that class, from which promotions are made, 1799; result of ex. has been to give better class of officials, 1797, 1801; competitive ex. tends to encourage industry and foster merit, 1802; chief inspectorship (\$2,400 a year) highest position in outside service, 1803; efficiency of outside service promoted by filling inspectorships and collectorships from officers standing first on list of "special class" entitled to promotion, 1804; work of P. O. delivery clerks who may receive \$1,200 a year after a certain period is purely manual, while work of special exciseman requires technical knowledge and considerable intelligence, 1805; system of ex. far superior to system of political appointments, and fairly show relative qualifications and fitness, 1806-7; result of recent series ex. fully proved satisfactory, 1808; in favor of preliminary ex. before appointment for service; generally 1810; competitive preferable to pass ex., 1811; recent ex. for special class

**GODSON, HENRY—Continued.**

excise men competitive, out of 31 candidates 10 passed, 1812; three have passed into special class within past two years, 1813; ex. papers prepared partly by Commissioner, Asst. Commissioners, Inspector of Distilleries, Chief Inspector, 1814; ex. should be conducted for Civil Service by perfectly independent board, on same tenure of office as judges, 1816; officers trained in duties during probation, 1816; from Oct., 1860, to Oct., 1890, 274 candidates presented themselves, and only one total failure in passing ex., 1817; excise officers and inspectors of weights and measures have to be above average of intelligence, 1818; no difficulty in filling all higher positions in outside service from ranks of employes, 1830; since ex. of officers have increased in value, character of whole service improved, 1812; as chief inspector visits some districts monthly, others weekly, or goes when necessary, 1823; some district inspectors too old to be efficient, report to department direct, 1824-5, 1827; no power to remove, and can only suspend and report, 1826; not many irregularities of late, only two serious ones in past two years; in principal cities and towns of Ontario, excise goods not now warehoused in Customs warehouses, but that is done in Montreal, Quebec, St. John and Halifax, and Customs officers in some small places paid for doing duty for Excise, 1829; less irregularities now because there is better class of officers, 1830; fully three-fourths of officers longer in service than 3 years, 1831; first ex. in fall of 1866, and those of late years more severe, 1832-3; in interest of service to change officers from place to place, and interchange from Province to Province would make collections more equitable, 1834-5; staff not now sufficient, 1836-7; Montreal takes nearly two weeks to inspect, 1838; those district inspectors are not quite competent appointed from outside, and did not all pass ex., 1839; have not observed counterfeit stamps, 1810; multiplicity of stamps may lead to their being thrown away and defaced and made to do second service, 1811; excise stamps so attached that the package can only be opened by destroying stamps, 1842-3; salaries not proportionate to duties, but no officers overpaid, 1845; it might be arranged to do with less district inspectors, certain districts might be merged into others, 1846-7; certain superannuations might be effected without increasing cost of service, 1848; irregularities discovered by inspectors as a rule, 1849; examines work in detail in inspecting larger divisions, 1850; duties of men in dept mostly technical, 1851; diaries kept and very useful, 1852; actual expenses paid for travelling and all audited and certified by district inspector, 1853; conduct book kept and useful, 1854; present system of keeping books, &c., prevents fraud and speculation, 1834; statistics best prepared at Ottawa, 1856.

GOVERNOR GENERAL'S SECRETARY'S OFFICE.—See Kidd, J.

GREGORY, J. U., Agent of Department of Marine and Fisheries at Quebec, evidence of. No. of Q., 1148-60; p. 163.

Has efficient staff appointed by Minister, 1149; no inefficient lighthouse keepers, 1149; lighthouses below Quebec inspected twice during season by inspector, those above once by same and require constant supervision by himself, 1150; no perquisites in addition to salary, 1151; no employes engaged in outside business, some more competent than others, all regular in attendance, no excess in numbers, 1152-4, 1156; accounts kept by accountant under his supervision and rendered twice a month to dept., 1163; supplies for lighthouse purposes, Dominion steamers and water police procured by public tender at Ottawa, and properly certified requisition made for them, 1157; coals and oils are accounted for by engineer's books and know consumption per hour of each vessel, and account kept of all supplies going on board, &c., inspector verifies all monthly returns and reports twice a year quantity in lighthouses, &c., 1158; takes stock occasionally for purpose of checking officer in charge of supplies, sometimes leakages in oil, 1159.

GRIFFIN, W. H., Deputy of Postmaster General, evidence of. No. of Q., 1-206; p. 58.

In 50th year of service, 2; no examination in his department for entrance, 4; no departmental practice to demand evidence of age, health and moral character, 5; Civil Service Act of 1860 fell into desuetude in 1872 or 1873, 6; effect of present system in making appointments is very injurious to service, 7; first appointments are made as a rule in manner likely to admit into service persons best qualified to fill higher positions, 8; is acquainted with English system of competitive examination, 9; is in favor of system if proper means taken to carry it out, 10; candidates should establish their fitness as to morals, health, age, &c., minimum age 18, max. 26; thinks rules of old Civil Service Board sufficient for that purpose, 11; a clergyman's certificate, one of two respectable persons and one of a physician requisite, 12; first examination should be competitive, but best man in competitive examination not necessarily best official, 13; one possessing fair common school education and a faculty for rapidly acquiring and assimilating knowledge would make better official than another with high class education, 14; competitive examination not likely to evolve capacity of a candidate for assimilating knowledge, 15; an intelligent young man with a good rudimentary education, from 18 to 26, would be more useful than a man of 40, possessed of a classical education but not specially trained for his work, 16; of two men of 26, the one with superior education preferable to one with equal common school education simply, 17; man most able to win a nomination in competitive examination not necessarily best one to select, but that is only rational way of making selection, 18; probation a good adjunct to an examination, 19, 31; educational test not necessary in case of admission to higher grades of service, from which general direction and control come, 20; competitive system best for securing most competent men, 21; as a general rule officers on entering service should be first placed in lowest class, 22; in case of junior appointments all candidates for admission should pass an examination, 23; very few appointments of persons above 26 years made in P. O. Dept., 24; has no recollection of appointments at an unsuitable age, 25-6; no persons examined for special qualifications in his dept., 27; all appointments made by Governor in Council through the Minister, 28; is frequently consulted, but no settled rule

GRIFFIN, W. H.—Continued.

exists, and not ordinarily consulted upon junior appointments, 29; no probation as a rule exacted from P. O. clerks, 30; knows a few cases of probationary clerks refused permanent engagement for unfitness, 31; competitive more useful than pass examinations, 33; no larger number of officers in inside or outside service than required at present, 34-6; has no idle or overworked officers, 36; no officers retained in inside or outside service against interests of service, 37; one or two cases of officers who might be placed on superannuation list, 33; officers of his dept. a good body of men, but do not contain many persons of superior ability, 39; department as good as could be produced under present system, 40; not possible to reduce staff to any appreciable extent, as business is daily increasing, 41; practically more onerous duties fall to more highly paid officers, but special apportionment of duties and salaries might be extended below clerks of first class, 41; effect of annual increment of salaries good if regularly and punctually carried out, 43; increment should continue, if clerk not worthy of it, he should be dismissed—it might also be used occasionally as a means of discipline, 44; the clerk's immediate superior and permanent head of dept. should certify that increment be granted as a condition precedent to adding it to clerk's salary, 45; in outside service, clerks in large P. O. and in inspectors offices, have salaries increased upon a separate scale, with an annual increment as in inside service, though increase is lower in outside service, 46; in P. O. dept practice of increase has lasted for more than a quarter of a century, 47; twice a year names of men who have claims for promotion submitted to Governor in Council, 48; promotions presumed to be made in view of efficiency, 49; occasionally positions in inside or outside service could be more efficiently filled by selection of an outsider, 60; Minister deals exclusively with such cases, 61; promotions to higher classes depends as a rule on merit and special qualification, but length of service is usual means of promotion in lower classes, 53; in promotions of clerks below 2nd class, not nature of duties but merit or demerit usually enters into the question, 53; low class clerks not as a rule required to perform high class duties, 54; occasionally necessities of service lead to taking persons outside of any of the services and placing them above others in dept., 55; promotion from class to class below first depends upon absence of disqualification rather than on comparative merit, 56; would be content to obtain benefit of competitive examinations at entrance, 57; examinations that would fairly test comparative fitness of officer would be useful for promotions to higher classes, but not applicable to lower classes, also useful in cases of promotions to classes requiring qualifications of a special character, 58; well to open competition wide enough to secure fit persons for required duties, 59; desirable that clerks in lower grades be nominated by deputy heads for admission to competitions, 60; selection for inside and outside service must be made by responsible Minister, as deputy head would be equally open to influence, 61; better to continue the increment than to shorten term of service with a view to promotion of efficient and deserving employees, on reaching max. of their class, 64; political influence does not naturally take cognizance of merit, and consequently tends to do injustice to other officers, 63; inexpedient to throw open competition for higher grades requiring special duties to all members of service ranking below vacant position, 64; other qualifications for a higher position being equal amongst candidates, result of competitive examination would be useful, 65; would ascertain whether candidate possesses necessary qualifications by exercise of personal judgment lodged somewhere, most usefully perhaps in deputy heads, 66; prize appointment given sometimes to outsiders or men comparatively new, 67; in some cases because no one fit to fill the places, in others the reverse, 68; such appointments made by Governor in Council, 69; effect of such appointments on service not good, 70; exigencies of public service require large discretionary power in government, but effect of passing over qualified officers is to discourage them, 71; if a statute were passed fixing a system for regulation of higher appointments, such exigencies would to a large extent disappear, 72; P. O. inspectors generally men of experience in other branches of department, but exceptions have occurred, 73; no improvement to subject such officers to competitive examinations, 74; his opinion as to qualifications of P. O. inspector, and thinks no system of examination could afford satisfactory results, 76; is satisfied with present system as respects number of each class of officers, promotion, principle of grading and increasing salaries, and system of superannuation, if it could be carried out solely with regard to public interest—only substantial remedy for existing evils, competitive examinations, 76; favors a system of promotion by merit—at present good men often leave service because prospects better in other business—as department grows larger, proportion of men qualifying in it for higher positions has tended rather to diminish than increase—at present State not likely to command services of men of as good material as that commanded by banking, commerce or professions, chances of advancement not being equally as grand, 79-80; if prizes of service assured to men, an improvement might ensue, 81; no prizes in service sufficient to command services of best men, as salaries are inferior, 82-3; competitive examination and term of probationary service would materially contribute to efficiency, 83; promotion being dependent on merit and higher offices open to those already employed, rather than to outsiders, persons would be offered additional inducements to enter and remain in service, 86; advantageous if a system of increases prevailed in all departments, 87; employees hold office, as a rule, during good behaviour, and yet young men would rather take their chances in the business world 90-1; to some extent service looked upon as a refuge for persons who could not succeed in other employment, but competitive examination would tend to prevent that, 92-3; self-respect a desirable quality in a public servant, but a person appointed solely as a reward for political service would have less self-respect than one appointed for qualifications established by competition, 94-5; if competitive examinations existed, and promotion by merit prevailed, number in department might be reduced and greater efficiency secured, 96-7; explains nature of duties of P. O. inspectors, who must necessarily have thorough practical knowledge of P. O. business, 96; a man must be more than ordinarily intelligent to perform the duties, 99-100; his familiarity with many of his duties

GRIFFIN, W. H.—*Continued.*

could be ascertained by examination, 101; previous employment and promotion step by step would be useful means of educating such officers, 101-3; in case of several officers possessing confidence of permanent head of department, competition would be useful in deciding between them, 104-5; never had two or more officers eligible for such appointments, owing to inferior material admitted to lower grades, but competitive examination would give better class of recruits, 106-7; a permanent and independent Board of Examiners would be best means of arriving at a competitive examination, 108-9; there are 13 city P. O. in which employes obtain fixed salaries and are appointed directly by Government, but at others postmasters are paid by commission on their collections and persons employed by them are paid by themselves, 110; explains duties of a postmaster in Toronto or Montreal, 111; postmasters selected by Postmaster General, 112; appointed generally not for previous service but for political reasons, 113; possession of some special knowledge not heretofore an indispensable qualification, 114; highest salary paid in Montreal, \$4,000, next in Toronto, \$3,000; most of the rest from \$2,000 to \$2,400, 115; if vacancies in such positions filled by officers already in service, it would act beneficially and attract better men, 116; first appointments of clerks in post offices generally made in same manner as first appointments in inside service of department, 118; regular system of promotion for clerks in larger post offices as given in Civil Service Commission of 1869, and very fairly adhered to, 119-20; appointments as mail clerks on steamships considered desirable steps of advancement but not attractive as respects railways, 121-2; desirable to make appointments to postmasterships of incorporated towns and cities on the English principle of selection from ranks of whole P. O. service, 123; cases of officers in outside service kept on though disabled by disease, one in Montreal, 125; not a fact an officer who is idle or inefficient is certain of his position, provided he does not grossly misconduct himself, 127; some clerks may be found in larger P. O. very deficient in educational qualifications, 128; a system of fixing by Statute number of clerks of different classes on permanent staff of each department, and supplementing such staff, when necessary, by employing extra clerks or writers, would eventually promote economy, but not necessarily efficiency, as it would simply divide staff into two grades, 129; quite practicable to follow English system of having distinct class of clerks, called the lower division to perform less important duties, 130; exercises a general supervision over different branches of dept., but each has its own superintendents, assisted by 1st class clerks, 131; has considerable knowledge of capabilities of clerks in each branch, 132; fact of some clerks having entered service at a pretty advanced age does not interfere with working of office, as greater proportion entered young, 134; of essential importance to assign specific duties to each clerkship, 137; advisable to extend this principle to the senior second, 138; organization of dept. in conformity with principles of Civil Service Act of 1868 and Order in Council subsequent to report of O. S. Com., 1869-70, 139; any defect in organization primarily due to defects in law, 140; would only change Act so as to extend special arrangement of duties, &c., to clerks of senior second class, 141; exigencies will arise rendering employment of extra clerks necessary, 144; certain work could be advantageously done by men of a lower grade than present permanent clerks, but none by piece work, 145-6; women work usefully, but difficult to utilize their labor conveniently, 147; extra clerks receive pay at a uniform rate (\$1.50 per day) for Sundays, holidays and days of absence from duty, but better to pay only for days actually employed, 148-9; six now employed in dept., 150; many kept longer than necessary and gradually placed on permanent staff, so as to overcrowd dept., 151; is not in favor of extra clerks, unless part of a regular system, 152; they are employed at instance of Minister, 153; system of payment as above makes attendance less regular, 154; rate of pay of extras has no reference to work, and is better than in junior ranks, 155-6; no duties in department requiring knowledge of a technical character, 153; keeps an attendance book, signed by all, and daily inspected, 159-60; any one not signing it account for his absence, 161; such a book quite indispensable, 164; hours of attendance regularly observed as a rule, 163; attaches much importance to having as many clerks as possible in one room, under supervision of a superior officer, 164; has no fault to find with general state of discipline in department, 165; does not know of officers or clerks engaged in newspaper correspondence or other business, 166-8; no direct penalty attached to breaches of discipline, but thinks such could be well instituted, 169; can only tell through his superintending officer, when a clerk signs the attendance book and then leaves his office for some time, 170; no absolute punishment in case of a person not signing the book, not to sign it is to be absent without leave, as a rule, all officers sign it, 171; no means of enforcing discipline except by admonition, in some bad cases, a report to the Minister, suspension or dismissal, 172; a clerk suspended loses his salary whilst suspended, 173; heads of each branch make monthly return of condition of their respective offices, and same in outside service, 174; a record of each employes character and efficiency kept in the dept., both inside and outside, 175; no ill-feeling arises from special reports, 176; Postmaster General can now order a reduction in rank for persistent neglect of duty, and observance of such authority would sometimes have good effect, 177; believes such a system exists in England, 178; record mentioned above always considered when question of promotion occurs, 179; system of monthly conduct returns might be advantageously adopted in other branches where there is a delegated supervision over a body of men, 180; hours of attendance from 9.30 to 4 p.m., as prescribed by Order in Council, 181; frequent attendance after hours necessary, but no payment for overtime, 182; is not aware that holding municipal positions interfered with performance of official duties, 183; a scale of salaries increasing from a minimum to a max. by an annual increment for each class, more economical and superior to scale fixing salary of each class at given amount without reference to length of service in class, 184; signs all official cheques issued by P. O. dept., 185; Civil Service Act defines labors of O. S. Board—to attend examination of candidates, but Government has not, for some five or six years past, called on Board to perform statutory duties, has been only

GRIFFIN, W. H.—*Continued*

chairman for a year and a half, 188-7; only a *pro forma* meeting of Board every month, 188; duties adhered to 15 or 16 years, from the time of C. S. Act of 1857, ordinary duties ceased in 1872 or 1873, 189; economy should not be promoted at cost of injustice to employé, 191; every year an employé should become more valuable, 192; principle of annual increments to any class beneficial, 193; certain payments and allowances to employés, as per schedule returned to Commission, granted by P. M. General for satisfactory reasons, some amounts being reimbursements of expenses incurred, 194; does not know of any cases of hardship in his dept. in operation of superannuation system, 196; a regular system should be maintained, 197-9; so far, system productive of both efficiency and economy, 200; never thought it part of system to provide limited annuities for widows and children of deceased civil servants, 201; and cannot see it is practicable to combine such a plan with present system without imposing heavy tax on Government or U. S., 201-3; explains his opinions as to working of present system in a supposed case, 204; desirable to institute a system of life insurance in connection with the Act, but doubts whether it will be carried out, 204-5; could not satisfactorily prepare a statement showing effect of superannuation in cost of working department, 206.

HALIFAX CUSTOMS.—See *Austin, J.*; *Hill, W. H.*; *Ro s, W.*

HALIFAX POST OFFICE.—See *Blackstar, H. W.*

HAMILTON CUSTOMS.—See *Kittson, W. H.*; *Mackenzie, A. J.*

HAMILTON POST OFFICE.—See *Cass, H. N.*; *Colbeck, H.*

HARRIS, J. W., Paymaster, Public Works Dept., evidence of. No of Q., 2027-35; p. 230.

Makes payments in connection with public buildings, and all works not let by contract, amounting in aggregate to between two and three hundred thousand dollars per year, 2027-8; has separate office, no books but cheque book and bank pass book, not more convenient to have work of his office done in accountant's office, 2029-31; only sends certificates to Warrant Office, 2032; payments to persons employed in Public Works Dept., chargeable to works on which they are employed, 2033; persons continuously employed, entitled to superannuation, 2034; hands vouchers to accountant, who credits him with them, 2035.

HIGGINS, MOORE A.—See *Civil Service. Examination of representatives of Clerks.*

HILL, W. H., Chief Clerk in Halifax Customs, evidence of. No of Q., 3043-51; p. 360.

In service for 15 years, 3043; represents collector when absent, duties explained, 3044; occasionally checks the cashier's book; but surveyor sees to correctness of the entries, 3045; preferable if surveyor initiated as correct all moneys before it was handed to collector, 3046; neither chief clerk nor cashier gives security, 3047; collector deposits moneys in Bank of Montreal, 3048; work in office efficiently and economically done, 3049; pay not proportionate to work, 3050-1.

HOWE, SYDENHAM, Dominion Auditor for Nova Scotia, evidence of. No. of Q., 3163-8; p. 369.

In service about 19 years, 3163; nature of duties, 3154; manner of disposing of interest coupons on debentures, 3155; business of office increasing, 3156; 2 assistants in office, 3157; acts under instructions of Dep. Min. of Finance, 3158.

INDIANS.—See *Vankoughnet, Laurence.*

INLAND REVENUE:—

District Inspectors, duties of—Toronto division, *Dickson, G. P.*, 742-46; Montreal, *Bellemare, R.*, 1017-43; *Vincent, J. L.*, 1044-56; Windsor, *Davis, J.*, 1858-99; Halifax, *Eason, G.*, 3107-31.

C. S. Act not applied to inside appointments, *Robins, P. M.*, 1671, 1677; unfit men sometimes appointed, 1678.

Very advantageous if revenue officers of all sorts changed from time to time and place to place. *Dickson, G. P.*, 749; *Godson, H.*, 1835; *Davis, J.*, 1899.

Officers in outside service appointed as probationers subject to ex. men who pass best examination generally best officers, *Dickson, G. P.*, 760-7; *Morrow, J.*, 789; *Fortier, C. G.*, 901-3; advisable to require qualifications as to character, education and administrative capacity from all candidates for appointments to service, *Morrow, J.*, 769; *Bellemare, R.*, 1043; permanent board for examination and probationary stage, *Bellemare, R.*, 1037, 1043; probation and education required, *Larus, G.*, 1104; effect of system has been to secure better men, *Robins, P. M.*, 1671-3; *Godson, H.*, 1789, 1797, 1802, 1822; *Eason, G.*, 3113-3; best age from 18 to 35, *Eason, G.*, 3121.

