

Q. You mean that when it is proposed to promote a man you generally get the Inspector to report in regard to him?—Yes. I might perhaps mention as an illustration the case of Toronto. Very recently the surveyor, an old valuable officer, died, and before any appointment was made we sent to the Inspector and had him make a report with reference to the efficiency and standing of the whole staff at that city. The fact was, afterwards, that there was a general promotion on the report. An officer who had been acting as chief clerk was appointed to be surveyor, and the others went up according to their merits.

Q. How long was that ago?—Only within the last three months.

Q. Then there was really an attempt there to follow merit in making the appointments?—Yes; and I think rather successfully.

Q. Are you familiar with the arrangement adopted in the Inland Revenue Department of requiring examinations for appointments to certain grades, and of giving an extra salary to persons passing a certain examination?—I have not given any attention to that. I am only aware of the general fact that they have such examinations.

Q. Are there any remarks you would like to volunteer?—I don't know of anything further. The general points upon which you have examined me have been those upon which I would like to have spoken. Perhaps I might mention that the great difficulty we have in the outside service of the Customs Department is from the drinking habits of a good many of the men. If any possible means could be devised to prevent them from using liquor we should have a much more efficient Service.

Q. What are the means for enforcing discipline in your Department?—When a complaint is made against an officer, we require a collector, if the person complained against is lower in grade than the collector, to make a report of the whole circumstances; and if it be necessary we appoint an inspector, or some other person if the inspector is not available at the time, to make an investigation and to report upon it. And by these means we generally look into the merits of the case very successfully.

Q. Then to whom is the report made?—To myself usually, and I examine the matter over again and report to the Minister.

Q. And, as a matter of fact, is your report accompanied by a recommendation for dismissal or retention?—Usually.

Q. Is it generally followed?—Generally; always, I might say.

Q. Have you any difficulty in enforcing discipline?—Oh, yes. This difficulty arises from the same causes which makes it difficult to have a proper selection in the Department.

Q. These are —?—Political influences which are brought to bear on the matter.

Q. Has a man of good habits, of industry and application, any considerable advantage over another in the work of the Department—any greater chance of promotion?—I should say he had decidedly. If we know a man to be dissipated, and consequently I don't think any influence would ensure his promotion.

Q. His bad conduct would prevent promotion?—Yes.

Q. Would good conduct ensure promotion?—Not necessarily; it may be prevented however meritorious a man might be.

Q. Chiefly by the importation of outsiders?—Yes.

Q. On the whole do you consider the system as now, so arranged as to give proper reward to zeal and application and industry in the Service?—It is so arranged as to make that possible, but not so as to make it certain.

Q. As a matter of fact do you think that civil servants do get their due reward?—I think not in all cases; not perhaps in the majority of cases.

Q. As to salaries; give your general opinion as to the sufficiency of salaries from the lower grades upwards?—With the exception of officers who are not expected to devote their whole time to the Service, I am of the opinion that the salaries are very fairly proportioned. Of course there may be and are, doubtless, individual cases in which men of merit are kept at a lower salary than they deserve, but there are none of these salaries that would not constitute a great inducement to a great