

3rd. That many men had by old age, incapacity, bad habits, or continued idleness, become unavailable for useful purposes.

4th. That the number of men in each Department had increased, it was thought, out of proportion to the needs of the Service.

5th. That young men had been appointed who, from want of education or strength of constitution, or general unfitness, had not made and would not make efficient public servants.

6th. That the general expense of the Service had 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.

And this Commission was instructed to undertake a careful reconsideration of the duties of each Department, including both Inside and Outside Service, with a view to seeking greater economy in all the Departments by the weeding out of inefficient public servants by the creation of a new theoretical organization for each Department, which should regulate the number of each class of officers, the promotions from class to class, and the steps by which salaries should be increased.

17. We had thus marked out for us certain lines of investigation which it was necessary to follow ; but we were also directed to make such suggestions and recommendations for promoting the efficient and economical administration of public affairs as we deemed proper. This enlarged for us at once the field of enquiry and the freedom of recommendation, and although the subject of superannuation is not expressly included in the reference to us, so important an auxiliary to any new scheme affecting the efficiency and economy of the service was forced on our attention, and therefore in the examination of witnesses it has been made the object of special enquiry, and statements (as published in the appendix) exhibiting the result of its workings in the different Departments have been obtained, for the purpose of assisting us in making our recommendations thereon.

18. The mode of proceeding adopted by us was as follows :

(a.) Schedules were sent to each Department to be filled up with such information in detail concerning the organization, classification, age, length of service, and amount of salary of the officials, as could not be obtained with the same fullness and accuracy of detail in the Public Accounts.

(b.) Among the witnesses examined, were the Deputy-Heads and Chief Officers of the various Departments, some at great length, on the various topics suggested in the Order in Council and such others as arose in the course of examination.

(c.) When these officials had been examined, it was determined to afford the Clerks of the various Departments, of the rank of 1st Class and under, the opportunity of presenting their views to the Commission. Steps were taken to have a representative Clerk selected in each Department, who placed the views of his fellow-Clerks before the Commission ; a valuable collection of evidence, carefully prepared and in some cases admirably presented, was thus obtained. The Departmental messengers were also heard through a representative selected by themselves.

(d.) Committees of the Commission visited the chief cities of the Dominion for the purpose of examining into the needs and condition of the various public Offices of the Outside Service. The Cities of Hamilton, Toronto, Montreal, Quebec, St. John and Halifax, and the Railway Offices at Moncton were thus visited, and a number of the officials examined regarding their