Would tend to increase efficiency of outside service, if all vacant collectorships and inspectorships were filled by officers standing on list of special class entitled to promotion, *Dickson, G. P.*, 758; *Godson, H.*, 1804; *Davis, J.*, 1878; promotions should be made, in great measure, on recommendation of deputy head of dept., *Robins, P. M.*, 1670; with better men, less required on staff, 1691; ex. for promotion as necessary as for original appointments, 1693; *Godson, H.*, 1806-7; passing over officers in promotions injurious to service, *Davis, J.*, 1876; *Eason, G.*, 3119-20.

Work of outside dept. well performed, but not quite so well in inside, *Robins, P. M.*, 1700; extra clerks, 1710.

Guards against present speculation excellent, *Dickson, G. P.*, 759; *Morrow, J.*, 788; *Robins, P. M.*, 1723, 1725; *Godson, H.*, 1835.

All outside officers required to keep diary, *Dickson, G. P.*, 762; *Morrow, J.*, 784-5; *Godson, H.*, 1852; *Davis, J.*, 1891; *McLeod, A.*, 9105; constant surveillance over officers, *Bellemare, R.*, 1021; *Larus, G.*, 1090; furnished with laws and instructions, *Robins, P. M.*, 1698; no record of conduct and work in dept. kept, but necessary, 1702-3; conduct book kept and useful, *Godson, H.*, 1854.

Classification of excisemen, *Fortier, C. G.*, 904; officers outside perform duties requiring technical knowledge, *Robins, P. M.*, 1711-5.

Power of suspension by collector for breaches of discipline, *Fortier, C. G.*, 912; *Larus, G.*, 1106; *Bellemare, R.*, 1039; fines advisable, *Robins, P. M.*, 1718; *Davis, J.*, 1899; defalcations, *Bel-*



## INLAND REVENUE.—Continued.

- mare, R.*, 1041; *Robins, P. M.*, 1730-2; *Esson, G.*, 3109; salary forfeited for a period, *Davis, J.*, 1896.
- Duties of Collectors:—Toronto, *Morrow, J.*, 763-93; Hamilton, *Fortier, C. G.*, 897-919; Quebec, *Larue, G.*, 1087-1118; Halifax, *McLeod, A.*, 3092-108.
- Salaries on whole, proportionate to duties, but business of excise has somewhat outgrown capacity of some men long time in service, *Morrow, J.*, 788; salaries of 1st and 2nd class not sufficient, 776; *Fortier, C. G.*, 804, 914; cases where salaries not proportionate, *Bellefleur, R.*, 1036; *Vincent, J. L.*, 1056; *Robins, P. M.*, 1706; *Godson, H.*, 1844; *McLeod, A.*, 3099; increase given in dept. whether man deserves it or not, *Robins, P. M.*, 1707; should be confined to lower class, 1708; no officers overpaid, *Godson, H.*, 1845.
- System of accounting for cash collections from fines, penalties and duties, *Morrow, J.*, 773-4; *Robins, P. M.*, 1724; such as to readily detect gross misstatements, *Robins, P. M.*, 1725; books not inspected by auditor, 1732.
- Collector should have practical knowledge, *Morrow, J.*, 779; is answerable for moneys, *Davis, J.*, 1859-71.
- Check over manufacture of goods subject to Inland Revenue duties and bonded warehouses, *Robins, P. M.*, 1728-31; visits warehouses and licensed manufactories, *McLeod, A.*, 3102.
- Duties of Deputy Collectors, *Morrow, J.*, 780-2.
- Nature of proceedings in relation to illicit distillation, *Morrow, J.*, 782; *Fortier, C. G.*, 907; Collector takes precautions in relation thereto, *McLeod, A.*, 3097.
- No fees or perquisites except from seizures, *Bellefleur, R.*, 1025; *Larue, G.*, 1093; one officer receives something for special services, *Robins, P. M.*, 1704; seizures \$4,000 or \$5,000 a year, 1740; clerks perform duties of superior officers absent on public duties, for which latter receive remuneration, while former get no extra pay, *Robins, P. M.*, 1762-4; officers in outside service paid under such circumstances, 1765; extra work and pay should be given to clerks of dept. 1877.
- Business of excisemen engaged in distilleries, &c, and in seeking after illicit distilling, dangerous and injurious, *Morrow, J.*, 786.
- Desirable to make provision for families of the I. R. outside officers, *Morrow, J.*, 781.
- Petroleum not tested, *McLeod, A.*, 3101.
- Law respecting stamping tobacco and snuff packages not carried out, *Esson, G.*, 3129.
- Stock taken monthly in bonded warehouses except in case of malt, *Morrow, J.*, 700-2; examined by inspectors in all divisions four times a year, except in Montreal 6 months, *Bellefleur, R.*, 1019-20; every three months, *Larue, G.*, 1088; *McLeod, A.*, 3103; *Perkins, D. C.*, 3294; means of knowing nature and quantity of goods stored in bonded warehouses connected with outside service, *Robins, P. M.*, 1728.
- Efficiency and capacity of officer as to technical knowledge of his duties correctly ascertained by examination, *Morrow, J.*, 793; *Robins, P. M.*, 1715.
- Statistics of business done at Ottawa, from returns made daily, semi-monthly and quarterly in outside offices, *Fortier, C. G.*, 918; such statistics very useful as check on collecting officers, and best prepared at head office, *Robins, P. M.*, 1755-60; *Godson, H.*, 1856.
- Mode of remittances, *Fortier, C. G.*, 916-9; *McLeod, A.*, 3106; *Perkins, D. C.*, 3297-9.
- Mode in which dept. is placed in funds for current expenditure, *Robins, P. M.*, 1748; cheques, 1749-52.
- Advantageous to have officers to attend exclusively to larger manufactories, *Fortier, C. G.*, 913.
- Better to have Excise separate from Customs warehouses, and public warehouses best, *Davis, J.*, 1883-7; goods now separate, having each its own bond, under separate locks, *Kavanagh, H.*, 2137-8; Collectors of Customs responsible for such goods, 2153-4; Excise goods still kept in Customs warehouses in certain places, *Esson, G.*, 3124-25; public warehouses would not work well in Nova Scotia, 3126; goods warehoused separately in New Brunswick, *Perkins, D. C.*, 3286; work done by Customs in outside offices, 3285.
- Mode of obtaining revenue stamps and accounting therefor, *Bellefleur, R.*, 1024; *Larue, G.*, 1092; *Robins, P. M.*, 1742-47; other matters relative to stamps, *Godson, H.*, 1840-3; *Davis, J.*, 1822.
- Under requirements of present Act staff in districts insufficient, *Bellefleur, R.*, 1038; *Godson, H.*, 1836; *Davis, J.*, 1888.
- Securities given by officers, *Larue, G.*, 1109; *Robins, P. M.*, 1739; *Davis, J.*, 1873; bonds of guarantee co's preferable, *McLeod, A.*, 3110.
- Control exercised by Accountant of dept. over moneys voted by Parliament for expenditure, *Robins, P. M.*, 1733.
- Exchanging officers from one district would work advantageously, *Perkins, D. C.*, 3300.
- Cost of collection of each branch of Inland Revenue for four years, *Robins, P. M.*, 1741.
- New regulations have not entailed additional officers, *Perkins, D. C.*, 3302.
- Travelling expenses in dept., *Robins, P. M.*, 1760.
- "Special Class" examinations, *Godson, H.*, 1795-6; special-class excisemen require special knowledge, 1805.
- Result of recent ex. before Board of Examiners, *Godson, H.*, 1808-14, 1817.
- Visits of Chief Inspector weekly, monthly, or when necessary, *Godson, H.*, 1823; some district inspectors not equal to duties, 1825-7, 1839; very few irregularities of late, on account of more vigilance and better class of officers, 1828, 1830; mode of inspection, *Davis, J.*, 1859-65; *Esson, G.*, 3108, 3131.
- Certain districts might be merged into others and some officials done away with, *Godson, H.*, 1846-7; *Davis, J.*, 1898.
- Mode of inspecting distilleries, *Davis, J.*, 1859-68; officers in charge, *Esson, G.*, 3111-2.
- Inspector answerable conjointly with collector for sums in default, *Davis, J.*, 1872.
- Regulations respecting inspection of fish, *Esson, G.*, 3130.
- Statement cost of collecting, Inland Revenue. See Appendix E, p. 301.

INSPECTORS OF ISLAND REVENUE.—See *Inland Revenue*.  
 INSPECTORS OF PORTS.—See *Customs*.  
 INSPECTORS, POST OFFICE.—See *Post Office*.  
 INSPECTORS OF WEIGHTS AND MEASURES.—See *Weights and Measures*.  
 INTERCOLONIAL RAILWAY.—See *Pottinger, D.*  
 INTERIOR DEPT.—See *Dennis, Lt. Col.*

JENKINS, C. W., Asst. Super. of Money O. office, evidence of. No. of Q., 313-48; p. 83.  
 Fifteen years in service, 313-4; 18 assistants in branch, with salaries very nearly proportionate to merits and duties, and with some who hold higher positions of seniority than they should, 345-8.

JONES, W. H.—See *Civil Service. Examination of representatives of Clerks.*

JOHNSON, J., Commissioner of Customs, evidence of. No. of Q., 1246-1436, 2239-19; pp. 162, 259.  
 In service for 20 years; Commissioner since 1875, 1216; appointments generally made by Order in Council, on rec. of members, but temporary ones sometimes simply by departmental letter on authority of representatives, 1217; no ex. for admission or promotion in outside service, only for inside service under C. S. Act; system tried for outside but found useless on account of political influences, 1218, 1279; under present practice of first appointments sometimes unfit men appointed; advisable to remove such from political influences and require examination suitable to every dept., as well as term of probation, 1249-51; salaries not in proportion to duties and responsibilities, 1252; outside service not sufficiently attractive to encourage young men of good education to apply, 1253; men appointed as rule not young; min. should be not less than 19 and max. not over 40, 1255; appraisers require special qualifications and same remarks apply to landing waiters, gaugers and lockers and all officers should be familiar with Customs Acts and subject to examination and probation, 1256-7; cannot give any opinion as to whether it would be advantageous if appraisers and cashiers should give security, 1258; classification of ports not practically acted upon, 1279; efficiency of service would undoubtedly be increased if collectors, &c., appointed from service instead of from outside, 1260; classification as in Schedule B. of C. S. Com. of 1869, observed as far as official designation of official but not so as regards salaries, 1261, 1267; in classification of ports, sum annually collected for revenue has been basis of classification and salaries, 1262; some ports have smaller collections than others and yet have larger amount of work through forwarding of goods in bond by railways, steamers, &c., as Kingston, Collingwood and possibly Sarnia, 1263-4; applicants as rule not first appointed to junior clerkships in custom houses, but should be all placed in lowest grade on entering, 1265-6; officers are likely to be continued in outside branch when idle or inefficient, as long as they do not grossly misconduct themselves, and such a system is very undesirable, 1269-70; appointments on some system free from political influence with promotion by merit, advantageous to service, 1271, would give power to those in authority to make removals from port to port whenever necessary, and such removals might be used as means of promotion, 1272-3; great many small inland and frontier ports in Canada, created by strong pressure on government, but does not think officers have too high pay or are too numerous, but these ports increase chances of loss to the revenue and many of them could be abolished with advantage, as their effect is to increase cost of collecting revenue some 20 per cent., 1274-3, 1281-2, 1285, 1349-50, 1384; scheme of Civil Service regulations as in England, with power of appointment vested in non-political Commissioners, would give better material and strengthen hands of Government, 1280; not possible to make such regulations with reference to outposts as would insure appraisement of goods and determination of duty before leaving port of importation, thereafter permitting their removal in bond to smaller ports, 1283; importation of sugars, teas, wines, &c., should be confined to limited number of ports, 1284; prefers competitive to pass examination, with term of probation before permanent appointment, and responsible ministers should have nothing to do with appointments below certain grade; examination should also be adopted with reference to peculiar character of each branch of service, 1286-91; number of classes in inside Civil Service too great, 1291; collectors most frequently appointed from outside on recommendation of members of P. and others, 1291-4; has found difficulty in filling higher positions from lower grades in consequence of promotions being confined to port itself, 1295-6; his opinion has frequently had weight in influencing an appointment in his dept., but he has no voice in nomination; report of permanent head before promotion not necessary in case of competitive ex. only advisable under present system, 1297-1300; not quite enough men in inside service, but excess in outside service, where there is a considerable number inefficient; fewer men of a more competent class would do work more efficiently and economically, 1301-3; merit not rewarded and should be under system of yearly increases, 1301; receives \$1,000 over and above salary, and considers it permanent addition, 1305; dept. furnishes its own account of expenditure as published in Public Accounts, 1306; if a man applies for increase of salary, sums received for seizures and extra work from railways and vessel owners are taken into consideration, 1307; overtime attendance pay to outside officers may be payable or cease any time according to circumstances, 1308; Order in Council passed in 1866 allowing \$15 a month to be paid by managers of R.R. for attendance after or before business hours, and shilling an hour additional after first hour, and same officer may receive such payment from several R. R. companies or ships during same periods, 1309-10; in arrangement specially made between collector of port and public for overtime attendance, dept.'s sanction not invariably first obtained, 1311; dept. cognizant of fact that Quebec tide surveyor receives some \$700 per annum for extra services to Allan Company's steamers, 1312; monthly sheet sent to dept. by each collector shewing amounts received for overtime attendance, 1313; does not see any advantage in classification of employes providing for annual increases from min. to max. salary in each class, 1314; statistical returns from various ports received monthly and quarterly and cause great labour and expense to dept. in preparing

JOHNSON, J.—*Continued.*

them for navigation and trade returns which contain annual aggregation of quarterly returns by provinces, extra help often required in preparing tables for publication better to centralize preparation of whole of these statistics at head office, 1315-6, 1335-6; certain work could be performed in inside service by men of lower grade than permanent clerks, 1317; nature of duties favorable to men in outside service, 13 8; in case of information, duty of officers to search for smuggled goods by day and night, 1319; Superannuation Act makes no provision for families of persons injured in service, and also quite inadequate with respect to officers themselves, 1320; work of inside service efficiently performed as rule, but some inefficient and unfit persons in outside service, and have reported such in many cases with result frequently of suspension and even dismissal, 1321-2; employment of clerks at so much a day under pressure of business would not diminish number of permanent employes, 1323; returns required by Parliament prepared as far as possible by permanent staff but sometimes extra hands employed and paid by day, 1324-5; with reference to ordinary work rule good which permits clerks in one dept. to be employed in another after hours and paid therefore, but thinks it should be extended to permit employment of clerks for preparation of parliamentary and other unforseen work, 1326; for special work there should be a scale of duty pay, 1327; has power during Minister's absence to apportion employment; and in case of dereliction of duty to suspend, subject to the Minister's decision, but only exercises influence in matter of promotion, the Minister generally respecting his opinion, 1328; hours of attendance from 9.30 to 4, and very generally observed; attendance book kept; no fines, but such might well be imposed, 1329-31; no conduct book kept and no diaries except by inspectors of ports, but such records might be beneficially kept, 1332-4; only four regular inspectors furnished with laws and regulations but no detailed definition of duties, 1335-6; collectors and other officials furnished with code of instructions, 1337; inspection efficiently performed so far as possible with limited number of inspectors, the number of whom should be increased, 1338-9; inspector has no power over collectors and other officers further than to report results of his observations and to suspend on the principle that a superior may suspend an inferior, 1340; inspector superior to collector so far as he supervises his work, should have knowledge of all duties and ought to have previous experience in service, 1341-3; salary of inspector adequate, 1344; one of most important duties includes checking accounts at several ports, 1345; if ports reduced, inspectors might be sufficient, 1346; when collector deposits his cash he is furnished with duplicate receipts, one of which he transmits to Finance Dept. and other to Customs, and corresponding draft from bank to Receiver General—record in both depts must correspond—frequent differences found in distribution of amounts but always corrected, and no difference in aggregate of any one year's receipts, present check all they can have, abrogation of smaller ports would tend to greater security, 1347-56; explains manner in which funds are furnished to outside officers for contingencies—in larger ports collectors given advance at commencement of fiscal year, in smaller ports accounts for contingencies sent to dept. once a quarter with vouchers, and if correct cheque sent,—principal contingencies rent and fuel, stationery being furnished on requisition by Stationary Office, 1351; cheques prepared and signed by accountant in his office for expenditure, no cheque sent until money is earned and vouchers presented, 1352-4; collectors required by law to attest to accuracy of accounts, but not allowed to supply extra help or expend any money except what is recognized as current expenditure without previously obtaining permission of dept., 1353; inspectors alone specially required to travel, but at times an officer may be sent to some port on special service.—three inspectors at \$4 a day while travelling and fourth his current expenses about same, and officer on special mission his moving expenses and not more than \$3.50 a day, 1356-7; accounts received monthly from ports and regulated so as to obtain general uniformity, 1358-9; defalcations are of occasional occurrence, not from want of supervision but generally from fraud on part of officers in concealing receipts, &c.—in such case officer dismissed—know of no case of criminal prosecution but such desirable, 1360-5; collectors, sub-collectors, landing waiters and other commissioned officers give bonds with two sureties, generally recovered—sums lost in this way not considerable, 1366-8; within a day after end of month collection are reported as deposited to Receiver General's credit, 1369; inspectors examine the books in outside offices, and accountant of dept. the accounts on receipt, 1370; no unnecessary duplication in keeping accounts, 1371; accountant of department check accounts of ports once a month, 1372; not till end of month is it seen that amount of remittance correctly covers sums entered on transactions to which it relates, 1373; settlement properly takes place on last remittance for month, 1374; from one day to a fortnight after close of month before it is ascertained whether exact amount to cover month's transactions has been received, correctness being ascertained by correspondence of dates on both sides of account and with receipts, 1375-6; remittances checked by dates of entries by inspectors, 1377; department recognizes "sight" entries but not suspense entries, which are discontinued, thinks it would be better to substitute "prime" and "post" entries, though difficult to do so, 1378-9; against regulations of dept. to enter as in Toronto (*Douglas*, 636-7) receipts for sight and suspense entries, finer, &c., in book in common with advances for contingencies, 1380; department not aware of disappearance of two such books from 1871 to 1873, 1381; an account kept of deposits by Finance Department and by Receiver General, when latter office existed, 1382; more than one case may have happened of loss to public by collector destroying or suppressing invoices, and such cases only to be guarded against by abolishing smaller ports, &c., 1349, 1383-4; advantageous to have regulation requiring all second outside officers to have communication of official correspondence, instructions, financial transactions, 1385; Customs board composed of Commissioner (chairman), two Dominion appraisers and one secretary, directs appraisalment of goods at all ports of Dominion, 1386-7; appraiser's decision not final against importer, who can appeal to two merchants for re-appraisalment, but final against treasury, 1389-90; appraisers at port of entry entitled to share

JOHNSON, J.—*Continued.*

of proceeds as informers, as result of their appraisal—an objectionable system in some respects,—better to pay larger salaries, 139-3; in order to have uniform system of entering goods so that same rate of duty is charged at every port of entry in Dominion, dept. sends frequent instructions and distributes samples of various classes of goods marked with proper rates of duty, &c., 1393; not prepared to say whether collector should participate in seizures, 1391; statistical returns made by provinces to satisfy commercial community and members of P. if made only for Dominion statistical staff could be reduced, but such would not satisfy Dominion,—returns as to goods entered for consumption in any particular province not accurate on account of interprovincial trade, 1395-9; collectors do not receive additional remuneration as registrars of shipping, steamboat inspection, &c., though these duties involve heavy responsibilities, 1400-2; explains means of checking warehousing operations of outside ports of entry, 1403; does not approve of existing regulation which permits all kinds of merchandise in bond being stored in private warehouses as dangerous and expensive, and were it changed for Government or general warehouse many officers could be dispensed with, and certain goods as whiskey and brandy could be stored at great advantage to public interests, 1404-7; goods legally entitled to remain in bond two years, and frequent y longer, 1408; does not approve of permitting goods to be warehoused for purpose of manufacturing in bond, 1409; persons placing goods in warehouse require to give personal bond for double amount of duties and goods placed under custody of locker, customs lock placed on warehouse door and key kept by collector, if importer insolvent, collector would have to refuse bond, 1410-1; explains conditions under which a building or part thereof can be constituted bonded warehouse; regulations divide warehouses into several classes, first owned by Government, second, by private individuals, in which importations of merchandise are stored in bond, third, private, in which importer stores his own importations in bond, also sublease warehouses at railway stations and steamboat landings, &c., 1412; desirable to keep Custom House warehouses separate from those of Inland R., 1413; safer in private warehouses to separate warehousing part by substantial partition walls from all other premises in which owner's business is being carried on, 1414; large amounts of duty lost on account of goods having been abstracted from bonded warehouse, 1415; Superannuation Act enables dept. to dispense with inefficient men, and recommends a number now who might be retired, 1416-8; would like to see Act amended so as to provide limited annuities for widows and children of deceased civil servants, 1419-20; system of life assurance desirable, 1421; classification of C. S. Commission of 1869 not suitable, 1423; organization of Customs Dept. (p. 29, U. S. Comm., 1869) should be repealed, and commissioner or two commissioners invested with greater authority; number of classes of clerks should be reduced to three, 1st, 2nd and 3rd, after competitive examination candidate should be assigned after probation of a year to either class, no sliding scale of salaries desirable but they should be fixed at time of promotion at adequate sum; officers higher than 1st class clerks should be known by official titles; classification of ports utterly impracticable and perhaps better to classify officers; all appointments and promotions should be free from all political and local influences, and a thorough system of competitive examination and legitimate promotion adopted, 1424; promotion depending mainly on seniority tends to encourage indolence, 1425; at present in inside service, promotions chiefly confined to statutory increases of salary, and promotions from one class to another, but in outside service such matters generally regulated by outside influences, 1425-6; better to allow increase of salary only on certificate of immediate superior head, countersigned by head of dept., 1427; desirable to give utmost possible publicity to appointments and promotions, and all officers responsible for work of clerks consulted in case of vacancy to be filled, 1428; system of promotion tends to give salaries without reference to importance of duties, 1430; in Customs promotions in inside service generally made on Commissioner's statement as to efficiency and length of service of officer, 1431; promotion to higher class seldom involves change of duty, 1432; only one case in Dominion of cashier (Montreal) giving security to Government or collector—probably better where cashier selected by Government, and not, as now, by collector from among clerks, 1433; collector cannot be his own cashier and do his own banking whilst acting under direction of Government as to disposal of funds, 1434; collector in collusion with cashier might control considerable sums for short periods, 1435; inspectors generally make careful examination of cash accounts of collectors, 1436; states views as to law of seizures—section giving Minister and Governor in Council power to mitigate or release calculated to nullify other provisions—commissioners should be appointed as judges, before whom all seizures should be tried—more simple system in any case necessary—increasing fines and leaving out criminal provisions preferable, 2239-42; officials should be informed, 2243; monthly detailed statement of legal decisions and rulings connected with Customs furnished to collectors by U. S. Treasury, and perhaps better to substitute this for present practice, 2245-6; inspectors instructed to keep record of character and efficiency of officers, 2247-8; their duty to communicate all serious irregularities before transferred to another district, 2249.

