

Q. Have you any recollection of whether they got along well?—In every case out of these three or four, except one, those that were appointed were pronounced capable of performing the duties.

Q. Four?—Yes.

Q. What was the nature of this examination?—It simply extended to a general acquaintance with the practical rules of arithmetic, the capability of writing a good letter, comprehending the principle of the Customs law, and a few other small matters like that. We did not consider it at all necessary to make it a searching educational test, as the Service did not require it.

Q. What qualifications would you consider necessary for the lower grade of the outside service?—Reading, writing and arithmetic, so far as the rule of proportion and practice and vulgar fractions; a little acquaintance with decimals would also be very desirable, but that is a very simple matter and easily learned in practice.

Q. Do you find now, as a matter of fact, that the men whom you get into the outside service under the present system of nomination are generally possessed of those qualifications to a satisfactory degree?—In the lower grades, I think not; in the higher grades in the outside service I think the qualification of those now in the Service—which would be the test of course,—are very fair as a general rule; I mean from the position of a landing waiter and searcher to that of collector.

Q. What do you call the lowest grade?—The lowest in point of salary is what we call a preventive officer, yet he is a commissioned officer; his duty, as the name indicates, is simply to guard the country from smuggling.

Q. Please mention those next in order?—Preventive officer, tide waiter, warehouse locker, landing waiter and searcher, surveyor, sub-collector, and collector; there are other occasional officers, but those constitute the general staff.

Q. You say that you think the lower grades are not as well qualified as they should be; to which do you refer?—I refer principally to the preventive officers, and I attribute that very much to the fact that they get such very small salaries that there is no inducement for a person well qualified to seek the position; and, generally speaking, they are by no means a useful class of officers; they do very little service indeed; their salaries range from \$60 to perhaps \$250 a year; and you can see there is no living in the matter.

Q. Are appointments always made to the lower grades, or is there any rule to that effect?—Oh, no; new men are brought into all the grades frequently.

Q. Is it common to appoint new men to the grade of collector, for example, instead of making promotions?—Oh, yes.

Q. Is it not the rule?—Yes; I should say it has been the rule; there are instances of promotion, but since 1867 I think the rule has been that new men have been appointed.

Q. Is that the general rule in regard to the higher grades?—The making of new appointments?

Q. Yes?—I can hardly call it a rule; it has been the general practice. When I say the "general practice," I mean that I think that the majority of appointments have been of new men—the minority being of promotions.

Q. Do you consider that this practice of making appointments of outsiders to the higher grades tends to discourage the zeal of those in the lower grades?—Decidedly; it must have that tendency.

Q. Do you think, too, that men promoted from the lower grades would be likely to know the duties of their offices better than new men brought in?—It would depend very much upon the men. We have always men who are capable of taking any position; but in order to carry out a system of promotion effectually, the whole system from beginning to end would have to be changed. We would require, in the first place, to guard the entrance to the Service by means of a proper examination. Then the appointments would have to be made independent of all political consideration. Thus, for instance, when a collectorship was vacant in Ontario we should have the privilege of calling a man from any part of the Dominion, already in the service, to fill the position; and from Ontario we should have the privilege in the