

praisers. At Quebec there is an appraiser and an assistant. St. John, Halifax, and Charlottetown also have an appraiser each. I think those constitute all the ports at which we have appraisers. I should have included Winnipeg and Victoria, in the list, however.

*By Mr. Church :—*

Q. Have you one at Pictou, Nova Scotia?—No, sir. In all the other ports the duties of appraiser devolve upon the collector.

*By the Chairman :—*

Q. Do you consider that there is considerable loss and risk to the revenue from the lack of special knowledge on the part of appraisers?—I do not think the risk is very extensive; I do not think the loss could extend to any very large amount.

Q. It would depend altogether upon the amount of special articles coming in at any particular port?—Yes, sir.

Q. But suppose a man chooses to import articles requiring chemical analysis at places where he knew there was not an appraiser. would there not be a risk of his getting them in at a lower rate of duty?—Yes; a great risk, and the probabilities are that the duties would be lost. But the principal losses which are probably sustained from the want of a perfect system of appraisement is in the undervaluation of ordinary goods. That renders a commercial knowledge necessary to a correct discharge of customs duties, so that the officers might be able to judge as to whether goods are really undervalued or not.

Q. Speaking generally of the whole system of appointment and promotion, I think I understand you to say that you consider a strict entrance examination and a free general system of promotion by merit, are necessary to the efficiency of the Service; is that your opinion?—Yes; I am decidedly of that opinion.

Q. By a free system of promotion, I mean appointing from one part of the Service to another?—Yes.

Q. Are such promotions as are made, generally made upon your recommendation to the Minister of the Department?—No; the Deputy Head has very little influence in reference to appointments. We lay before the Minister the applications and the recommendations, and so forth.

Q. For promotions?—No; for appointments.

Q. I was speaking of promotions?—Well, no; the same rule applies in both cases.

Q. That promotions originate with the responsible Minister?—Yes, generally.

Q. Has it been the usual practise to ask the Deputy Head to report on cases when promotions are thought of?—I do not think it has been the general rule, but it has been done occasionally.

Q. Do those remarks always apply to the outside service?—Yes, altogether.

Q. Do you feel qualified to speak of the capacity of nearly all the individual employés; have you the means at hand?—Not always with reference to the lower grades. I presume I could give a pretty correct opinion with reference to a man holding the position of Collector or sub-Collector with whom I might have communication. But I have no direct communication with men in the lower grades.

Q. Who could then report on their qualifications?—The Inspectors are the best qualified, and have the best opportunities for doing that.

Q. Have you ever known any one to be promoted contrary to a recommendation on your part?—No, Sir.

Q. Who had been reported as being inefficient?—I have no recollection of any instance.

Q. I do not understand distinctly whether you said you were generally asked about promotions or not—were you generally consulted?—I am generally not. I had better say in reference to that, that when a vacancy occurs it is a very general rule with us to get an Inspector to make a report with reference to the case. If a man is to be promoted in the outside service we generally take the means to communicate with the Inspector and ascertain what his qualifications are.