JOHNSTON, H. W., Agent Dept. Marine and Fisheries for Nova Scotia, evidence of. No. of Q., 3132-43; p. 367.

In service for 17 years, 3132; nature of duties; 121 lighthouses in N.S., &c., 3133; 164 employés in inside and outside service, appointments from Ottawa, crews by captains of vessels, &c., 3135; appointments should be independent of politics, promotion by seniority and merit, com. ex., age from 18 to 25 years, 3136-8; not too many men employed, none unfit, 3139-40; chief supplies by tender and contract, 3141; system of giving out supplies and check thereon, 3142.

JUSTICE, DEPARTMENT OF.—See *Last*, Z. A.

KAVANAUGH, H., Inspector of Ports, evidence of, No. of Q., 2080-157; p. 244.

About 20 years in service, 2080; Inspectorship extends over 68 ports and stations from Kingston to Magdalen I.—visits ports and outports once a year, 2081-2, 2090; should be inspected twice a year, 2137-9; receives copy of each order issued by dept., 2083; officers generally up to work, but some landing waiters and collectors, lately appointed not sufficiently instructed yet—these men brought in on recommendation of members, 2084-6; inspected Kingston four months ago, Quebec in mid summer and Montreal not for three years, but makes partial inspections every month at that port where officers are first class men, 2087-8; explains in detail his method of inspection, check of books and work and time devoted to several places, bonded warehouses, &c., 2089-91; when anything is wrong censures officers and reports facts to dept., 2092; registers his name at public hotels and cannot tell whether his presence is known to proprietors of bonded warehouses, 2-93; has at times gauged liquor in bond and found errors, one amounting to \$100, but money and fine paid,—but as a rule goes by packages as it is not necessary to apply first test, 2094-5, 2151; since three years has heard of cases of irregular and fraudulent removal from bonded warehouses in Montreal, but when he mentioned to surveyor on one occasion he was going to examine some of these warehouses, he replied he would throw ex. up as he had special instructions to do work thoroughly and wished to do so, 2097-2100; but quarterly ex. of every bonded warehouse in Montreal and elsewhere held, 2156; surveyor frequently in charge as acting collector, which interferes with his duties, 2101; officers defaulters for large sums, in four instances collectors dismissed and in other cases men retained—one man made defalcation good, 21-2-3, 2149; took steps to stop such irregularities but his instructions were not followed though cashier made good defalcation, 2129, 2131; quite capable of inspecting whole division, 2104; late regulations respecting construction of bonded warehouses sufficient, but do not apply to warehouses already in existence, 2105; perhaps necessary to have another solvent person give security in addition to proprietor of goods warehoused for duties, 2106; is superior to collectors and other officers, but does not direct, only offers recommendations in writing, and if they are not followed, reports—has authority to suspend when security of revenue requires it, 2107; only reports result of each inspection in special cases, 2148; some defined rules to inspectors necessary, 2111-2; clerks in custom houses placed in their positions by collectors, 2113; clerks, as rule, have small salaries, but his recommendation respecting increase or promotion not generally acted on, 2115-6; no rules as to work on which different classes of clerks are to be employed, and merit not being recognized men become dissatisfied, 2117-8; promotion by merit and increase of pay at stated periods would create better class of officers, and same effect by system of appointment on probation and ex., 2119-20; reports on unfit officer to dept., 21-21-2; no general system of keeping accounts, checking moneys, &c., in different custom houses, but each collector performs work of his office to best of his judgment, subject to approval or disapproval of inspectors who have not sufficient authority, 2123-4; collector answerable if surveyor neglects his duty, 2125; in placing goods in bonded warehouses, it is a regulation that all packages belonging to a particular warehouse entry should be kept in warehouse separate from those of another warehouse entry, and each package numbered with No. of its own bond, 2126; no part of his duties to make periodical inspections of Inland Revenue goods placed in charge of Customs, but such goods should be kept separate 2127-8; registrars of shipping and measuring surveyors appointed by Minister of Marine and responsible to his dept., but he (inspector) considers it part of his duty to see they perform their duties, 2134-5; only safe way to bond goods is in Queen's warehouses in large ports, 2138; writes certificate in collectors' cash book in red ink to show all moneys properly accounted for—duty of surveyor or next officer to see that collections are accurately received, 2140-2; collector administers oath under Customs Act, 40 Vic., c. 10, but chief clerk and surveyor sometimes do so, obviously contrary to law, 2143-4; does not interfere with appraisers in regard to valuation of goods, but reports on delinquency or inattention, 2145; many small ports and outports ought to be closed, and men to act as preventive officers depending on seizures, 2146-9; several officers underpaid, 2150; duty of collectors of customs and landing waiters to receive, check and put excise goods in bond on arriving at ports, and collectors responsible for their safety, 2152-4; not consulted with respect to promotions, 2155; makes record of conduct and efficiency of officers whose duties he supervises, 2158; every candidate for ex. in Customs should be ex. by two chief officers in rudimental branches sanctioned by dept.—regular promotion by seniority if head of port recommends and inspector endorses recommendation,—this promotion not necessarily in port—each officer to have three weeks' leave of absence—every officer to give security, but not from merchants and traders having transactions with Customs—officer owing more than \$50 to merchant doing business with Customs to be censured, &c., 2157.

KIDD, J., Acting Secretary of Governor General, evidence of. No. of Q., 2,490-2,510; p. 283.

In service 23 years, 2,490; nature of his duties, 2491; appointments by Government on Governor General's nomination, 2492; No. ex. latterly on appointments, but latest on probation, 2492-3; compet. ex. with probation advisable, but latter most reliable test, 2494-6; best age from 18 to 20, 2497; chief clerk should rank with deputy head, and additional copying clerk desirable, 2499; majority of documents copied by hand, 2500; knowledge of French and English not required, 2501; staff very efficient, 2502; extra work given out for copying, 2503; no necessity for attendance book, 2504; work chiefly correspondence, 2505; work done by all of equal comparative importance, but responsibility rests mainly with chief clerk, 2506-7; all should not receive equal salaries, 2,508; no special means to preserve correspondence from fire, 2509; allowance when travelling on public business, 2,510.

KING, E. F., P. O. Inspector, Montreal, evidence of. No. of Q., 979-93; p. 140.

In service since 1846, when dept. still under Imperial regime. Inspector since 1861, 979; his duty being generally to give attention to everything connected with well-working of division, 980 staff, 8 in inspector's office, 42 railway mail clerks, on railway routes as mentioned, total pay-

## KING, E. F.—Continued.

ments for mail services of all classes, about \$70,976.6) a year (Grand Trunk R.R. not included), 475 P. O. in division, total mileage on land routes 453,648 a year under contract, but 231 miles per week suspended in summer, 318 land routes, 14 railway services, 3 steamboat in Montreal division, 981; present form of bond ill-adapted to P. O. necessities, as it is too complicated and involves waste of time and labor in inspector's office—possible to dispense with all four affidavits on bond or those of witnesses, and other improvements suggested by witness, 982; concurs generally in mem. of Ass. Postmaster on subject of Montreal P. O. (see *Emery*, 921), 983.

## KING, R. M., Inspector of W. &amp; M., Halifax; evidence of. No. of Q., 3144-52; p. 368.

Over a year in service, 5 counties to inspect in his division, 4 divisions in all the Province, 2 officers in his division able to perform all the work, office hours from 9:30 to 5 o'clock, 3144-9; has condemned many scales, replacing old measures by new standards, 3150; W. & M. Act generally accepted by honest and intelligent traders, 3151; suggests certain improvements in details of working of dept., 3152.

## KING, S. J., Postmaster, St. John, N.B., evidence of. No. of Q., 3244-50; p. 377.

In service since March last, 3244; staff efficient and not too large, divided into four classes, comprising 16 in all, 3245-6, 3251-2; increases of salary on basis of conduct and attention to duty by Ottawa dept., under P. M.'s recom., 3248; no ex. for first appts., which are made by Ottawa dept., 3250; discipline generally satisfactory, fines imposed at need, 3253; salaries not proportionate to duties, 3256.

KINGSTON MILITARY COLLEGE.—Estimated expenditure for current year for some 100 cadets (actual No. 92), \$59,000, or deducting \$9,000 fees, \$50,000; board and instruction free; young men, after obtaining certificates, to be employed by Government when practicable; professors mostly from England, but some Canadians, *Murpherson, Col.*, 1190-4; college under Militia Dept., *Panel, Col.*, 408; but staff under orders of commandant of college, responsible to Minister, 413; purely military instruction, 414.

## KITTSON, W. H., Hamilton, Collector of Customs, evidence of. No. of Q., 794-842; p. 125.

In service since 1837, promoted from Cobourg to Hamilton in 1869, 794; wants one more officer to assist present competent staff, 795-7; some clerks doing same work get higher salaries by reason of their being longer in service, 798; appointments made on recommendation of city members, 799; young men from 15 to 20, with good common school education, best class, but in case of appraisers and such officers men of experience necessary, 800; at present men appointed not of suitable age, 801; appointments made in his office at larger salary than clerk entitled to, 802; unjust to other officers in port to make such appointments, 803; no clerks incompetent by intemperance, old age, 804; promotions filled by outsiders generally, to injury of service as rule, 805-6; knows of only one case of probation, 807; present system of first appointments does not as rule furnish right material from which to make promotions, 808; all candidates should be examined as to their qualifications before Board of Examiners, and in addition probation advisable, 809; some outside officers sufficiently young and active to prevent smuggling at night, 810; in some cases men should begin on small salaries, and be promoted by merit—in other cases, they should come in fully qualified, 811; discipline pretty good, in case of offences reports to inspector, men suspended, 812; no good conduct book kept but inspector makes enquiries and reports, 813; 20 sight entries since 30th June, special deposits also made, generally for short time and money paid on such placed to credit of collector, his cheque control's deposit—when duties are paid in he gives cheque in return for amount deposited, 814; keeps a book for sight entries, 815; inspector requires statement of these entries and checks them, 816; better to have goods appraised by appraisers and "prime" entry substituted, as all moneys collected for duty would then be paid to credit of Receiver-General, 817-8; remits collections to Receiver-General every day, 819; each remittance exactly covers amount of duty collected on stated number of entries of which numbers are given, 820; his book always checked by inspector, chief clerk keeps cash account, he (collector) also keeps his own book of receipts, surveyor also keeps a book, 821; entries conveyed by each remittance only sent once a week to Ottawa, 822; every officer at port subordinate to collector, surveyor acting in his absence and responsible for all outside duties when superior at home, 823-829; every merchant on payment of certain sum entitled to a warehouse, and when goods are imported, and bonded entry passed, warrant issued for delivery of goods, &c., goods remain in warehouse till taken out, under custody of locker, on whom surveyor acts as check, 824-5; warehouses examined and stock taken every month by surveyor, assisted by locker, 826; goods have been taken out of bonded warehouses for consumption before entries made and duties collected, one case in Hamilton, 827; all goods from U.S. by mail always accompanied by manifest, but excise goods from such ports as Windsor or Guicliu not so, 828; surveyor to some extent independent officer, and all lockers and warehousekeepers answerable to him direct, 829-30; each locker does not keep separate debtor and creditor account of goods or make regular statements of all balances, 831; surveyor does not make return to him at stated periods, but he (*Mr. Kittson*) sees his books whenever he wishes, and signs quarterly account because he thinks it true, 832-3; inspector of ports takes stock of goods in warehouse at date of his inspection, and thereby checks warehouse books of port, 834; keeps debit and credit account of each separate bond, 835; as rule, goods mentioned in ex-warehouse entry alone taken out under such entry, and fraud not likely, 836; never saw order that goods in bonding warehouse are to be kept separate as to each bond, and No. of bond placed on each package, 837; all statistics furnished quarterly, their making up materially increases work of port, 838-9; appraisers competent men, and in employ from 4 to 10 years, 840; equitable charge of duty on many classes of goods largely depends on ability of appraisers, 841; fitness of an appraiser satisfactorily tested by examination, 842.

**LAMOTHE, G.**, Postmaster of Montreal, evidence of. No. of Q., 921-78; p. 137.  
 Salary \$4,000 a year, no perquisites, 922-4; no employes allowed remuneration above official salaries; some engaged in other avocations which do not, however, appear to interfere much with their duties, 928; P. M. General appoints employes, 927; some go through period of probation, 928; persons employed not, as rule, sufficiently well educated, 929; eight or nine persons unfit, 930; a few unfit at commencement, 931; has addressed complaints to dept. as to unfitness of clerks, and they are generally attended to, 932; employes generally attend regularly, eight hours on average, 933-5; cash received by clerks of Money Order and Savings Bank Branch, accountant and secretary, from unpaid and insufficiently paid letters, newspaper weight postage, rent of boxes and drawers, deposit on P. O. keys, waste paper sales, postage stamps, money orders, savings accounts, each cash transaction being recorded by one or more clerks by bordereau and forms attached to transaction before transmission to accountant who must have vouchers for everything, 935-8; cash received for M. O. and P. O. Savings Bank deposited in Montreal Bank, all other cash receipts in Ontario B every day in Money Order Office, and generally three or four times a month or whenever money accumulates in accountant's office, but no money received on P. O. revenue placed to his own credit in bank, 939-41; postage stamps kept in custody of accountant and secretary who gives no security, but postmaster himself is responsible to dept. to which he has given security, 942-3; stamps supplied to vendors by requisition, accompanied by bank certificates for amount required, 944; suggests that minimum amount of \$20 for each purchase be increased to \$100, 945; hardly any postage stamps sold directly to public, 946; money received for stamps duly entered in cash book and amount lodged in bank with other deposits, and return made to dept. in monthly statement, 947; partial inventory of stamps made every day and periodical ones by inspector, 948; accounts kept by accountant and secretary and rendered to dept. once a month, 949-50; about \$14,000 a year received in payment of postage, 951; postage collected charged against postmaster in letter bills for corresponding offices, 952; also charges against corresponding offices postage to be collected by them in same way, unpaid postage sent and received reciprocally by corresponding offices being included in monthly statement sent to dept., 953; official correspondence conducted in office with dept. and public, by himself, deputy postmaster and secretary, 954-5; housekeepers occupy rooms in P. O. building, which are heated, lighted and supplied with water, 955-7; waste paper sold and cash received by accountant, 958-9; health of staff on whole satisfactory, 960; all inside employes have two weeks annual absence, carriers only one week, on average two clerks and two carriers absent from sickness, 961; hoist in office injurious to employes, mechanical power should be used, 962; if office were conducted like private establishment, could dispense with seven or eight employes, 963; 14 to 16 clerks employed at night and extra work, without receiving extra pay, under supervision of heads of despatch branches, 964-5; duties divided into six branches, each conducted by head clerk, 967; this supervision sufficient with exception of operations of despatch branches, carried on in basement, 968; all registered matter immediately entered and numbered in record giving name and destination of each, all letters received from other offices are accompanied by letter bills on which they are entered, and registration clerk who receives these letters and enters them, certifies those entries on letter bills, and receipt also given by him for every letter posted at wicket—letters received for other offices are handed to despatch clerk who records mailing, and letters for other offices remaining in office at night entered in bordereau, signed by registration clerk, and the despatch record is examined daily both by chief clerk of Registration Branch and by clerk in charge—registered letters received for delivery at wicket not delivered without receipt being given by addressee, as well as those delivered by letter carriers, 969; registered packages are kept in locked boxes and safe at night, and keys of safe only accessible to persons responsible for letters, 970-1; supplies for office stationery obtained by requisition to dept. every quarter, fuel by tenders at Ottawa, light by gas company, clothing for letter carriers from persons specially authorized by dept., small miscellaneous paid by accountant under his authority and approved by dept., payments for all this being by cheque from Ottawa on his requisition excepting clothing, which is paid out of annual allowance of \$50 to each carrier for that purpose, 972-3; stationery kept in his office, and distributed upon requisition from each branch, 974; no defaulters since 1875, except cases of stealing money letter, 975; nothing to his knowledge lost by Govt. by these defalcations, not aware of amount of private losses through letter stealing, 976; employes give security, 977.

**LANCEVIN, E. J.**, Under-Secretary of State, evidence of. No. of Q., 2250-83; p. 261.  
 In service since 1865, 2260; dept. subdivided into four branches and staff efficient, 2251, 2265, 2265; conditions of C. S. Act generally observed in making appointments in dept., no fixed rule as to age, ex. required by Act not enforced for years, 2252-4, 2256; promotions as a rule from ranks of service, but appointments occasionally from outside—generally consulted in promotions—outside appointments over officers in service, demoralizing—vacancies should be filled from those already in service, 2258-61; pay in proportion to work and duties, 2.63; does not know of any one engaged in outside business, 2267; one extra clerk in dept., 2268; Queen's Printer's and Stationery Branches require technical knowledge, 22-9; clerks' grades according to different classes, 2270; Keeper of Records has charge of all letters, registers and correspondence, makes searches for documents, 2271; fees for commissions under Great Seal and copies for documents deposited monthly to credit of Receiver-General, 2272; attendance book regularly signed by all officers with exception of chief clerks, 2273-3, 2277; never had occasion to enforce penalties, 2276; names of clerks entitled to increase are submitted to head of dept., and recommended by him as he thinks fit—conduct of clerks always taken into consideration—clerk who has reached highest salary in his class not promoted, as matter of course, to next, 2278-82; deviations from theoretical organization of 1868 attributable to various changes in dept. since that time, 2293.

LARUE, G., Collector of Inland Revenue, Quebec, evidence of. No. of Q., 1087-1115; p. 160.

