

Government (commonly called "The Outside Service.") The first of these reports formed the subject of an Order in Council, bearing date the 21st of December, 1869, and has since, in its main features, and more or less faithfully observed, formed the rule under which "The Inside Service" has been administered. The second report has not, as far as your Sub-Committee has learned, formed the subject of an Order in Council, but it has nevertheless, subject to the same restrictions and limitations, been since followed in the administration of "The Outside Service."

2. Since the period above referred to, a series of years have elapsed and many changes in the character as well as in the extent of the service required in each Department have developed themselves, the duties of some Departments and some branches of each Department and of certain officers in each Department have been varied, diminished or increased, and many men have, by old age, incapacity, bad habits or continued idleness, become unavailable for useful purpose—the number of men in each Department has increased, it is thought out of proportion to the needs of the Service. Young men have been appointed who from want of education or strength of constitution or general unfitness, have not made and will never become efficient public servants. The general expense has been increased by the tendency of the existing rules to the gradual culmination of officers by mere force of survivorship into the more highly paid classes.

3. A careful reconsideration of the duties of each Department, including both inside and outside service, is eminently desirable with a view to seeking greater economy in all the Departments by the weeding out of men who from any of the causes named are no longer efficient public servants, by the creation of a new theoretical organization for each Department, which should regulate the number of each class of officers required for its work, the promotions from class to class and the steps by which salaries should be increased.

4. Your Sub-Committee are of opinion that it is expedient in the public interests that a full, intelligent and painstaking enquiry, by the best men who can be selected for the purpose, should be made during the present summer into the whole subject, with the main objects above referred to, but with instructions, as on the previous occasion, to "make such other suggestions and recommendations for promoting the efficient and economical administration of public affairs as they deem proper;" and the Sub-Committee are of opinion that there are advantages which should not be overlooked in having the advice and judgment of men of experience in administration, not in the public service or connected with it, brought to bear in pursuing the enquiry.

5. The Sub-Committee, for the reasons above given, recommend the issuing of a commission for the purposes mentioned, and they venture to suggest as men well able to carry on the intended work with advantage, the names of Mr. Donald McInnes, of Hamilton, Mr. Edmond J. Barbeau, of Montreal, Messrs. Joseph C. Taché, Alfred Brunel, William White, and John Tilton, of the Inside Service, and Mr. William R. Mingaye, of the Outside Service of the Government, with Mr. Martin J. Griffin as Secretary.

A. CAMPBELL,

*Chairman.*

OTTAWA, 14th June, 1880.