Visits every two months; places where excise goods are produced, 1187; bonded warehouses examined and stock taken every three months, 1084; checks operations of manufacturers from ingress of raw material to payment of duty and delivery of goods, 1083; frequent visits and general surveillance exercised over excisemen, 1090; books and vouchers of division checked, about 10 days before, up to 1st August, 1091; revenue stamps procured on requisition from Ottawa, recorded according to denominations and then given to officers in charge of manufactories on requisition signed by manufacturer who then pays duty, 1092; no perquisites except what come from seizures, 1093; dept. appoints employes, who are taken on probation, subject to confirmation after special examination, 1094-5; staff as a whole efficient, 1096; not aware of regular system of promotion, 1097; not aware of officers employed outside, 1098; employes sufficiently educated with one exception, none unfit for service, regular in attendance from 9 to 4 and later, 1099-1102; salaries not equitably distributed according to duties, 1103; probation procures the best appointments, but everyone should be fairly educated, 1104; sufficient supervision exercised over every branch of district, 1105; can suspend officers and report to Ottawa for breach of discipline, 1106; cash received by him (district inspector), and in his absence by book-keeper, &c., 1107; no defalcations, 1108; officers give personal bonds and two sureties, 1109; book-keeper attends to his duty during his absence, 1111; inspector himself supervises book-keeping, 1112; some clerks called upon to do more work than others, 1113; current work of each day written up before leaving office, 1114; excisemen sometimes obliged to be early and late on duty, 1115.

LASH, Z. A., Deputy Minister of Justice, evidence of. No. of Q., 216-40; p. 263.

Deputy Minister since 1876, 2316; two branches, department proper and penitentiaries—duties and nature of work explained at length—five penitentiaries in the Dominion—inspector head of that branch—an ace untant appointed 1st July, 1870—Dominion Police Force, 20 men, under control of Commissioner, clerk in dept., 2317-2320; general code of rules for administration of penitentiaries, and inspector asks special instructions at times, 2318; although called police force, duties of men are those of caretakers of buildings day and night, and superintendent receives instructions from Public Works Dept., cost of force \$11,000 last year, 2319-21; appointments should be removed as far as possible from outside control, and permanent head able to determine whether or not a clerk should be retained after certain probationary term, 2322-26; efficiency to be kept in view in promotions to vacancies, 2323; Warden, Deputy Warden, Chaplains, Accountant and Surgeon appointed by Governor in Council, others by Minister of Justice or Warden—officers appointed by Order in Council or by Minister serve no probation—those by Warden a term of six months—no examination except in case of accountants and others requiring technical knowledge, 2323-6; inspector has general power over penitentiary staff, and can suspend, 2323; Warden, Deputy Warden, Surgeon and Accountant, and Kingston Protestant Chaplain participate in benefits of Superannuation Act, 2329; work of dept. satisfactorily done, no officers unfit for duty, or whose services could be dispensed with, no extra clerks, 2331-3; present system of increment of salaries decidedly wrong, 2334-5; mode of making payments through Finance Dept., 2336-8; desirable as many offices as possible should know French, 2339-40.

LESCEUR, W. D.—See *Civil Service. Examination of representatives of Clerks.*

LEWIS, JOHN, Surveyor and Warehouse Keeper, Montreal Customs, evidence of. No. of Q., 1602-16, 2385-2417; pp. 144, 275.

No perquisites except from seizures made by him, tide surveyor receives fees for measurement of vessels, three or four clerks get a few hundred dollars from Harbor Commissioners for collecting wharfages, 1062-3; does not know of any engaged in outside business, 1004; staff efficient, no officers incapacitated from age, infirmity, &c., 1006-10; employes regular in attendance, some going as early as 7 a.m. to duties, and leaving at 6 p.m., 1007-9; before making appointments, care should be taken to ascertain qualifications and character, and every one selected should go through probation, 1011; as rule, vacancies filled for political reasons, 1012; great number of staff never absent, but several from 15 to 24 days on leave, absence from sickness never frequent, 1013; not aware of want of supervision in any of departments, 1014; stock taken four times a year by two officers no way connected with receiving or delivering goods, 1015; efficiency of service would be promoted by adoption of system of classification of officers and clerks, each employe being advanced by established scale—more economical to form Customs lockers and tide waiters into one class, and assign each his duty; Govt. bonding warehouses should be established for storage of wines and liquors especially, 1016; checks goods in bonding warehouses every quarter and reports deficiencies to dept., special instructions received of late years respecting spirits or wines, and no unnecessary delay in carrying them out, no serious irregularities, never objected to inspection of warehouses by inspector, 2386-92; sometimes deputed as collector, but duties of surveyor not interfered with, 2383; chief clerk or officers immediately concerned administer oaths, 2394-5; 7 or 8 sufferance and 87 bonding warehouses, employing 25 lockers, in Montreal, 2396-8; some warehouses up to requirements of new regulations. Very large fraud committed in one not in accord with regulations, 2399-2400; establishment of Govt. warehouses would effect considerable saving and prevent fraud, but would probably involve sacrifice of important private interests—combined interests of merchant and Govt. affected by bonding warehouse adjoining private premises into which access could only be had by outside door, under Customs lock, &c., 2401-7, 2417; rapid transit facilities afforded by rail and steamers render less necessary keeping large stocks, 2408; salaries at Montreal not fairly proportioned—officers employed on more responsible duties than regular ones should be paid additional a day, 2409-10; Customs officers paid extra by companies or firms, 2411-4; supports gradual increase of salary, 2415; knowledge of French and English advantageous in certain cases, 2418.

Classification of Customs Outside Service.—See *Appendix C*, p. 338.



LIFE INSURANCE.—See *Civil Service (evidence of Clerks)*; *Superannuation*.

LIGHTHOUSES.—See *Marine and Fisheries*.

LOCKERS.—See *Customs*.

LOWE, JOHN, Secretary of Department of Agriculture. evidence of. No. of Q., 1437-84; p. 160.  
In service since 1870, Secretary since 1873, 1437; dept includes five branches administering Agriculture, Immigration, Public Health and Quarantine, Arts and Manufactures, Patents of Invention, Copyright and Industrial Designs, Trade Marks, 27 permanent officers and clerks in these branches, besides some 14 temporary clerks or extras for service where required—explains at length duties of each branch, 1438; no special examination for admission since his appointment, 1439; result of present system in his dept. has been efficiency, 1410-46; first appointments generally made on Minister's recommendation to Privy Council, 1411; some clerks on probation and others not. unfit persons not left at end of probation, 1442-3; Ministers have always made their own recommendation to Council as to appointments, but generally in cases of promotions take opinions of officials, 1444; no absolute rule with respect to promotions by seniority or of merit, 1445; has doubts whether preliminary examination would afford best test as to candidates' fitness and aptitude which can be best ascertained by probation, sufficient education should be always demanded at outset, 1447-9, 1453; competitive examination in England has not in all cases answered expectations, 1449-51; not always possible to frame questions that will test special qualifications, which can only be discovered by experience, 1154-5; generally probationary examination and probation might together constitute satisfactory test, 1457-7; generally subordinate officials could fill higher positions, 1458; men appointed from outside to high positions for special qualifications in consequence of not finding officers in lower grades altogether equal to duties, 1459-61; men might be educated up to work required in higher positions, 1456; men now appointed from 18 to 60, but mostly young men, 1457-8; has two extra clerks (females), doing good service, 1459; correspondence, patents, statistics and trade marks as well as archives, require special knowledge, 1469; promotion from class to class does not necessarily involve change of duty, 147; annual increases as rule advantageous though they do not always give substantial justice in his dept., 1472; favors promotion by merit, 1473; one clerk in Archives branch, and collections made of historical records in England and France, as well as Canada, 1474; present staff of dept. if anything, too small, and lays before Commission statement showing present service in Canada performed at from  $\frac{1}{2}$  to  $\frac{3}{4}$  cheaper than in United States, 1475; one clerk might be superannuated soon, merits of officers not all equal, but none incompetent, 1476; special as well as permanent agents in outside service—special attention to immigration, health, quarantine—none unfitted for duty, 1447-8; thinks advantage of immigrants coming to Canada exceeds cost of service, 1479; does not favor continuous employment of extras as a rule, in preference to their being placed on permanent staff, 1480; never inflicted fines for minor offences, 1481; no employes engaged in outside business, 1482.

MACKENZIE, A. J., Customs Surveyor of Hamilton. evidence of. No. of Q., 843-63; p. 178.

In office since April, 1876; attends to outside work; oversees lockers and landing waiters, etc.; supposed to be check on collector as regards moneys, 843; does not take men of sight entries, but sees them in chief clerk's cash book; such entries objectionable; no check on cash after it goes into collector's hands, except that books show receipt of money, 844-5; all officers of staff competent and number no larger than necessary, but work not now properly distributed among them, and were that done smaller staff might suffice, 846-7; two clerks keep warehouse books Nos. 1 and 2, which is not enough work, and salaries (\$1,100 each) largely in excess of duty, 843-50; one clerk keeps free goods and export books and makes out returns based on them, not enough work for one person, 851-2; one supernumerary clerk employed in connection with aggregate books and returns, to assist a permanent officer, a hardware officer, and such supernumerary unnecessary, as anybody could perform slight duty required, 853-4; chief clerk performs most important work as he receives all moneys as cashier, receives and checks all entries, 855; all inside men quite competent, but not all equal to promotion to higher positions, and some get lower salaries than their work entitles them to, 856; is sure present system of making appointments not good and favors preliminary examination, probation and promotion by merit, 857-9; about a week each month taken up by one officer preparing statistics, which could be done at Ottawa and allow business of port to be carried on with fewer clerks, 859-6; takes stock of goods in warehouse every month and notes marks and numbers on goods, such as dry goods, 861-2; counts number of packages but most valuable goods could be taken out through collusion or carelessness of locker and leaves valuable goods left behind, 863.

MACPHERSON, LIEUT.-COL., Accountant of Militia Department. evidence of. No. of Q., 1182-1211; p. 166.  
In service since 1862, and accountant since 1872, supervises all expenditures audits accounts, prepares estimates for Minister, has five clerks, rather too few mostly young, all efficient, 1182-6, 1187; no limits as to age in appointments, which are made by Minister, 1187; maximum expenditure for militia purposes has been \$1,500,000, but now reduced to \$700,000, 1188; no reduction ditto for militia purposes is required for lesser work, 1189; 92 cadets at Military College, deducting fees paid by students, \$70,000 probable expense of that institution—cadets receive board and instruction free, 1190-1; believes it is intention of Government to employ these men, though no distinct promise given, on Government R. R. and Public Works, and militia staff, and British authorities have give four commissions a year to graduates, 1192; most of professors from England, but some remainder free to go where they please, 1193; most of professors from England, but some remainder free to go where they please, 1193; officers commanding companies in country responsible as rule for arms and accoutrements, in cities officers commanding battalions, in some cases claims have been made and recovered for losses, 1195; annual allowance of \$40 per company given for care of arms, Brigade-Major of division in rural districts has to make semi-annual inspection of arms, accoutrements and stores issued to each company, and to report deficiency, and in case of individual

**MACPHERSON, LIEUT.-COL. — *Continued***

neglect, captains of companies directed to recover damages under Militia Act, 1196; appointment of caretaker to a-munition does not relieve commanding officer of his responsibility, 1197; staff of dept., inside and outside, now reduced to minimum and efficiently and economically conducted, 1193; appointments should be made on ground of fitness only, 1199; no examination for admission or promotion at present, but examination and probation advisable, 1200-1.

**MARINE AND FISHERIES —**

Inspection of Lighthouses, *Gregory, J. H.*, 1150; supplies for same, *Gregory, J. U.*, 1157-9.

Perquisites, commissions, *Gregory, J. U.*, 1151.

Accounts, *Gregory, J. U.*, 1151.

Discipline good in dept. Dep. Min. suspends in absence of Minister, attendance book kept, *Smith, W.*, 2855-7; fines advisable, 2853.

Registration of Shipping, *Smith, W.*, 2852, 2865-73; fees prescribed in Act, 20c. and 21c., paid to Government 2874-7.

Agents in Maritime Provinces, nature of work and duties, *Johnston, H. W.*, 3133; mode of appointments in outside service, 3135; ex. with probation and promotion by merit advisable, 3136-7.

Lighthouses, &c., in Nova Scotia, *J. Anston, H. W.*, 3133-4.

Supplies by tender and contract, *Johnston, H. W.*, 3141; mode of giving and checking same, 3142.

**MATTHEW, G. F.**, Chief Clerk, St. John, N.B., evidence of. No. of Q., 3195-3202; p. 373.

In service for 27 years, 3191; his duties, 3196; cashier makes up moneys and sends them in a locked-up box by messenger, 3197; work done efficiently and economically, 3198; hours of attendance, from 9 to 4 o'clock to finish up work, but only to 3 to public, 3199-201; pay proportionate to work, 202.

**MCDONNELL, J. L.**, Auditor General, evidence of. No. of Q., 2745-2821; p. 308.

Duties defined by 41 Vic. c. 7, sees that expenditures are properly authorized, &c., 2746; appointments in dept. by Order in Council, no ex. but generally consulted, 2747-8, 2758; present system of appointments unsatisfactory on whole, 2749; English system best, open ex. without nomination, Civil Service Com. to be appointed like judges, age of candidates from 18, 2750-4, 2756; compet. ex. best confined to grades below dep. heads, 2755; prizes should belong to those, as a rule, already in service, 2757; zeal and efficiency should count in promotions, 2759; official confidential record of conduct and ability advisable, 2760, 2761-4; officers of certain class to be placed in one room under one officer, 2762, 2781; effect upon education of throwing first appts. open, good, 2765; female aid useful, 2763; candidates should be promoted according to merit on ex. to be determined by depts., 2767; young men from good commercial schools sufficiently fitted, 2763; young men of high attainments to be preferred under certain conditions, 2769; French and English expedient, 2770; staff in Auditor General's dept. should have special knowledge of accounts and figures to be tested by ex., 2771, 2775; its present efficiency, 2776; political exigencies sometimes create public positions, 2772; political patronage not expedient on the whole, 2773; attendance of 84 hours daily with 3 weeks' absence sufficient, 2776; not advisable to limit by Statute No. of clerks, extra clerks not desirable except under unusual circumstances, No. of 1st class clerks might be fixed in a dept. unless it is of a growing character, and specific duties assigned to each, 2777; fixed salaries not expedient, and annual increase not best plan of raising same, 2778; common classification of all depts. would not suffice, 2780; better system of promotion, prizes given in service, a general classification, necessary improvements, 2781-3; temporary clerks expedient, and paid by piece work when practicable, but experience of his dept. not applicable to all depts., 2783-8; disapproves of payment of U. S. clerks for extra service, they should perform all necessary work for pay accorded them under service scale, 2789-92; attendance book regularly signed, except by deputy head, 2793-4; some men unfit for service, but on whole not dissatisfied with clerks in depts., 2795-8; favors suspension but not fines for neglect of duty, 2797; explains system of supervising expenditures under Act, and shows that improvements are necessary in order to secure more efficient control, — at present has no control of ex. of receipts, 2809; sees to cancellation of Dominion notes, but has no cognizance of stamps, 2801; certain accounts audited after payment, and mode of remedy in case of insufficiency of vouchers 2802-4; no reason hitherto to suspect fraud, 2805; issue of credits, 2807-8; credit system should prevail whenever disbursements are to be made by person receiving money, but no necessity to go further, 2807-9; nature of duties of provincial auditors who report to him, 2810; superannuation system necessary, but Government not bound to make provision for widows and orphans — not in favor of permitting, or forcing civil servants to retire at a certain age, 2811-5; not advisable to relieve civil servants of payment of superannuation deduction, as done in Senate and House of Commons by order of Commissioners, 2816-21.

**MCLEAN, THOMAS**, Chief Clerk of Toronto Custom House, evidence of. No. of Q., 685-93; p. 114.

In service since 1870; while acting assistant cashier up to December 1st, 1879, performed general duties but had nothing to do with cash, 685-6; has knowledge of work of office, and believes it efficiently done, but cannot answer question as to salaries, 687-8; approves of probation after examination, and promotion by merit, 689-90; chief clerk should have general knowledge of tariff so as to check entries, 691; explains present system of bonding warehouses, 692; system of "Sight" entries weakest one in Customs, system of "Primo" entries perhaps an improvement, 693.

**MCLON, ANAS**, Collector of Inland Revenue, Halifax, evidence of. No. of Q., 3092-106; p. 364.

In service for 12 years, 3092; division includes 8 counties, 3093; 5 excise officers and messenger, collectors of Customs act elsewhere, 3094-5; will have own warehouse by 1st Jan., 3093; takes precautions for preventing illicit distillation, 3097; employed in 3 classes, salaries not proportionate, 3098-100; ports of Halifax and St. John not included in circular respecting the testing of petroleum, 3101; does not visit outside offices, 3102; takes stock at the end of every quarter,

**McLEOD, ANGUS—Continued**

3103; attendance from 9 30 to 4 o'clock. 3104; outside officers keep diaries, 3105; sends deposit receipts with entries, and statement of deposit to Ottawa about three times a week, 3106.

**McMILLAN, J., Inspector of P. O., New Brunswick, evidence of. No. of Q., 3257-68; p. 377.**

In service for 13 years, 3257; superintends whole postal service in New Brunswick, 3258; 20 clerks including R. R. mail clerks, appointed by Govt. without ex., 3259-60; present system of appointments work exceptionally well in his dept., 3261-2; difficult to remove inefficient officer, 3163; favors first ex. before independent board, with probation, 3264; promotions not based on seniority, 3265; looks into discipline of offices, and deals with irregularities, 3266; no serious defalcations of late, 3267.

**MECHANICAL SUPERINTENDENT OF ENGINEERS.—See Public Works.****MESSENGERS.—See Civil Service, evidence of J. N. Deslaurier.****MEWBURN, T. C., Inspector of Customs, evidence of. No. of Q., 2153-2238; p. 253.**

In public service since 1846, inspector in 1876, 2159; inspects between 61 and 70 places from west of Kingston to Prince Arthur's Landing, and can as rule perform duty, but last year in charge of Toronto with acting collector—generally inspects all once a year, and large ones three months or oftener—perhaps period too long, 2159-61, 2186, 2221; no definite printed instructions, is doubtful as to his authority, 2162-3; has met with irregularities and reported them, but no loss to Government, 2164, 2176-7, 2180; discipline not carried out as it ought to be, 2165; officers suspended and dismissed, 2167; inefficient men kept on through political influence, and system would be improved if new appointments made on merit, proved by ex. and probation, 2168-70; appraisers differ very considerably, and advisable to adopt New York Customs' system, 2171-4; more uniformity in keeping books necessary, 2176; cashiers should give security like other officers, 2178-9; system of keeping accounts modified lately to guard against irregularities, 2181; private warehouses convenient, but liable to abuse, and advisable to have Government buildings in larger cities, 2182-4; explains mode of inspection, 2185; inspects ports with surveyors with same care as where no such officers exist, 2186; checks all goods in warehouse with landing waiter or locker, and has discovered discrepancies which have been made good, and have arisen from carelessness and ignorance on part of officers, who have been severely reprimanded, 2188-91; in taking stock of goods in warehouse accepts marks on packages, 2191; does not generally test or gauge spirits in warehouse, 2193-4; no benefit to change collectors from port to port, but would do so in case of surveyors, landing waiters, appraisers at certain places, and all officers might be changed as vacancies occur, 2196, 2211; smaller outposts no benefit, 2197; practice of paying landing waiters for extra services objectionable, 2198; rules and regulations respecting seizures, 2199; keeps diary, from which memorandums are sent to dept., 2200; generally gives written instructions with collectors or officers, who are anxious as a rule to get such assistance, 2201; present method of making appointments bad, 2202; unfit men often employed, and service might be performed with smaller number, if all efficient, 2203-4; service fairly performed in district, but some officers not efficient, 2205-6; predecessor did not furnish him with record as to efficiency of staff, but such record necessary, 2207-10; definite rules of instructions to all inspectors necessary, 2212-3; from 10 to 15 officers incapacitated from old age, &c., 2214; eight appraisers in his division, 2215; duties of officers only left according to book of instructions 2216; has recommended increase of pay, and recommendation sometimes acted upon, 2217-8; political patronage impairs efficiency, and merit should be recognized by promotion and increase of pay, 2222, 2219-20; in case there is necessity to amend a particular act, discuss it with collector, and if an issue arises between them, reports matter to dept., 2222-5; has power to suspend a collector, 2226; not sure that he has power to interfere with appraisers as to valuations, collector can only submit matter to the dept., 2227-9; warrants for delivery of goods kept by landing waiters as vouchers, but better if delivering officer signed them and afterwards hands them in to surveyor or other superior outside officer, 2230-2; in some warehouses goods kept very distinct, and no difficulty in checking them, necessary to do this to prevent frauds, 2232; never received instructions as to inspecting work of registrars of shipping and measuring surveyors, 2234; ten or twelve classes of uniform entries, 2235; sight entries useful, but they should be made out a "regular" entry, and when proper amount is known let proper refund be made from Ottawa, 2236-8.

Letter submitted from him, suggesting that collectors at different ports be furnished with rulings of Customs Dept., monthly, p. 259.

**MILITIA:**

Annual appropriation now some \$750,000, *Macpherson, Col.*, 183-9; *Panet, Col.*, 402; 92 cadets in Military College, (see *Kingston Military College*) 1193-5; district commandants responsible for arms and accoutrements, 1195-7; staff inside and outside reduced to minimum, and efficiently and economically conducted, 1198; one or two officers might be superannuated, but staff efficient, *Panet, Col.*, 351-7; but in all cases promotion by seniority would not give best officer, 358, 365; 24 employes in inside branch, 415; no temporary clerks, 417.

Appointments made by Order in Council on Minister's recommendation, *Panet, Col.*, 362-5. Deputy Adjutants General, Brigade Majors, and military storekeepers, permanent officers, *Panet, Col.*, 369-72, 374; their duties defined, 404-7, 412.

Respective duties of Adjutant-General and Deputy Minister explained, *Panet, Col.*, 398-401, 416; *Powell, Col.*, 481.

No officers in inside service engaged in other occupations, but paymasters outside not compensated for whole of time, *Panet, Col.*, 394-6.

Twelve districts in all, with Deputy Adjutant-General and Brigade Majors, *Panet, Col.*, 403-5; strength of active militia, 44,742 actually reduced to 36,111 officers and men, 409; expenses of smaller and larger districts compared, *Powell, Col.*, 504-5.

Duties of Inspectors of Artillery defined, *Panet, Col.*, 407.

**MILITIA—Continued.**

State of discipline in Militia Dept. good, *Panet, Col.*, 424; penalty for breaches. 425-9.

All clerks in Adjutant-General's Dept. governed by rules of O. S., but in active service officers qualify by examination for promotions, board of examiners quite independent of political or departmental influences, *Powell, Col.*, 485-6; appointments made by Order in Council on recommendation of Minister. 484; competitive examination to certain extent beneficial in dept. as certain technical knowledge is necessary in some cases. 492-3; practice as to promotions and increases of salary same as applies to O. S. generally, 496-7; two outsiders appointed of late years as no one in inside service to perform duties, 500-1; certain officers have to travel and travelling expenses, 500-6; practice in dept. to require report as to efficiency of a clerk before promotion, 501.

Check over expenses and storekeepers, *Panet, Col.*, 410-11.

In store branch thirty persons, not too many, efficient, appointed generally by Minister, *Wily, Col.*, 1162-69, 1180; one employed in outside occupation. 1171; salaries not all proportionate to duties, 1170; duties of clerks. 1173-4; approx. value of stores, \$2,000,000, 1175; stock taken once a year, 1172.

Memorandum on Organization of Dept.,—See *Appendix U*, p. 496.

**MONEY ORDERS.**—See *Post Office*.

**MONTREAL CUSTOMS.**—See *Kavanagh, H.*; *Leis, J.*; *Simpson, W. B.*

**MON. SAL. POST OFFICE.**—See *Emery, M.*; *King, E. F.*; *Lamothe, G.*

**MORROW, JOHN,** Toronto, Collector of Inland Revenue, evidence of. No. of Q., 793-93; p. 121.

In service since 1863, collector since 1872; jurisdiction includes Toronto, Counties of York, Peel, Ontario, Simcoe and part of Halton, his duty to survey manufactories, monthly when possible, supervise officials, &c., 7-3-5; has 3 inside and 20 outside officers, mostly efficient, but not sufficient for work, as tobacco factories and malt houses often require one officer to each, salaries are proportionate to work, business of excise has outgrown somewhat capacity of some men long in service, 7-6-8; some qualifications as to character, education and administrative capacity should be demanded from candidates before appointment,—in outside service men under 22, in inside service younger men of 18—officer who would pass best examination generally most deserving of promotion, 769; discipline good, and no occasion heretofore to exercise disciplinary power, 770; keeps only private book of good or bad conduct, 771; if an officer promoted to higher class should, after examination, prove unfit, his salary could only be reduced by Order in Council, but he might be sent back to original work, 772; in properly ruled cash book makes entries of all cash, which is closed daily about one o'clock, and balanced, then purchasers draft in favor of Receiver General for amount, which draft is entered on credit side, 773; receipts given for every cent received, and each consecutively numbered, &c., 774; in case of vacancy in higher positions has officers competent to fill them, 775; so far as work is valued in excise, officers paid according to their value, but salaries of 1st and 2nd class not efficient considering duties and responsibilities, highest salary of special class excisemen being \$1,000, 776; collector of important inland revenue division should have practical general knowledge of all manufactures subject to excise, and in case outsider appointed not acquainted with work, whole division likely to become demoralized. 778-9; deputy collector is conversant with correspondence and business of division, occasionally takes outside survey, &c., 780; part of collector's duty to take precautions to prevent illicit manufacturing—information on such matter generally comes from outside parties—special officers immediately sent with writ of assistance—illicit distilleries found generally in large swamps and ravines, &c.—this part of service dangerous. 781-2; office hours from 9 a.m. to 4 p.m., but practically till work completed, in outside service from 8 a.m. to 6 p.m.—finds by enquiry at factories and by diaries whether officers on duty,—diaries kept and very useful, 783-5; distillery business injurious to health of officers, not so injurious in tobacco factories, 786; advisable if provision were made for families of excise officers by Government by way of gratuity or annuity. 787; present system of keeping books, &c., tends to prevent speculation and defaults, 788; stock taken monthly in bonded warehouses (except in case of malt) by collector or deputy, 790; stock in warehouse should correspond with balance on ledger in quantity, marks and numbers 791; all quantities of spirits in division calculated by weight, and appears to him most accurate way of calculation as he explains at length, 792; efficiency and capacity of an officer correctly ascertained by proper examination, 793.

**NETTLE, RICHARD,** elected at a meeting of clerks of Inland Revenue to represent them and make suggestions. See *Civil Service. Examination of representatives of clerks.*

**NEW YORK POST OFFICE,** Rules of, See *Appendix V*, p. 498.

**PAOR, JOHN,** Chief Engineer of Railways and Canals, evidence of. No. of Q., 2372-85; p. 274.

About 39 years in service, 237; duties including designing and executing public works, 2374; engineering staff generally named by himself, superintendents of canals by Government, Minister consults him on appointing man in charge of works of construction—sometimes sup. of canals not very suitable. 2375-6; probation not always of value, but most advisable to appoint men familiar with public works from beginning, 2377; five or six clerks compose his staff, 2378; best school found in actual working of branch, as duties are professional. 2378-81; men should all be trained before coming into service, 2382; salaries in outside service determined frequently by himself, 2383; none of his officers on permanent staff, as it is not necessary, 2384; public works in progress. 2385.

**PABET, LIKUR-COLOSKI,** Deputy Minister of Militia and Defence, evidence of. No. of Q., 349-129, p. 83.

In present position since 1874, 349-50; no larger number of offices in outside and inside service of dept. (without exception) than required for efficiency, 351-4; one clerk in inside service ill and

**PANEL, LIEUT.-COL.—Continued.**

dept. consequently inconvenient, 355; one officer might be superannuated, 358; officers of dept. up to proper standard of efficiency, but as regards fitness for promotion, not prepared to admit seniority would give best man, 357-9; salaries fairly proportionate to duties, 359; as a rule promotions made by reason of seniority, but exceptions have occurred, 360-1; appointments made by Order in Council on Minister's recommendation, not consulted himself as to permanent appointments, 362-3; present system does not give him incompetent men, 361-5; strangers brought in when officers already in service could have performed duties, 360; certain duties could be performed by clerks of lower grade, 367; officers and clerks of O. S. as good material for administrative purposes as secured by banks, &c., 368; Dep. Adjutants General, &c., permanent appointments made on recommendation of Minister, 369-70; 15 years longest period of service of Dep. Adjutants General, 65 greatest age, 371; appointed by Order in Council, 372; advisable to introduce into service young men likely to make service a profession, 373; best to require examination and probationary service of 12 months, especially latter, from candidates, 374, 381, 286; is in favor of competitive examinations for promotions as well as first appointments, 382-4, 388-90; no examination at present for admission into his dept., 385; thinks it possible to have such examinations as followed in military college or universities, 387; permanent head would choose best man to fill a vacancy if left perfectly free, 391-2; such a system would benefit service, 393; know of no officers in inside service engaged in business outside their office, 394; one case in outside service of an officer appointed to a municipal office, 395; one man contributes to foreign papers, 398; appointments of private secretaries, as a rule, chosen from staff, 397; explains difference between duties of Adjutant General and those of Deputy of Minister, 398-9, 401; their duties do not conflict, 400; whole expenditure of Militia Dept. provided by vote of Parliament and voted under special items, within which it must be kept, 402; twelve districts with Deputy Adjutant General, who commands forces in each and reports direct to headquarters, 403-4; brigade majors, inspectors of artillery and storekeepers in each district, 405-7; Royal Military College under dept., 418; nominal strength of force under Deputy Adjutant General, 44,742, but actually available, 36,111, 409; storekeepers directly under control of director of stores and Deputy Minister, report monthly, &c., 410; no expenses allowed unless authorized by Minister, 411; deputy adjutants general, brigade majors, district paymasters and military storekeepers not subject to C. S. Act, 412; military college staff under orders of commandant of college, who is responsible to Minister, and purely a military institution, 414; 15 clerks in civil branch, 9 in military branch, including Adjutant General, latter essentially military office, 415-6; no temporary clerks in department, 417; system of promotion in dept., being by Order in Council, has tendency to demoralize service, 418; C. S. Act generally observed in dept., except in some cases of appointments, 419; Superannuation Act great boon to service, 420; Adjutant General entitled to superannuation, and so are clerks in his office, but deputy adjutants general, brigade majors and military storekeepers cannot be superannuated, 421-3; as a rule, satisfied with state of discipline in dept., 424; clerk may be suspended for breach of discipline, and as a rule loses part of his salary—a very desirable penalty which should always be enforced, 4, 5-9.

**PASS EXAMINATIONS.—See Civil Service.****PATENT OFFICE.—See Agriculture, Dept. of.**

**PATON, R. G. A.**, Cashier of Toronto Custom House, evidence of. No. of Q., 672-84; p. 113. Over 26 years in service, entered as locker, cashier five years ago at \$1,200, has assistant, 672; three cash books in office, each check on other, 673; all moneys collected paid and entered in his cash daily, explains his practice, did not know during period named if deposits were made regularly, 674, 678; cannot produce any of the bank books in use during period when he handed his cash over to chief clerk, as they were never in his possession, 675; inspector of ports examined his cash books and collectors', 676-7; payment of contingent expenses provided by cheque on dept., as gas, water rates, telegrams, &c., 673-4; book producer of such expenses, 682; assistant more familiar with work of special account, 682; cheques received for contingencies deposited to credit of special account, 683; superannuated salaries, contingent accounts, &c., all paid out of moneys as deposited by collector's cheque, and contingent account balanced at end of each fiscal year, 684.

**PATTISON, T. C.**, Postmaster of Toronto, evidence of. No. of Q., 541-53; p. 172. Appointed since a year and half, 541; office staff, postmaster and assistant, 42 clerks of 1st, 2nd, 3rd and 4th class, superintendent and asst. sup. of 44 carriers, caretaker and assistant caretaker, 4 porters, no larger number than necessary, 542-3; if clerks required to work 12 instead of 8 hours a day on same salary, office would get lower class of men, 544; high prizes rare in this country, and political patronage necessary to Government, 547-6; no clerks unfit for service but some carriers might be superannuated, 547; salaries rather in proportion to length of service, 548; promotion, as a rule, arises from seniority, 549; all appointments recently made of lads about 20 years old, 550; very few men engaged at higher class work—impracticable for Government to substitute young men for old, and send latter adrift, 551; clerks in Government office, consistently with the principles adopted, could not be expected to work better, 552; recruits in his time as good as could be got by any other system in vogue, 553.

**PENITENTIARIES.—See Law, Z. A.**

**PERKINS, D. C.**, Collector of I. R., St. John, N.B., evidence of. No. of Q., 3282-3363; p. 330. In service for eight years, 3282; extent of division, eight officers, 3283-4; finds it difficult to get work properly done by Customs officers, 3, 85; I. R. goods now warehoused in separate warehouses, 3, 86; no illicit distillation in his division, 3287; some officers classed by ex. but not all, 3288; officers obtaining 1st and 2nd class certificates do not hold highest positions and do not benefit by classification, 3289; answerable for outside officers, but not furnished with precise instructions, 3, 90; 2 breweries, 1 malthouse, 1 tobacco manufactory, 1 vinegar works in

**PERKINS, D. C.—*Continued.***

division, in charge of efficient officers, 3291-3; stock taken every quarter in warehouses, manufacturing, &c., 3294; attendance regular and kept in book, 3295; diaries kept and effect good, 3296; carries out depts. regulations with respect to cash and accounts checked by inspector, 3297-8; no defalcations, 3299; exchanging officers from one district to another would be advantageous, 3300; one extra inside officer required, staff official, 3301-3.

**PERLEY, H. F., Chief Engineer, Public Works Dept., evidence of. No. of Q., 1956-85; p. 233.**

In service since Jan. 7, 1871, 1956; duties of officers mostly technical, not subjected to ex., appointed by Minister of P. W., efficient, 1957-60; whilst superintending engineer in Maritime Provinces, chose his own assistants, who were more satisfactory, 1961-4; mechanical engineer under his control to certain extent, 1973; men should be always placed on permanent footing—at present only four attached to office at headquarters—all temporary appointees paid out of appropriations for particular works—better to place them on permanent staff, 1964-8, 1984; mode of letting contracts by tender duly advertised for and awarded to lowest, if satisfactory, 1969-70; works in which staff are engaged in Maritime Provinces—mode adopted in making payments connected with such works, &c., 1971-2; no ill results from making direct payment by cheques—desirable to abolish system of payments by certificates, 1973; engineers and superintendents in charge of contracts employed from month to month temporarily and selected by Minister, 1974; works not placed under contract, 1975; men on such works not always the best, 1977; dredging by day's labor economical, 1978; all actual travelling expenses paid by dept. and accounts rendered in detail, 1979; discipline good, dismissal the penalty; officers required to report regularly, 1980-1; services of certain of his staff might be advantageously dispensed with, 1981; salaries not proportionate to duties, 1983; a hardship that officers holding highest positions cannot partake in benefits of Superannuation Act, 1985.

**PETTIGREW, W. S.,—See Civil Service. Examination of representatives of Clerks.**

**PIPER, HARRY L., Assistant Inspector, Weights and Measures, Toronto, evidence of. No. of Q., 735-41; p. 118.**

In service since August, 1879 attends in office as rule, also to a scale and tinware factory, and other business when necessary, 735-6; quite a large portion of work still to be done, 737; office hours from 9 to 4 p.m. and sometimes 5, plenty of work for two men outside, 738; his duties as alderman do not interfere with his work, 739, 741; status second class, 740.

**POST OFFICE DEPARTMENT:**

No examination for entrance in department, effect of present system of making appointments very injurious to service in general, *Griffin, W. II.*, 4-8, 80-1; no special qualifications demanded, 27; no probation, though desirable, 30-2; No. of officers not too large and mostly efficient, 34-40, 134-6; business daily increasing, 41; salaries not regulated by statute according to duties, 42; effect of annual increase good if punctually carried out, 43-7; all appointments made by Governor in Council through Minister, 23-9; twice a year names of men having claims for promotion submitted to Governor in Council, 48; outsiders sometimes placed in important positions, 55, 67-72; competitive examinations and probation desirable under certain circumstances, 10-9, 78-9 86; *Emery, M.*, 921; with competitive examinations and promotions by merit, No. of staff might be reduced, *Griffin, W. II.*, 96; permanent board of examiners best suited to such examinations, 106; *Emery, M.*, 921.

Important to assign specific duties to each clerkship, *Griffin, W. II.*, 137.

Discipline good, *Griffin, W. II.*, 165-173; attendance book kept regularly, 159-163, 170-2, 181-2; clerk suspended loses part of his salary, 172-3; monthly return of conduct, 174-6, 179; advisable to impose fines, *Emery, M.*, 921; such fines imposed in city offices, *Dewe, J.*, 437; *Blackadar, H. W.*, 3079; *King, S. J.*, 3263; inspectors look into state of discipline in outside service, *McMillan, J.*, 3266.

No payment for overtime, *Griffin, W. II.*, 183; but certain employes paid for extra services and travelling expenses under authority of P. M. General.

Extra clerks sometimes necessary, *Griffin, W. II.*, 144-6; rate of pay, 148-9, 153-7; such men not desirable unless under regular system, 153.

Women employed as copyists, but difficult to utilize their work with convenience, *Griffin, W. II.*, 147. Superannuation Act works beneficially in dept., *Griffin, W. II.*, 193-200; should be extended so as to provide pensions for families, *Emery, M.*, 921.

Certain officers hold municipal positions, but that does not appear to interfere with official duties, *Griffin, W. II.*, 167, 183.

First appointments of P. O. clerks generally made in same manner as first appointments to inside service of dept., *Griffin, W. II.*, 118; regular scheme of promotion, 119-30; some clerks kept on though disabled, 124-6.

Mail clerkships on railway not attractive to inside service, *Griffin, W. II.*, 421; some clerks deficient in necessary qualifications, 123; too many R. R. clerks in some divisions, *Dewe, J.*, 451-2; pay and classification of mail clerks, *Sweetnam, M.*, 527; their work, 526-30.

Some clerks in outside service not efficient, *Dewe, J.*, 453-4; if office conducted like private establishment, several employes could be dispensed with, *LaMothe, G.*, 983.

Changes in C. S. Act with reference to dept. only necessary as to special arrangement of duties with limitation of clerks in class, &c., *Griffin, W.*, 141-3.

Duties of postmasters in Toronto or Montreal, *Griffin, W. II.*, 111; *Dewe, J.*, 413; their salaries, *Griffin, W. II.*, 115.

P. O. classified to certain extent, 13 city offices where postmasters and others receive fixed salaries, but all others paid by commission on collections, *Griffin, W. II.*, 110; advisable to make appointments to postmasterhips of incorporated towns and cities as in England, 123.

Officers and clerks appointed in cities on recommendation of members, *Cass, H. N.*, 870; *Blackadar, H. W.*, 3068; *King, S. J.*, 3250.

## POST OFFICE DEPARTMENT—Continued.

- Most available means of securing best men, *Dewe, J.*, 431; probation best means of securing efficiency, *Case, H. N.*, 883; *Emery, M.*, 921; *McMillan, J.*, 3261; *Woodrow, J.*, 3273; present mode of selecting clerks works well, *Case, H. N.*, 883-4; only examination necessary to show ordinary education, habits are best test, 889; best man to appoint one of 24 years with business experience, *Colbeck, H.*, 896; as a general rule, promotions by seniority or merit, *Dewe, J.*, 468; *Case, H. N.*, 877; *Colbeck, H.*, 896; *Woodrow, J.*, 3281; compet. ex. before independent board advisable, *Story, J. D.*, 3087; *McMillan, J.*, 3264; *Woodrow, J.*, 3273.
- Advisable to appoint clerks for inferior mechanical work with max. salary of \$600, *Emery, M.*, 921. Change at Hamilton in mode of distributing mails for east from British Columbia and Manitoba, required, *Case, H. N.*, 873-4.
- Deplorable effects of political patronage illustrated by Montreal Post Office, *Emery, M.*, 921. System of keeping cash, stamps and accounts in city offices, *Lamothe G.*, 936-53, 973 8; *Pruneau J. B.*, 1126-35.
- System with respect to registered letters in city offices, *LaMothe G.*, 969-71; *Pruneau J. B.*, 1142; *Woodrow J.*, 3279.
- Mode of obtaining supplies and payment therefor in city offices, *LaMothe G.*, 972-5; *Pruneau J. B.*, 1143.
- Defalcations in certain offices, *LaMothe, G.*, 975-8; *Pruneau, J. B.*, 1144; *Blackadar, H. W.*, 3081; *Story, J. D.*, 3091; *McMillan, J.*, 3267; *Woodrow, J.*, 3278.
- Bonds of postmasters too complicated for general use, *King, E. F.*, 981; officers giving bonds in city offices, *Woodrow, J.*, 3280.
- Perquisites of postmasters and employes, *Pruneau, J. B.*, 1116-7.
- Persons living in P.O. buildings (housekeeper), *Pruneau, J. B.*, 1133-4.
- No difficulty in selecting from ranks of P.O. men fully qualified to fill highest positions in outside service of P.O., *Dewe, J.*, 447, 471.
- Education of P.O. clerks as rule sufficient for work, *Dewe, J.*, 455.
- Sorting clerks ought to rise to senior clerks, *Blackadar, H. W.*, 3077.
- Would increase efficiency of service in city P.O. were vacancies in class of sorters filled by selection of qualified letter carriers, *Dewe, J.*, 466; delivery and sorting clerks entitled to same salaries, *Woodrow J.*, 3277.
- In outside service, increase of staff out of proportion to increase of business, *Dewe, J.*, 450-2; under better system smaller staff would suffice, *Blackadar, H. W.*, 3074.
- Conduct and attendance book kept in certain P.O., *Case, H. N.*, 879; *Blackadar H. W.*, 3080.
- Salaries not proportionate to duties in certain P.O., *Colbeck H.*, 894; *King S. J.*, 3255-6.
- Young men trained to work make better P.O. clerks than those long in service, *Colbeck H.*, 894.
- Accountant's Branch: Staff rather short, *Wicksteed, H. A.*, 210, 211-12; one or two might be on superannuation list, 213; officers generally fitted, but not all suitable for promotion, 214, 216-7; promotion from grade to grade, 220-2; thorough examination of clerks before appointments desirable, 209, 218, 223-30; increases regulated by C. S. Act, 232-5; monthly returns of city and county offices received, 245; mode of keeping accounts, 246-66, 268; stamps, 267-75; *LaMothe G.*, 942-48; *Pruneau, J. B.*, 1131; Post Office department placed in funds by vote of P., *Wicksteed, H. A.*, 276; work largely increased since Confederation, 277. (See *Wicksteed, H. A.*)
- Cashier's Branch: Nature of duties explained, office of cashier distinct from accountant, but not a check on latter, deposits made direct to Receiver General, 333-340. See *Ashworth John.*
- Money Order Branch: Staff reduced and no larger than necessary, *Forsyth, W. F.*, 1202-7; one man unfit, others fairly effective, salaries not proportionate to duties, 1205-9, 1231; *Jenkins, C. W.*, 347; appts. on recommendation of Minister, *Forsyth, W. F.*, 1210-1; 21 years best age for entrants, 1212; ex. added to political nomination would give tolerable effective service, rather than open competition, 1213-20, 1228, 1236, 1233; Money O. system applies to United Kingdom, United States, British India and Newfoundland, 1243-4; practice of annual increments injurious to public service, 1233, 1245; 18 assistants in branch, *Jenkins, C. W.*, 345-8. See *Forsyth, W. F.*; *Jenkins, C. W.*
- Savings Bank Branch: Staff no larger than exigencies of service require, one or two not in vigorous health, salaries not always proportionate to duties, *Stewart J. C.*, 281-5; 16 to 20 average age of entrants, 287; competitive examination requisite, and special examination with view of requirements of each dept., 283-7; extra pay for extra work, see *Appendix A*, p. 383; attendance regular, 311-2; no unnecessary duplication of accounts—returns once a month to Deputy Minister of Finance, 310, 313; Savings Bank business well done as rule by postmasters, who receive commission of 1 per cent. on deposits, with exception of postmasters of large cities whose salaries include service, 314-17; in 13 years only \$8,100 lost by default of one postmaster, 320; guarantee bonds necessary, 322-3; system of deposits and pass books explained, money costing Government 4 1/2 per cent., including interest to depositors and all expenses, 324-9. See *Stewart J. C.*
- Rules of New York Post Office. See *Appendix V*, p. 498.
- Post Office Inspectors: Generally men of experience, no examination could satisfactorily test their capacity, *Griffin, W. H.*, 73-6, 98-140; their duties and qualification explained, *Dewe, J.*, 438-40; *Sweetnam, 609*; *King, E. F.*, 979-81; *Story, J. D.*, 3084; *McMillan, J.*, 3258; staff at present efficient as whole, *Dewe, J.*, 442.
- Toronto Division:—See *Sweetnam, M.*; Montreal Division:—See *King, E. F.*;  
Nova Scotia Division:—See *Story, J. D.*; New Brunswick Division:—See *McMillan, J.*
- POTTINGER, D., Chief Superintendent of Intercolonial Railway, evidence of. No. of Q., 2595-2637, 2655-61; pp. 290, 297.
- In service since 1863, 2595; scope of his authority, 2598; himself and certain others contribute to Superannuation Act, but others do not, 2697; appointments and promotions under Mr. Schreiber's

**POTTINGER, D.—Continued.**

direction, 2598; persons appointed generally nominees of Minister, 2599; vacancies filled by competent men, no formal ex., men taken on trial in less important branches of service, 2601; not asked to take incompetent men, 2602-4; station masters appointed like other employes, 2605; persons nominated for promotion, if inefficient allowed to return to original positions, 2606; outsiders often appointed to smaller positions, 2607; staff efficient, but one or two past age of usefulness, 2608-9; train conductors on duty for 11 hours out of 24 on alternate days on certain lines, 2610-17; average for engine drivers and stokers, about 100 miles on passenger and 80 or 90 on freight trains; men not over-taxed, signal and switchmen from 10 to 12 hours, train despatchers 8 hours, 2611-16; regulations laid down on time-table, special trains by telegraph 2614; conductors on night trains do not receive higher rate of pay, 2617; conductors allowed to collect fares on trains without extra charge, desirable to confine sale of tickets to duly authorized agents of railways, 2618-20; discipline generally good, penalties for breaches fine, suspension, &c., 2621; mode of obtaining money for current expenditure and supplies, collections for freight and passenger fares, statements to Ottawa, auditing, 2622-29; slight irregularities, one defalcation of \$2,000 or \$3,000, 2630; officers receiving cash guaranteed in guarantee co. 2, 2631; actual expenses only paid for travelling, 2632; four collisions on railway, arising from failure of duty, 2633-4; average length of sections 5 miles, in case of repairs, four men on each, 2635; staff sufficient in every department, 2636; nature of "Employes Accident Insurance Fund," 2655-6; No. of clerks employed by month do not contribute to superannuation, and some wish to do so, 2657-9; desirable that all permanent employes be encouraged to provide means of support for themselves after they have ceased to be efficient, 2660-1; max. and min. salaries, 2662; 116 clerks not classified, hours from 9 to 1, and 2 to 6 p.m., or longer, 2663; average aggregate daily mileage of passenger trains, 2,000 miles, and of freight trains, 6,300.

**POWELL, COLONEL, Adjutant General, evidence of. No. of Q., 480-500; p. 93.**

In service since Aug., 1863,—as Adjutant General since April, 1875, 490-1; administration of Militia Dept. embraces civil as well as military duties, 492; nature of his duties, 493; first appointment in dept. made by Order in Council on recommendation of Minister in inside service, also on staff in outside service—throughout country on Minister's authority, 495; all clerks in office under C. S. rules are not subject to examination in his branch, in active force officers qualify by examination for promotions, in accordance with militia regulations, 495; board of examiners quite independent of outside influences, 496; in many cases, competitive examinations effectual, but not always so in his branch, where technical knowledge is necessary to some extent, and can be ascertained by competent persons, with a view to duties of officers, would tend to efficiency and enable him to reduce number of staff, 490-1; no larger number of officers, as now qualified, than necessary to carry on work of dept., 494; knows no officers in inside or outside service unfit for work, 493; salaries proportionate to duties as a rule, 495; practice as to promotion and increase of salary same as in Civil Service generally, 496-7; each dept. should be administered by officers chosen with reference to duties in each branch, 493; Clerks of 1st and 2nd class attain classification and salary by length of service as rule, 499; only 2 appointments in inside service within 6 or 7 years from outside, no one in dept. to fill such positions—no increase in outside staff, 500; reports as to efficiency and character of a clerk prior to his promotion, 501; in case of assistance from outside, has to be content with the gentleman appointed, 502; proper system of examination for first entrance would secure best material, 503; each military district is under officers of experience, but in some no brigade major, 504; proportion of expense of staff in larger districts as compared with force less than in districts having smaller force, 505; officers connected with dept. paid transport and hotel expenses when on service, 606.

Memorandum on organization of dept. See *Appendix U*, p. 496.

**PRIVY COUNCIL.—See *Cost, J.*****PROBATION.—See *Civil Service.*****PROMOTIONS.—See *Civil Service.*****PRUNEAU, J. B., Postmaster at Quebec, evidence of. No. of Q., 1116-47; p. 151.**

Entitled to one-tenth of one per cent on moneys in P. O. Savings B. and Money O., or about \$200 a year in all, but no employes allowed additional remuneration, 1116-7; none of employes engaged in outside business, 1118; several clerks have served probationary term, 1119; employes sufficiently educated, only one frequently absent from intemperate habits, 1120-1; no clerks unfitted for duty appointed, and had only one occasion in 7 years to suspend and report clerk, and he was allowed to remain on paying fine, 1122-3; employes regular in attendance between 9 and 10 hours a day, 1124-5; Asst. Postmaster receives and responsible for cash, which is small and entered in book, &c., 1126-7; deposits made in Bank of Montreal twice a day, 1128-9; no receipts deposited to his own credit, 1130; postage stamps procured on requisition from dept., kept in tin box and sold only to licensed vendors who pay for them by certificate of deposit in name of Receiver General, &c., 1131; accounts kept by Asst. Postmaster and rendered once a month to dept., 1132; housekeeper and family live in building without allowances, 1133-31; waste paper allowed as perquisites to a messenger, 1135; average annual leave of 15 days granted, in case of illness certificate of physician required, 1136; staff efficient and not large enough, 1137-8; no night work, 1139; duties of office divided into branches and supervised by himself and Asst. Postmaster, 1140-1; registered letters and parcels received by registered letter clerk, who enters them in book and keeps them for distribution during day, while at night they are placed in safe, 1142; stationery kept by Asst. Postmaster, 1143; only one defaulter, now in penitentiary, who took one hundred letters, 1144; Postmaster, his assistant, M. O. clerk, registered letter clerks, and all letter carriers, give security, 1145; examination with probation best mode of securing good appointments, 1147; *C. M. Bolduc*, Assistant Postmaster, concurs in above answers and opinions, p. 153.



## PUBLIC WORKS :

Appts by Order in Council, some on probation, no ex. *Baillargé, F.*, 1901-7, 1914; promotions by merit, 1909; officers suspended for incompetency, &c., 1918.

One officer reached superannuation age, another suspended, *Baillargé, F.*, 1917.

Increase of salary not given to officers inattentive to duties, *Baillargé, F.*, 1929.

Chief Architect paid out of Civil Government appropriation, but his officers not permanently employed and paid out of appropriation for works, *Baillargé, F.*, 1919; not subject to superannuation tax, 190-2; chief assistant and draughtsman should be permanently employed, 1922; duties of architect's staff, 1923; of a technical character, *Scott, T. S.*, 1987-8; appointed by Minister, &c. 1969-90; staff might be reclassified, 1992; better to have men on permanently, excepting architects, on outside service, 1993-4; pay charged to certain appropriations, 1995; mode of dealing with estimates or accounts, 2601; delays and inconvenience arises from system, 2004-8; advances desirable, 2011; officers continuous y employed should pay superannuation, 2011.

Certain extra clerks employed in dept. whose salaries do not appear in Public Accounts, *Baillargé, F.*, 1924-5.

Present classification of officers and clerks sufficient, *Baillargé, F.*, 1926.

Extra clerks necessary in dept. *Baillargé, F.*, 1920-1; authorized by Minister, 1950.

Persons continuously in dept. should be placed on superannuation list, *Harper, J. W.*, 2034.

Amount paid for advertisements in 68 newspapers in 1879-80, \$1,843 60, *Baillargé, F.*, 1932.

Most of work in outside service of dept. requires technical knowledge, *Baillargé, F.*, 1933.

Accountant's Branch, *Dionne, O.*, 2012-20; paymaster should be placed under Chief Accountant, *Baillargé, F.*, 1934; *Dionne, O.*, 2015; duties of paymaster, *Harper, J. W.*, 2027-35; not convenient to transfer office to Accountant's, 2031.

Mode of placing dept. in funds to meet current expenditure, disbursement of funds, signing official cheques, *Baillargé, F.*, 1935; system of certificate sometimes acts unjustly towards parties, 1942-3; books not inspected by auditor, *Baillargé, F.*, 1948; *Dionne, O.*, 2017-19; statements rendered him monthly, *Dionne, O.*, 2025; cheques not issued for more than \$100 at a time, *Dionne, O.*, 2018-20; best system of payments letters of credit, 2022.

Mechanical Supt., his duties, his salary not in Public Accounts, large sums of money dependent on his efficiency, does not participate in Superannuation Act, *Baillargé, F.*, 1938-41; under control of Chief Engineer to some extent, *Perley, H. F.*, 1963.

Attendance book kept regularly, *Baillargé, F.*, 1947.

Travelling expenses paid and \$3 50 a day for hotel expenses, others receive \$35 and \$25 a month, *Baillargé, F.*, 1949; travelling expenses of Chief Engineer and staff, *Perley, H. F.*, 1979.

One case of superannuation in dept., Act beneficial to service, *Baillargé, F.*, 1952-55.

Chief Engineer, *Perley, H. F.*, 1956; officers perform technical duties, 1957; appointed by Minister of P. W., 1958 60; appointed his assistants formerly, 1961-2; Draughtsman, Assist. Engineer and others should be placed on permanent footing, 1964-5, 1981-5; all officers temporary appointees and paid by the day, 1966-8; works under supervision, 1971; engineers and supts. in charge of contracts, employed monthly and selected by Minister, 1974; discipline good, 1980; officers report regularly, 1981; salaries not fairly graded, 1983; certain officers might be advantageously replaced by others, 1982.

Contracts let by tender duly advertised, *Perley, H. F.*, 1969-70; payments connected with works, 1972; better to abolish system of certificates or warrants issued by accountant, 1973; certain work not performed by contract, 1975-8.

Cost of heating public buildings reduced, *Scott, T. S.*, 2001.

Advisable to put practical questions to candidates for admission to particular branch, and test their experience on works, *Scott, T. S.*, 1999.

QUEBEC CUSTOMS.—See *Dunscumb, J. W.*

QUEBEC POST OFFICE.—See *Prunau, J. B.*

QUEEN'S PRINTER.—See *Chamberlin, Lt.-Col.*

## RAILWAYS AND CANALS :—

No formal ex. for admission or promotion, *Trudeau, J.*, 2429, 2422, 2442, 2455; permanent clerks by Order in Council, *Braun, F.*, 2354-6; Engineering staff generally named by Chief Engineer, *Page, J.*, 2375-6.

Inefficient men sometimes employed, *Trudeau, J.*, 2430-1.

Engineers and draughtsmen employed during execution of works, *Trudeau, J.*, 2433-40.

Division of dept. into branches, *Braun, F.*, 2443; in inside service, 1st and 2nd class chief clerks and first class, senior and junior second, 3rd class clerks, or 6 in all; total 25 including Deputy Minister and messengers, *Trudeau, J.*, 2442-3; 1st class clerks should have duties defined, 2446; no cases of employes incapacitated for work, 2451; extra clerks paid sundays and legal holidays, 2456; clerks receive regular increases, *Braun, F.*, 2253; duties of certain officers technical, *Page, J.*, 2381; officers under Chief Engineer not permanent, 2384.

Attendance book, *Trudeau, J.*, 2457-8, *Braun, F.*, 2363-4.

Travelling expenses \$3.50 a day for inside service, exclusive of actual moving expenses, *Trudeau, J.*, 2459.

Mode of asking for contracts by advertisement, *Braun, F.*, 2389; tenders kept under lock till taken to the Deputy, 2390, 2362.

Cost of advertisements in one year in 153 newspapers, \$24,744.72, *Braun, F.*, 2361.

Certain employes do not pay superannuation tax, *Braun, F.*, 2385.

Mode of dealing with appropriations voted by P. for various works and services of dept; system requires time to carry it out, *Bain, J.*, 2367-73.

Works in progress under Chief Engineer of Canals, *Page, J.*, 2385.

REGISTRARS OF SHIPPING.—See *Customs; Marine and Fisheries.*

ROBINS, PAUL M., Chief Clerk and Accountant of Inland Revenue D., evidence of. N° of Q., 1670-1780; p. 204.

In service for twelve years, 1670; in inside service, appointments made by O. in C. on Minister's recommendation but in outside excise service solely by Minister probationally, and conditionally on candidates passing an examination, in W. and M. branch, app. by O. in C., on candidate passing ex., &c., subjects of ex. stated; men paid off with gratuity when they fail to pass, such ex. has effect of securing better men, 1671-4; appointees allowed several months in which to prepare themselves, and ex. as rule half yearly, 1675-6; U. S. Act of 1868 not applied to dept. so far as respects ex., 1677; clerks appointed to inside service sometimes turn out unfit, but no cases of dismissals to his knowledge, 1678-80; men in dept. can all be made useful, 1681; competitive ex. with probation best means of securing efficiency, and preferable to pass ex.—tribunal should be free from political influences, 1682-4; outsiders at times placed over heads of officers in service which creates dissatisfaction, 1685-6; promotion by merit would stimulate public servants, 1687; no difficulty so far in finding men in lower grades to fill higher positions, 1638; deputy head often consulted as to appointments or promotions, 1689; promotions should be made on deputy head's recommendation, 1690; with better class of men work could be done with lesser No., 1691; man appointed through political influence apt to look to that influence rather than to his own merits for promotion, 1692; just as important to have ex. for promotions as for original appointment, and competition should be open to whole service, 1693-4; promotion should be based on seniority and merit, 1693; ex. should be limited to duties required in vacant position, as now done on excise ex., 1696; one man in inside service incompetent from age, 1697; outside officers furnished with copies of law and regulations, and departmental instructions conveyed by circular, 1698; staff of dept. could not be reduced by more than one, 1699; work of dept. outside well performed, but lack of diligence on part of some of inside staff, 1700; such men occasionally admonished, 1701; regular record of manner of discharging duties useful, 1704; one man in inside service receives amount in addition to salary, because performing higher work than properly devolves on him,—in outside service, officers, exclusive of inspectors, entitled to share of proceeds of seizures, 1704-5; many higher class excisemen underpaid, 1703-9; no officer overpaid, 1709; salaries sometimes given by seniority and merit, and sometimes not, 1707; increase should be confined to lower class and only for good conduct, and for higher classes salary should be graded according to importance of duties, 1708; in favor of temporary clerks for special occasions, to be dismissed when work is done,—at present extra clerks really permanent, 1710; many officers in outside and inside service require technical knowledge, and appointed same way as others, 1711-2; technical knowledge can be ascertained by suitable ex., 1713-5; such officers must also possess qualifications for ordinary clerical duties, 1714; attendance book regularly signed, 1716-7; pecuniary penalty for absences advantageous, 1718; average leave of absence three weeks, and in case of illness doctor's certificate, but clerk's word often taken, 1719; one officer (himself) engaged in outside business, but not so as to interfere with departmental duties, 1720; in outside service, numerous cases of suspension and one case at least of loss of pay, such suspension by collector or district inspector who reports case, 1721-2; system of keeping books, returns, cash, of a nature to prevent peculations, 1723; manner of accounting for and check over collections for revenues, dues and penalties in outside offices, 1724; system of accounts such as to readily detect any gross misstatement, 1725; as soon as mail brings draft and accompanying entry papers, it is seen whether amount deposited correctly represents collections it purports to represent, 1724; revenue of dept. from excise, canal tolls, hydraulic and all other rents, 1727; means of knowing nature and quantity of goods stored in bonding warehouses connected with outside service, 1728; check over manufacture of goods subject to Inland Revenue duties, 1729; goods allowed to remain in warehouse two years under one bond, but they may be rebonded, 1730; books close every day at one o'clock, while office remains open for business until four, and system works well, 1731; books never inspected by Auditor, 1732; no moneys paid without voucher, 1733; outside officers visited and accounts inspected once in three months by district inspectors, 1734; collectors alone answerable for moneys in districts, 1735; defalcations have occurred to amount of \$25,000, but considerable part recovered, 1736-7; inspectors in most cases answerable for want of proper surveillance, 1738; all employés of excise, and others engaged in collection of money, give security—Guarantee Co. bond not required, 1739; average amount of seizures \$4,000 or \$5,000 a year, and distribution by Order in Council, 1740; cost of collecting each of several branches of Inland Revenue, during past four years, 1741; system of distributing stamps, in case of bill stamps no one but those licensed permitted to sell them, law stamps of Supreme Court furnished to registrar, all stamps procured from Montreal Bank Note Co., 1742-7; dept. placed in funds by letter of credit, expenditure by cheque with one or two exceptions, sums accounted for to Auditor-General by monthly statements in detail, supported by vouchers, 1748; official cheques of dept. signed by Commissioner or Asst. Commissioner or chief clerk, not necessary to have such signed by two officers, 1749-50; uniformity of cheques for a. l. depts. might lead to some confusion, 1752; uniformity of system of book-keeping and payments desirable as far as practicable, 1753; credit system of placing dept. in funds and disbursing same, just as required, 1754; statistics prepared in dept. by entry of each entry paper in tabulated books and occupy full half staff, and work essential to a proper check on collecting officers, advantageous to have such statistics prepared at head office, 1755-9; if business largely increases, no difficulty in carrying on same system with suitable increase in staff, 1759; largest part of travelling expenses incurred by Excise officers in supervising factories, and actual expenses paid, 1760; no extra pay for after hours' work, 1761; officers in dept. have had to perform duties of superior officers absent on public duties and paid therefor,—in one case absent officer received \$1,400 or \$1,500 for six months' service in addition to salary—clerks received no additional pay for extra services in dept.,

**ROBINS, PAUL M.—Continued.**

1723-4; practice is in outside service to pay officer performing the duties difference between his salary and that of officer whose place he supplies, in addition to his regular salary, but in inside service officer receives nothing, 1765-6; in favor of giving extra work and pay to clerks of dept., 1767; an Order in Council requires clerks to work extra hours without extra pay, 1768; no difficulty in getting returns ready long before meeting of P., 1769; preparation of returns called for during session could be more speedily and economically made by clerks in dept., 1770; Superannuation Act fairly administered, but should be amended so as to include life insurance,—tends to produce economy and efficiency, 1771-9.

**ROSS, THOMAS, Accountant of Contingencies, evidence of. No. of Q., 2036-53; p. 240.**

In 42nd year of service, 2036; states in detail character of contingencies under 31 Vict., c. 35, subscriptions to newspapers, purchase of books, &c., extra clerks to extent sanctioned by C. S. Act, &c., 2037-8; several depts. pay more or less for items included under contingencies, 2039; would refuse to pay account not charged against contingencies, 2040; in many particulars spirit of Act broken till Auditor's appointment, 2041-2; accountable to Auditor and sends him monthly accounts, 2043; formerly applied to Finance Minister for funds for expenditure, 2044; when in doubt goes to Auditor, 2045; Stationery Office saves at least \$100,000 a year, 2046; charwomen and laborers employed in cleaning depts. paid by him, and men appointed by himself on recommendation of members to Ministers, but women now appointed under control of Secretary of State, 2047; these services cost \$1,000, whole payments for contingencies about \$10,000 a month, 2048; all first appointments should be young men, and prizes reserved for most worthy men in service, 2049; stationery paid by stationery clerk, printing accounts by Auditor on weekly estimates, and these items charged against vote for contingencies, 2050-1; superannuation might be extended to provide limited annuities to families of deceased civil servants, Act might also be amended so as to give Govt. power to consider individual cases, 2052; present system of paying departmental contingent accounts simplifies matters, 2053.

**ROSS, W., Collector of Customs at Halifax, evidence of. No. of Q., 2997-3042; p. 353.**

In service for six years, 2997; officers appointed by Govt., and has no power to remove them, 2998-9; one clerk unfit, 3000; employes designated by duties, 3001; best age for first appt. about 24, compet. ex. desirable before independent Civil Service Board, 3002-4; promotions and increases of salary by good conduct and ability, 3005; probation advisable, 3006; present system discouraging, 3007; staff not too large, but small reduction might be made if proper attention paid to qualification of first appointments, 3009; large amounts of work done in office not appearing in regular reports, 3010; more young men necessary in office, 3011; no official record of employes, 3012; officers doing same duties but receiving different salaries, 3013; various classes of entries, ex-ship, ex-warehouse, and eight entries, 30 bonding warehouses in port, 6 receiving or suffering do., Govt. warehouses preferable, 3014-8; delivery and forwarding of goods, 3019-24; surveyor in sole charge of outside service, 3025-7; inspector of ports takes stock occasionally, and at uncertain times, 3028; inequalities in payment of employes at Halifax, as compared with other ports, 3029; discipline of office fair, but sometimes suspends, 3030; attendance book kept, 3031; mode of remitting cash receipts and keeping accounts, 3032-4; only one trifling defalcation in office, 3035; surety bonds renewed, 3036; registrar of shipping paid by salary, surveyor an outsider and paid by fees, 3037; preparation of statistics at Ottawa would allow him to dispense with three clerks, 3038; five outports, to ports without warehouses, and mode of checking them, 3039-40; only receives fees for bills of health, about \$10 a year, 3041; submits statement containing various suggestions in extension of his evidence; great object should be promotion by merit, length of service, competency for duty and general good conduct; building occupied by Dominion Service overcrowded; injustice not to extend regular increase of salary to Customs; compiling statistical returns at Ottawa would compel merchants to increase No. of entries; want of additional assistance at Halifax, such as appraisers; inferiority of salaries at the post; chief clerk should be commissioned; in general working of Customs great aim should be uniformity; when decision is given affecting one port, information should be given generally; statement of arrivals at port, and molasses and sugar entered; statement of excess of salaries in statistical office at St. John over those of Halifax, 3042.

**RUEL, J. R., Collector of Customs, St. John, N.B., evidence of. No. of Q., 3159-94; p. 369.**

Collector for 10 years, 3159; officers and collectors appointed by dept. in usual way, 3160; employes pay superannuation tax, 3161; obliged to retain all officers once appointed, 3162; all officers fairly fitted, 3163; clerks not designated by rank except chief clerk, 3164; additions of salary made, but not on a system, 3165; best age for clerks from 18 to 25, for outside officers from 26 to 40, 3166; appts. by ex. before independent authority and probation necessary, 3167-8; salaries at entrance between \$300 to \$500, 3169; staff not too large in service, but with different system smaller one would suffice, 3171; some officers not fitted for discharge of duties, 3172; 65 best superannuation age, 3173; attendance book and distribution sheet of work of outside officers kept, 3174; salaries on whole proportionate to duty, but exceptions exist, 3175; mode of keeping warehouses and goods not placed in bond, 3176-80; no system of forwarding goods by railway or otherwise in bond, and remedy suggested, 3181-2; tide surveyor supervises tide waiters, 3183; inspector of ports makes constant inspections, 3184; remits each fiscal week, 3185; no defalcations or losses in four years, 3180, 3187; acts as registrar of shipping without pay, 3188-9; preparation of statistics at Ottawa would reduce business of office, 3190; evils arising from numerous small outports, and requisite remedy, 3191-2; administration of affidavits, 3193; recommends limiting private warehouses and establishment of public bonding warehouses, also set of rules for government of Customs Houses at large ports, &c., 3194.

**SALARIES.—See Civil Service.**

**SAVINGS BANKS.—See Post Office.**

**SCHREIBER, COLLINGWOOD, Chief Engineer Pacific R.R.,** evidence of. No. of Q., 2722-44; p. 306. States nature of his duties, 2722-3; employés appointed by Minister with exception of chief supts., appointed by Order in Council, 2724; enquiry made as to capacity and experience of men, and if not competent after probation, removed or reduced in position, 2725-7, 2737; employés contribute to superannuation fund, 2728; competent officers are and should be promoted for merit as opportunity offers, employés requiring technical knowledge tested by probation, 2729-33; employés on Intercolonial R.R. at monthly salaries, 2734; on larger railways, promotion according to merit, 2735; some young men broken down on road, 2736; staff efficient and not too large, one man does no service, 2739; insurance fund, to which employés contribute monthly, 2740; Govt. promised to contribute, 2741; provision for widows and orphans, by system of accident insurance, advisable, working of road might contribute to such a fund, 2742-3; only persons paying superannuation are employés appointed by Order in Council at yearly salaries, others have applied, 2744.

**SCOTT, T. S., Chief Architect, Public Works,** evidence of. No. of Q., 1986-2011; p. 235. In service since 1871, 1986; controls all local architects, clerks of works, and 16 persons in inside service; duties of officers technical, some appointed by Minister, others by himself, no enquiry as to moral character; staff generally good, but exceptions 1987-91; wishes to reclassify staff; architects on outside service, with two exceptions, paid by commission on cost of buildings, 1992; preferable to have officers permanent on inside staff; does not recommend it in case of outside architects, 1993-4; mode of paying staff, 1995; no practical difficulty in testing fitness of officers by ex., 1996; man who gets most marks not always best officer, 1997-8; in testing qualifications of men, would examine them as to practical work, drawings and experience in public and private works; ex. should be suited to duties to be performed, 1999-2000; cost of heating public buildings reduced to min.; proposes to reduce size of burners in Parliament B., 2001; travelling expenses, 2002; mode of dealing with estimate or account certified by himself; process occupies eight days and causes loss to parties, and better system might be adopted, 2003-5; progress estimate certified by local architect, and checked in his (Mr. Scott's) office, and sometimes referred back, 2006-8; recommends advances to contractor in cases of delay caused by referring back estimate, 2009; inside staff efficient and not too large, 2010; officers continuously employed should be included with those who pay superannuation, 2011.

**SEELY, W., Dominion Auditor for New Brunswick,** evidence of. No. of Q., 3311-20; p. 362. Seventeen years in service, 3311; defines duties, 3312; countersigning cheques only check on letters of credit, 3313; has no control over expenditure for which cheque is given, 3314-5 never sees vouchers, system of audit not good, 3316-8; countersigned about \$178,000 last year, 3319; his auditing has prevented errors, 3320.

**SECRETARY OF STATE, DEPARTMENT OF.—See Langevin, E. J.**

**SHERWOOD, G. M.—See Civil Service. Examination of representatives of Clerks.**

**"SIGHT" ENTRIES.—See Customs.**

**SIMPSON, W. B., Collector of Customs, Montreal,** evidence of. No. of Q., 984-1001; p. 142.

No addition to salary in shape of fees, save for bills of health which do not exceed \$10 a year, but thinks he should be indemnified for losing position of shipping master, 984; all permanent appts. made by Govt. through Minister of Customs, supernumeraries on recommendation of Members of Parlt., &c., applicants passing ex., 985; no probation necessary before confirmation of appts., 986; portion of staff efficient, but some not so, requires a clerk with knowledge of Spanish and German, unfit men pushed in through political pressure, 987; no regular system of promotions, vacancies generally filled up from outsiders, 988; to enforce discipline exercises personal influence, reports to dept. cases of delinquency and suspends, recommends fines, 989; cash received by cashier and assistants, 990; check over receipts is surveyor's and chief clerk's cash books, but particularly cashier's daily statement to him, which is checked with bank receipts in favor of Receiver-General—such checks being quite ample, 991; deposits made every day in Bank of Montreal, but in reality receipts of one day, although placed there same day, not deposited till next day, being in meantime simply placed in vault for safe keeping, 992; certain special funds as wharfage, &c. deposited to collector's credit and chequed out in favor of corporations for whose accounts moneys were received, 993; accounts rendered monthly, quarterly, semi-annually and annually, 994; correspondence carried on by himself and corresponding clerk, 995; caretaker and wife (housekeeper), and engineer with family, reside in building, and are allowed fuel and light, 996-7; stationery obtained by application to dept., light from Gas Co. miscellaneous on permission from dept., but in certain contingencies assumes responsibility;—refers in this connection to heavy item of water, which is largely in excess of what it should be, has a stationery office in charge of one clerk, who gives out articles on his order, 998-9; no defalcations, 1000; some employés give security but great majority do not, all should be under bonds, cashier and assistant now give \$20,000 each, jointly with two sureties, 1001.

**SINGLAIR, R.—See Civil Service. Examination of representatives of Clerks.**

**SMALL, H. B., First-class Clerk and Accountant of Dept. of Agriculture,** evidence of. No. of Q., 1484-99; p. 185.

Thirteen years in service, attends to general correspondence, receives and checks all accounts, issues cheques for same, certifies correctness of pay-list of outside staff, &c., 1484-5; attendance book regularly kept, 1486; cannot say if any penalties attached to breaches of discipline, 1487; no clerks to his knowledge engaged in outside business, 1488; system of accounts same as always, except abolition of credits on various Provinces, 1489; deputy head, and in his absence, secretary or chief clerk signs official cheques, 1490; at commencement of each fiscal year credit for current expenditure on Montreal Bank applied for to Finance Dept. against which cheques are drawn, and monthly statement of expenditure is laid before Minister, deputy and secretary, 1491-2; advances only made during current quarter to outside agents on requisition from them, and all accounts sent by such have to be certified by them and examined by

SMALL, H. B.—*Continued.*

himself, 1493; credit system in dept. works well, 1494; departmental travelling under Ministerial orders and accounts rendered in detail for actual expenditure and not a *per diem* allowance, foreign special agents receive actual travelling expenses, not above \$4 a day, besides special expenses of printing, advertising, 1495; no statement sent monthly to Auditor General to reconcile differences between balance at credit, departmental letter of credit account with bank and that shown by books, 1496; no stated inspection of each agency, but visited occasionally by Deputy, or Secretary, 1497; dept has had exceptional work and expenditure in connection with Philadelphia and other exhibitions, 1498; does not prepare statistics of dept., 1499.

SMITH, W., Deputy Minister of Marine and Fisheries, evidence of. No. of Q., 2822-97; p. 317.

In public service of Canada for thirty-eight years, 2822; states organization of dept., Fisheries, Finance, Registry and Measurement of Shipping, correspondence and general business, engineering matters, presided over by officers, 2823; O. S. Act not observed in respect to appointments, 2824; open competitive ex. by authority, independent of Govt., desirable, in order to avoid political influences,—employés to be graded on one general list,—promotion in service,—employés might be advantageously moved from one dept. to another,—extra writers to be employed in emergencies at fixed rates,—in outside service, officers might be promoted from one port to another,—No. of grades might be reduced and simplified,—best age from 18 to 22 years,—promotion and increase of salary according to merit and length of service,—report of superior officer necessary,—as a rule seniority rather than character of work should regulate salary, 2825-35, 2849-50, 2868; higher appointments might nearly all be filled by persons in inside or outside service, 2836-7; inspectors and collectors of Inland Revenue, &c. should be removed from port to port, 2838-40; present staff of dept. efficient, and not sufficiently large, one of the clerks in poor health, 2841-2; salaries not proportioned to work, 2843; one female clerk employed as translator, most efficient, 2844; advantageous to have knowledge of the two languages, 2845; not in favor of annual increases, 2846; increase of work easily provided for by employing extra clerks, 2847-8; deputy heads should not receive additional amounts in exceptional cases, and none higher salaries than others, 2851; duties connected with registration of shipping require technical knowledge, 2852; work of Customs clerk in any moderate-sized port not less valuable than that of clerk in inside service, and in some cases performs more valuable service, 2853-4; attendance book kept, discipline good, can suspend in absence of Minister, favors imposition of fines, 2855-7; no official record kept in department, but a confidential record necessary, 2858-61; employé charged with neglect of duty should have knowledge of fact in writing, 2862; no injustice for collector of Customs to give confidential reports of staff under him, 2864; change in mode of registration has not increased work or responsibility, 2865; registrars and surveyors appointed as Minister of Marine considers necessary, 2866; objectionable to appoint registrars of shipping at small ports, 2867-8; better not to have so many small ports of registry, 2869; much extra work entailed by collector being registrar of shipping, 2870; registry work increases with number of ships, which kind of business requires thorough knowledge of Registry Act, 2871; Marine Dept. leaves it to collector of Customs to arrange for clerical assistance, 2872; registrars not held liable by Marine dept., but person suffering damage has legal remedy against registrar, 2873; fees, 20 cents for inspection, and 24 cents for abstract, which go to Government, 2874-6; Marine Dept. pays no remuneration to Registrars for registration of shipping, 2877-8; inspectors of ports not called on to inspect registrar's books, 2879; part of collector's duty to carry out certain provisions of Steamboat Act, and he is held responsible for neglect, 2880-2; Superannuation Act tends to efficiency of service, officials should have option of retiring at 65, no power should be given to Government to add to ordinary superannuation allowances, 2883-6; ex for promotions for technical duties no improvement, 2889-90; further explains reasons for employing extra clerks at need, 2891-6.

St. JOHN CUSTOMS.—See *Cudlip, J. W.*; *Gerow, S. E.*; *Matthew, G. F.*; *Ruel, J. R.*

St. JOHN POST OFFICE.—See *King, S. J.*; *McMillan, J.*; *Woodrow, J.*

SATURTES, DOMINION.—See *Chamberlin, Lt.-Col.*

STEWART, J. O., Superintendent of Savings Bank Branch, evidence of. No. of Q., 278-329; p. 78.

Twenty-five and a half years in public service, 279-280; number of clerks in branch not more than exigencies of service may require, 281-2, 285; salaries paid to clerks not always proportionate to work; several in office not in vigorous health, but still equal to ordinary work, 284; has no means of ascertaining whether examination of candidates is enforced under Act, 286; from 16 to 20 average age of entrants, 287; might dispense with one or more clerks in training if a competent additional clerk could be obtained at any time out of a number passed on examination and at disposal of O. S. Board, 288; should not care to confide exclusively in a young man's integrity and fitness on examination alone, 290; abolition of patronage would tend to greater efficiency, 291; clerks work extra hours without expecting extra compensation or assistance, 294; a competitive examination advisable and no difficulty in framing a schedule of subjects for examination so as to test a man's fitness, 293-7; promotion according to qualification and merit best key to efficiency, 298-9; report of clerks' immediate superior best method of determining merit as to promotion, 300; some, not all, clerks in his branch generally qualified for promotion, 301; no officers or clerks employed in his branch in outside business or as municipal officers, 303; clerks in his branch receive now no compensation for extra work, though allowed in Customs Dept., 304. See also *Appendix A.*; desirable to have regular and extra work distinctly specified, but same rules could not apply to all depts. alike, 306-308; employment of extra writers in his office without prospect of subsequent permanent employment only waste of time, 309; no unnecessary duplication in manner of keeping accounts, 310; fees that employés attend regularly, and has no complaints to make, 311-2; make returns of business once a month to Deputy Minister of Finance, 313; outside Savings Bank business done by Postmasters well done, 316; they receive commission of one-quarter of one per cent. on deposits, while in larger cities

## STEWART, J. O.—Continued.

salaries cover this service, except in London and Kingston where the postmasters receive one-tenth of one per cent. up to certain amount, whole commissions amounting to \$4,583.76 in 1880, 316 17; P. O. must be Money Order office before postmaster can undertake Savings Bank business, 318; meets but rarely with defaulting postmasters, 319; \$6,100 lost in 13 years through default of one postmaster, and Government has recovered nothing from securities, 320-1; postmasters should give guarantee bonds, 322-3; sums of money in depositors' pass books sometimes not accounted for but as a rule satisfactorily explained, 324; all cheques issued in repayment of deposits payable to depositor in person, 325; only two cases of successful personation of depositor, though many attempted, 326; pass book contains depositor's name and signature, which is English system and an advantage, 327; law does not require accounts of P. O. Savings Banks to be kept so as to show loss or gain to consolidated revenue, but has himself kept such a statement 328; the money costs Government 4½ per cent, including interest to depositors and all expenses, 329.

STORY, JOHN D., Assistant Inspector, P. O. Halifax, evidence of. No. of Q., 3083-91; p. 363.

In service since 1869, 3083; nature of duties, 3084; 4 clerks on staff, 40 R.R. mail clerks, usually appointed as temporary, and made permanent clerks on Inspector's report, 3086 compt. ex. before independent board desirable, 3087; promotions by merit and seniority, 3088; smaller grades for inspectors' offices recommended, 3090; no losses of consequence for some years, 3091.

STUART, LT.-COL.—See *Civil Service. Examination of representatives of Clerks.*

SULTE, B.—See *Civil Service. Examination of representatives of Clerks.*

SUPERANNUATION.—Present system has tendency to produce both efficiency and economy, *Griffin, W. H.*, 195-200; *Panet, Col.*, 420; *Dewe, J.*, 487; *Johnson, J.*, 1416-3; *Dennis, Col.*, 1643; *Robins, P. M.*, 1775; *Baillarge, F.*, 1952; *Courtney, J. M.*, 2589; *McDougall, J. L.*, 2811; *Smith, W.*, 2883.

Questionable, if possible to combine system of life insurance with Act, though a very desirable benefit to obtain. *Griffin, W. H.*, 295; *Johnson, J.*, 1419-20; if optional such insurance very desirable, *Wicksteed, H. A.*, 237-9; advisable to amend Act, *Dewe, J.*, 468; Act now operates unjustly since in case of sudden death wife and children get no benefit from it, *Dennis, Col.*, 1607, 1641-2; Govt. not bound to make such provision, *McDougall, J. L.*, 2811.

Not practicable to combine with Superannuation Act a plan for giving annuity to widows and children of deceased officers of U. S., *Griffin, W. H.*, 203-4; *Ross, T.*, 2052; a boon to service but great expense and trouble to Government, *Wicksteed, H. A.*, 236; such system possible without loss to revenue, *Johnson, J.*, 1421; such plan advisable, *Dennis, Col.*, 1607; *Robins, P. M.*, 1776; *Toller, F.*, 2654; such system should be compulsory, based on average salary, and extended to death or re-marriage of widow, and up to majority of youngest child, *Brymner, D.*, 2078-9; Government should bear cost of superannuation altogether or some equivalent provided for wives and children, *Chamberlin, Col.*, 2315; employes should contribute to fund for that purpose, *Tim, T. D.*, 2721.

Act should be amended so as to take into consideration individual cases, *Ross, T.*, 2253.

Employes should not be permitted to demand sup., *McDougall, J. L.*, 2812, 2815; men should not be compelled to accept sup. on reaching a certain age, *Trudeau, J.*, 2461; *McDougall, J. L.*, 2813; should leave at 65, *Smith, W.*, 2884-5; officers should not be obliged to contribute, *Tim, T. D.*, 2721; Government should not be relieved, *McDougall, J. L.*, 2816.

Entrance of officer at 50 years, subject to Sup. Act, has no injurious bearings on service, *Wicksteed, H. A.*, 240.

Certain military storekeepers do not participate in benefits of Act, *Wily, Col.*, 1178-9; nor Deputy Adjutants General, or Brigade Majors, but Adjutant General so entitled, *Panet, Col.*, 421-22; clerks in Adjutant General's office contribute to fund, 423; only certain officers of penitentiaries participate in benefits of Act, *Lash, Z. A.*, 2328, 2337; several in Department of Railways, *Braun, F.*, 2365; *Pottinger, D.*, 2650; in Public Works, *Perley, H. F.*, 1983; *Scott, T. S.*, 2011; *Harper, J. W.*, 2034; *Interoceania R.R.*, *Pottinger, D.*, 2658; *Schreiber, C.*, 2744.

Officers, clerks and servants of Houses of P., no deduction from their salaries for sup. *McDougall, J. L.*, 2817-20.

Government should not have power to add to ordinary sup. allowance, *Smith, W.*, 2886.

Certain representative clerks from departments give evidence in favor of sup. system, and necessity for provision for widows and orphans by further reduction from salary. See *Civil Service.*

Statements prepared by each dept. See *Appendix II.—T.*, pp. 437-95.

SURVIVORS.—See *Customs.*

"SUSPENSE" ENTRIES.—See *Customs.*

SWEETNAM, MATTHEW, P. O. Inspector of Toronto division, evidence of. No. of Q., 507-540, 551-60; pp. 98, 103.

In P. O. since 1852, appointed in 1870 Inspector, 507; explains duties at length, to superintendent generally P. O. and Mail Service within division, open new offices, investigate complaints, &c., has assistance of Asst. Insp. and 6 clerks, to do correspondence, &c., inspection of offices and other duties require absence from 10 to 12 days a month, 509; appointments to his branch by P. M. General after application to him,—as a rule persons not appointed for special qualifications, 510; would report an incompetent person, 511; not had too many on his staff, but decidedly advantageous if larger proportion educated men qualified to perform duties of office, experience in such work being very necessary, 512 513; ex previous to appointment advisable, at present no such test, 516; three of present clerks competent, others hardly so for higher duties, 517; salaries correctly adjusted to duties, 518; if one of better qualified men should drop out, man of slender qualifications might be appointed, but he would not necessarily take salary or duties, 519; one man on staff in poor health and might be superannuated, 520; in filling such a vacancy would ask for standing of candidate at competitive ex., next ascertain if he had experience in P. O. business, and would be chiefly guided by experience, especially in case of Inspector's

## SWEETNAM, MATTHEW—Continued.

office, 521; system of promotion which would prevent unnecessary introduction of outsiders of benefit to service, 522; clerks entering should begin at lower rank after ex and probation, but promotions should be for special fitness, 523; head of branch in which promotion is to take place should report to head of dept., 524; no record of zeal and fitness for promotion in his branch, but one of good or bad conduct forwarded periodically to Ottawa, 525; railway mail staff on whole efficient, clerks selected by P. M. General, present system not calculated to give best men as mostly appointed outside 526; increment of salary generally given as matter of course, clerks begin at \$400 and generally takes 12 years to become 1st class.—gives full statement of pay and classification, 527; difference in salaries of such clerks not necessarily indicating difference in duties, fair proportion of them might be made country P. M., not advisable to have service done by men all on same salaries, 528; prizes of service should be given for merit in service, 529; difficult to make railway service field for promotion from P. O.,—work now done under severe pressure, not so hard on some roads as on others, no provision for pension in case of accidents, but pay not stopped in case of temporary injury, two classes should exist to preserve practice of promotion for faithful service, 530-5; system of fines and penalties for misconduct, &c., advisable, 536; hours from 9.30 a.m. to 4.30 p.m., attendance book kept, 537-4; none of clerks engaged in other business, 539; system of superannuation useful, 540; could make no concessions in his own office, 544; discipline very good, is only necessary to take measures against tippling, and then fine recommended, 556; conduct return kept and sent monthly before appointment and probation afterwards beneficial to public service, suitable examinations during probation and before permanent appointments also necessary, 558-9; well educated young man more likely to make efficient clerk, 560.

## TIME WAITERS—See Customs.

TIMS, T. D., Financial Inspector, evidence of. No. of Q., 2635-2721; p. 299.

Twenty-two years in service, 2663; inspects offices of Asst. Receivers General with Savings Banks, general offices of Dominion R.R., 2668; political influences should be eliminated from appointments, preliminary ex. and probation advisable, 2667-71, 2674-7; incompetent men may come into service under present system, 2672; application should be made to head of dept. to which candidates wish to be attached, best age from 18 to 25, 2768; promotion upon merit favorable to service, 2679-82, 2697; outsiders appointed through political influence, 2683; competitive ex. with reference to work and coupled with probation would secure best men, 2684-5; not too many persons employed, one man in outside service of Finance Dept. not fitted to perform his work, 2686-7; present system of grading all wrong, service should be divided into 3 classes, system of annual increases should be abolished, 2688-9; system of supervision over head offices of Savings Banks efficient, but modifications in regard to country branches desirable 2691-2; with one competent assistant inspection could be efficiently performed, 2693-4; irregularities to extent of \$18,231.34 in Savings Banks, 2493-6, 2697; 46 banks altogether, 2698; organization of dept. as respects control over several branches of outside service not perfect, 2695; suggests changes for improvement of management of Savings Banks, 2699; total amount of deposits in Savings Banks, for 1878, \$11,434,933.20, max. deposit by rule of 1877, at one time by one person, \$10,000; in 1873, Gov. of British Columbia deposited \$1,000,000; largest amount held by one depositor, \$42,917.47; int. at 4 per cent., but none for less than month, 2700-3; no officers guilty of irregularities retained in service, 2704; books and accounts of Intercolonial R.R. generally in order, 2705; Accident Insurance Co. in connection with Intercolonial R.R. 2706-7; gross collections of R.R. deposited to credit of Receiver General from day to day, 2709-11; not necessary for officer of Finance Dept. or Auditor General's Dept. to devote his whole time to audit of accounts of railways, 2712-13; check on periodical settlement between Intercolonial and other R.R. effected through Traffic Auditor of Intercolonial, 2714; payments on account of Intercolonial R.R. made at Ottawa chiefly limited to cost of rails settled for through English bankers 2715; \$3.50 a day and moving expenses when travelling, 2716; outside officers complain of not being placed on same footing as inside service, 2717; duties of auditor at St. John, N.B., 2718; existing staff of outside service not altogether efficient, 2719; duties assigned to auditors in Nova Scotia and New Brunswick might be consolidated with those of Asst. Receiver General, 2720; employés should contribute to widows' and orphans fund, 2731.

TOLLER, F., Finance Department, evidence of. No. of Q., 2612-54; p. 296

In service for 7 years, 2412; examination and probation advisable, 2643-4; ex. before O. S. Commission as in England, 2645; best age from 18 to 26 6; promotion by seniority *ceteris paribus*, 2647; men in service to be preferred to outsiders, 2648; recommends change in grading, with max. salary of 2nd class clerk not \$200 more than min. of first class clerk, 2650; had 11 years' experience in banking, 2651; present system of keeping books in Finance Department might be simplified, 2452; man appointed to one particular class of service should remain in it till he reaches max. salary of that class by statutory increase of \$50, if he possesses qualifications for promotion to higher class, 2653; favors annuity to widows and orphans, 2654.

TORONTO CUSTOMS.—See Douglas, J.; McLean, J.; Paton, R. G. A.

TORONTO POST OFFICE—Garrishers, J.; Patterson, T. G.; Sweetnam, M.

TRUDEAU, J., Deputy Minister of Railways and Canals, evidence of. No. of Q., 2418-62; p. 277.

In service since 1859, has general charge of dept., 2418-9; no formal ex. for admission or promotion, appointments made by Minister on recommendation of citizens, and in most cases persons appointed on short trial, and effect of system not bad, 2420-4; preferable for men to enter service young and to have business experience, 2425-6, 2435-6; attaches most importance to probation, 2427-8; age of youngest employé since Confederation, 21; and of oldest, 39, 2426; inefficient

## TRADEAU, J.—Continued.

clerks sometimes appointed, and difficult to remove them, 2430-1; promotions by Minister, 2432; outsiders appointed, to discouragement of meritorious officers, 2431-4; important that engineers should see other than Government service, 2435; professional men employed generally during execution of works, and appointed by Minister on recommendation of chief engineer in charge, and salary fixed in same way, 2438-40; six classes of clerks, total number of officers and messengers in dept. 25, organization sufficient, 2441-3; official letters copied by press, 2444; knowledge of French and English valuable, 2445; duties of first-class clerkships should be clearly defined, 2446; annual increases valuable in case of good service, 2447-8; No. of staff, inside and outside, not too large, all fitted to perform duties, 2449-50; salaries not absolutely proportionate to work, 2451-2; necessary to employ temporary clerks at times, 2453; salaries of such charged to works, 2451; appointed by Minister, 2455; paid for Sundays and legal holidays, 2456; hours from 9:30 a.m. to 4 p.m., and kept in book attendance good, 2457-8; allowances for travelling \$3.50 for inside officers, exclusive of moving expenses, 2459; no clerks employed in other business, 2463; not advisable to compel men to take superannuation on reaching certain age, 2461.

UNITED STATES CIVIL SERVICE, Bill to regulate.—See *Appendix W*, p. 500.  
UNITED STATES CIVIL SERVICE, Regulations.—See *Appendix D*, p. 289.

VANCOUVERNET, L., Deputy Superintendent of Indian Affairs. No. of Q., 1608-40, 1656-69, pp. 199, 203. In dept. twenty years, 1608; duties of officers in branch, 1609-10; no ex. for admission or promotion, appointments generally through political influence, and injurious to service, advisable to have competitive ex. for admission, 1611-1, 1618-9; at head office no probation, but insisted on sometimes in outside service, such a system advisable, 1615-6; instances of unfit men discharged, 1617; prize appointments sometimes given to outsiders, in some cases injuriously to service, 1620-1; one or two Indian agencies where business is loosely conducted but measures in progress to remedy difficulty, which does not arise from educational deficiency, 1622-3; ordinary business education necessary, but French not absolutely necessary in all cases, 1644-6; idle or inefficient clerk could now be removed, 1628; promotion by merit beneficial, 1629; regular system of inspection of agencies in Manitoba, Keewatin and N.W.T., but not in older Provinces, 1630; means taken to show that Indians receive moneys intended for them, 1631; when Indians do not speak other language than their own, interpreter employed by agents, 1632; total number of Indians in charge, 103367; where temporary aid required, advisable to employ extra hands, but not otherwise, 1634; salaries not fairly proportioned, and governed by U. S. Act, but certificate from superior officer and Minister's approval required, 1635-6; business of dept. must increase in cost and importance for years to come, 1637-8; organization might be improved by extension of inspection, with inspectors at headquarters, and constitution of three branches in dept., 1639-40; seven outside employés, from 54 to 69, competent men, 1633; better to give such men fixed salary, equal to average of their receipts hitherto, instead of allowing commissions, 1637; some officers paid annual allowance for travelling expenses in other cases actual expenses paid,—latter system best, 1653-9; no duties of technical character in dept., 1630; attendance book regularly kept, hours 9:30 to 4 p.m., 1632; leave of absence limited to three weeks, 1662; mode of obtaining funds and controlling expenditure, 1633-5; books never inspected by Audit Dept., 1666; revenues derived from sales of timber and stone on surrendered Indian lands in trust for Indians, 1667; two agents might be advantageously dispensed with, 1667, 1668; arrangement of offices in branch very inconvenient, 1669.

VINCENT, Jos. L., Inland Revenue, Montreal, evidence of. No. of Q., 1044-56; p. 147. Supervises all employés is responsible for money collected and correspondence, issues all licences, examines stock books of manufacturers as regularly as practicable, 1041; work pretty fairly distributed among 27 officers and clerks, 1045, 1051-2; work generally well performed, but certain duties connected with supervision of factories require special aptitude, 1046; deputy collector attends to his duties in case of absence, and supervises book-keeping, 1017-8; system of book-keeping controlled by dept. at Ottawa, 1049; promotions not always by order of merit, 1063; ordinary office work written up before leaving, 1053; staff generally efficient but several men not so, 1054; some work longer hours but not paid extra, 1055; salaries not altogether commensurate with duties and responsibilities, 1056.

WATERS, T. J.—See *Civil Service. Examination of representatives of Clerks.*

## WEIGHTS AND MEASURES:

## Duties of Inspectors—

Toronto Division—*Bolster, E. J.*, 707-11, 719; *Piper, H. J.*, 735-41; *Bowman, J.*, 728-30.

Nova Scotia—*King, R. M.*, 3144-51; New Brunswick—*Wilmot, J. B.*, 3304-10.

Salaries of assistant inspectors, *Bolster, E. J.*, 715; hours of duty, 712, 728; *Dowman, J.*, 738; discipline good, *Bolster, E. J.*, 724.

Examination of inspectors and assistants as to qualifications, *Bolster, E. J.*, 720.

Better classes approve of Act, *Wilmot, J. B.*, 3305.

Weights not very inaccurate, but measures often so, *Bolster, E. J.*, 725; *King, R. M.*, 3150; *Wilmot, J. B.*, 3307.

Many weights and measures brought into ports without inspectors having been notified, and consequently Government lose fees and public lose protection of correct weights and measures *Bolster, E. J.*, 716-7; *Wilmot, J. B.*, 3308.

Effect of no regular inspection, *Bolster, E. J.*, 725; *Bowman, J.*, 635-6; *Piper, H.*, 737.

Suggestions for improvements of system, *King, R. M.*, 3162; *Wilmot, J. B.*, 3306.



WICKSTED, H. A., Accountant of P. O. Dept., evidence of. No. of Q., 207-77; p. 73.

Forty two years in dept., 208; only knows of clerks brought to him as having been appointed, 209; rather short of officers, 210, 223; no officers a together unfit for duty, but health of one or two impaired, 211; one or two officers in dept. might be superannuated from failing health, 213; has no special knowledge of outside service, 214, 215; has many men fit for their work, but could not recommend all for promotion, and it might be necessary to go outside in some instances, 216-7; good system of examination prior to entrance would give suitable material, but imagines that is already done, if not candidates are passed too easily, 218-9; system of promotion from grade to grade, and by merit, but sometimes men promoted without consulting him, 20; promotion does not necessarily change character of work, 221; promotion by merit key to efficiency, 212; makes monthly report on clerks in his branch, 214, 231; present system hardly gives proper reward to zeal, application, etc., and young men could do better elsewhere, 23-5; appointments work according to men's ability, 27; an advantage if there were thorough examination of clerks before appointment, in arithmetic, writing, etc., 228-9; not necessary to go outside of dept. for appointments to his branch, 230; increases in salaries regulated by U. S. Act, by reason of seniority rather than by merit, 232-3; detrimental to service to give increases irrespective of manner in which duties are performed, 234; better to continue present system of increases, 235; not advisable to amend Superannuation Act so as to provide limited annuities for widows and children of deceased civil servants, 336; compulsory insurance in connection with Superannuation Act not desirable, as many have their lives already insured, but if optional, desirable, 337; married men would probably bear extra assessment necessary for annuities and single men might object, 238-9; entrance of an officer at 60 years has no injurious bearings on service, 240; inspectors allowed \$3.50, assistants \$2.50 a day for travelling expenses, &c., officers in charge of British mails, \$1 a day, with half a cent mileage, others paid out of contingencies, etc., 241-2; does not favor fixing by statute number of clerks of different classes borne on permanent staff of each, 243-4; returns of city and country offices received monthly, 245; mode of accounts not subject to control of any other dept., 246; only secondary control over expenditure, Deputy Minister being controlling authority, 247; defaultations occur, not from want of supervision, but by insolvency or absconding, etc., 248-50; at smaller offices, postmasters have control of revenue for three months and probably use it, though a misdemeanor, and in such case inspector makes enquiry, and if necessary institutes legal proceedings, 251-2; every postmaster gives bond with two sureties, occasionally recovered in case of default, 253-4, 263; good deal lost in this way, 255; certificates of deposit received and entered in cash book by cashier, and always kept separate in order that check may be more complete, 266-7; his accounts include all sources of revenue and expenditure, 268; average monthly collections in Toronto and Montreal about \$13,000, 259; at city offices postmasters required to deposit weekly and render their accounts within ten days after expiration of month, 265; postmasters of Toronto and Montreal only collect about \$1,200 to \$1,500 per month, rest of revenue from sale of postage stamps to vendors, 261; ought to know within ten days after close of month what amount a postmaster should account for in a specific period, 264; all items of expenditure appear in P. O. report, 264; payments under subsidies specially voted do not appear in his accounts, 265; cashier keeps account of deposits made by postmasters and verifies his statements by those at Finance Dept., pays salaries, &c., 266; stamps not disposed of certified by postmaster and assistant at city and leading offices, at smaller offices postmaster's word taken, 267; nominally his duty to examine such accounts, but has eight or ten examiners who take them up in order, 268; stamps issued easily checked, 69; kept in custody of one officer with several assistants, without giving security, 270-1; stamps supplied to each postmaster on requisition addressed to P. M. General, printer supplies them to dept. in sealed packages, 272; no official check apparently during operation of manufacture, though manufacturer under heavy bond and penalty for faithful discharge of his contract, 273; at large offices amount in hand counted by inspectors periodically, and at headquarters by chief inspector quarterly, 274; inspectors or postmasters make requisition enclosing whole of accounts to be paid, 275; P. O. Dept. placed in funds by vote of Parliament, and secondly by letters of credit from Finance Dept. through Auditor General, 276; work of dept. increased three or four-fold since 1868, 277.

WILY, LIEUT.-COL., Director of Stores and Keeper of Militia Property, evidence of. No. of Q., 1161-1181; p. 164.

Twenty-one years in service, has charge of Government stores, collects rents, controls property, has about 30 persons in his employ, not too many, and all efficient and mostly in prime of life, 1161-5, 1166, 1188; appointments usually made by Minister, but it would be improvement if they were made on ground of fitness only, for effect would be efficiency and economy, 1168-8; work of branch considerably increased of late years, 1169; pay rather small in case of storekeepers, 1170; one employe engaged in outside business, 1171; militia properties situated in all parts of Dominion, 1172; four clerks under his supervision at headquarters, duties defined, 1173-4; stores consist of arms, ammunition, clothing, etc., some \$1,000,000 altogether in value, 1175; travels good deal, and paid expenses at \$4 a day and transport charges, 1176; stock taken once a year by board of officers in each district, only one defaulter, storekeepers give security, stores only insured at headquarters, 1177; certain military storekeepers, acting as paymasters, not on superannuation list, 1178-9.

WILMOT, J. B., Inspector of W. and M., St. John, evidence of. No. of Q., 3301-10; p. 381.

One year in office, 3304; better class of mercantile men approve Act, 3305; fees should be equalized, 3306; scales, weights and measures generally in fair condition, 3307; collector of customs does not notify him of importation of scales, 3309; will be able to get over division in two years from Nov., 1879, but does not know how expenses to Charlotte Co. are to be paid, 3310.

WOMEN, EMPLOYMENT OF.—See *Civil Service*.

---

WOODROW, JAMES, Asst. P. M., St. John, N.B., evidence of, No. of Q., 3269-81; p. 378.  
In service for 21 years, 3269; appts. by Ottawa Dept. on recom. of members for city and county, 3270; system not generally beneficial to public, 3271; no ex. but probation sometimes enforced, 3272; ex. and probation necessary, ages from 18 to 35 years, 3273; increases of salary generally on seniority, but assignment to higher duties generally on merit, 3274; staff not too large, 3275; hours of attendance of different officers, 3276; no difference in importance of delivery and sorting clerks, 3277; certain defalcations, 3278; system of registration now more efficient to prevent abstractions, 3279; P. M., asst. money order and registered letter clerks give surety bonds, 3280; suggests ensuring promotion to efficient clerks, and classification according to labor and revenue, 3281.