M.R.O. 1—39,000—16-10-29.

MADRAS RECORD OFFICE.

Government of Madras.

Financial DEPARTMENT.

G O. No. 275 Press ~~Mis.~~

Dated 9 - 5 - 1857

13. No. 18.20 14-15

Not to be folded or roughly handled

No. 18. Read the following letter from C. HUGH LUSHINGTON, Esq., Secretary to the Government of India; to T. PYCROFT, Esq., Chief Secretary to the Government of of Fort Saint George, dated 27th March 1857, No. 1273.

SIR,

I am directed to acknowledge the receipt of your letter, No. 103, dated the 23rd Ultimo, communicating the remarks and observations of the Government of Fort Saint George, with reference to the Court's suggestion for adopting immediate and vigorous measures to check the tendency to augmentation of Establishments in all the Presidencies, and intimating the appointment of a Committee, to enquire into the manner in which business is performed in the Establishments of the various Public Offices at the Madras Presidency, with a view to establish some rules whereby Government may be enabled to judge of the efficiency of their Establishments.

2. In reply I am directed to state that the Right Honorable the Governor General in Council will be glad to receive the opinion of the Right Honorable the Governor in Council on the report of the Committee which has been appointed for the purpose stated above.

3. I am also desired to state that it appears to His Lordship in Council that the following points should invariably be kept in view in determining on applications for increase of Establishments.

First. That an increase of work has taken place since the existing Establishment was appointed.

Second. That the work is greater than in other Offices with like Establishments.

Third. That there is no want of system to which delay in disposing of business may be attributed.

4. In regard to the proofs required on these points, His Lordship in Council is of opinion that they must for the most part be left to the discretion of the local Governments; but the grounds of decision should always be fully noticed in reporting cases for orders to this Government.

5. I am further desired to remark that as Establishments when first formed are generally on a scale which is considered ample for the conduct of the duties they have to perform, no application for increasing such Establishments should be submitted, unless the increase is proved, under the tests above specified, to be absolutely necessary.

(Signed) C. HUGH LUSHINGTON,
Secretary to the Govt. of India.

No. 19. Read the following letter from H. RICKETTS, Esq., Commissioner for the Revision of Civil Salaries and Establishments throughout India; to T. PYCROFT, Esq., Chief Secretary to Government, dated 1st April 1857, No. 894.

SIR,

I have the honor to acknowledge the receipt of your letter of the 31st Ultimo, No. 197, informng me that the Right Honorable the Governor in Council had resolved to appoint a Committee for the purpose of reporting on the best method of obtaining correct information as to the efficiency of Establishments, both as to their organization, and as to the strength of their numbers, compared with the work required, and enquiring whether in my view the appointment of this Committee, for the purpose indicated, would in any way interfere with the prosecution of the inquiry which I am conducting.

2. I observe that the Committee is not to enquire into the actual efficiency of any Establishment, but only how trustworthy information as to the condition of an Office is to be obtained. The object of the Government is to devise some plan of report, by which it shall be immediately seen whether there is room for improvement in the organization of an Office, and whether the number of persons employed in the Office is equal or unequal to the work which falls on it.

3. If such a plan can be contrived, the relief it will afford to all who have to apply for aid, as well as to those who have to pass Orders on such applications, will be very great; but I fear the Committee will be unable to contrive a plan that shall be suited to general use. They may rule that a certain number of words, or a certain number of sheets shall be considered a day's work for a copyist—that a correspondence of a certain number of letters received and sent shall be considered to require a certain number of writers—but no calculations of this sort can alone be depended upon. They may assist, in some measure, in making an approximate guess of what may be needful, but nothing more, and if it is attempted to apply the same test to several classes of Offices, it is certain to fail.

4. For instance, in the Commissionership of Lahore in the Punjab, there is a correspondence of 5182 letters received, and 5682 letters sent. In the Commissionership of Kishnagurh in Bengal, there is a correspondence of 6282 letters received, and 5237 letters sent. In the first named Office there are 6 writters, in the last named 12 writers. Taking the two Offices, there are 18 writers to dispose of 10,919 letters sent, and 11,464 letters received, altogether 22,383 letters. Supposing there to be 300 working days in the year, each person has to dispose of 4 letters per day, and the work is done. No more writers are asked for.

5. In the Secretariat of the Government of Bombay there are 286 persons. The correspondence is 25,057 letters received, 32,472 letters sent, the aggregate 57,529 letters. With 300 working days in the year, each person disposes per day of $\frac{2}{3}$ of a letter only. One would suppose, judging from these figures, that three-fourths of the Establishment must be idle continually, yet the Secretaries represent, and I believe correctly, that the work cannot be done. They and their Head Assistants use every exertion, but arrears accumulate, and applications are made for extra hands to bring them up. Were the scale found sufficient at Lahore and Kishnagurh adopted, the work of the Government would forthwith come to a stand.

6 The difficulties are not so great in Offices of one class. When the requirements of one Collectorship have been very carefully ascertained, by examining all the elements of work in other Collectorships, and considering any local peculiarities of a nature to affect the quantity of work in any Department of the Office, suitable Establishments for the other Collectorships may be fixed with some confidence. I beg to append copy of a letter and Statement sent to the Government of Bombay on the subject. The Establishments of all the Judgships in Bengal, and all the Collectorships in the North Western Provinces, are now undergoing revision in this manner, under the superintendence of the Sudder Court at Calcutta, and the Sudder Board at Agra. When the whole shall have been concluded, the Statements are to be sent to me. I have not the least expectation of any material saving in either case, but incongruities will be remedied, and uniformity secured.

7. The appointment of the Committee will in no way interfere with the prosecution of my inquiries, and if I can in any way be of use to them, I shall have much pleasure in assisting their investigations.

(Signed) H. RICKETTS,

Commissioner for the Revision of Civil Salaries
and Establishments throughout India.

STATEMENT shewing the Establishment entertained under the Collectors of the District in the Northern Division of the Bombay Presidency and the Area, Population and other Statistical, particulars of the Districts in question.

	Ahmedabad.	Kaira.	Broach.	Surat.	Tanna.	Khandeish.
Area in square miles… …… ……	4,402½	1,375	1,351	1,482	5,400	12,078
Population according… … … …	6,53,730	5,80,631	2,90,984	4,93,934	8,74,570	7,85,744
Land Revenue…… …… ………	12,88,267	15,24,695	16,20,880	17,16,717	16,08,231	20,53,481
Other Revenue…… …… … ……	1,26,004	60,777	76,821	2,58,037	3,93,091	1,59,563
No. of Persons paying Revenue.	49,228	78,155	41,708	55,713	1,07,444	78,463
Receipts of the Treasury in a year.	31,85,289	15,95,324	18,98,979	41,91,780	13,59,742	22,13,596
Number of letters……… … … …	2,788	13,419	1,898	2,915	9,890	16,243
Number of Cases…… ……… …	……	8	7,368	26	24	9
Number of Petitions… … … …	3,173	5,013	2,427	2,263	5,114	6,597

STATEMENT, &c. (*Continued.*)

Collectors' Offices.	Amedabad.		Kaira.		Broach.		Surat.		Tanna.		Khandeish.	
	Amount of each Officer's pay.	Total of each Establishment.	Amount of each Officer's pay.	Total of each Establishment.	Amount of each Officer's pay.	Total of each Establishment.	Amount of each Officer's pay.	Total of each Establishment.	Amount of each Officer's pay.	Total of each Establishment.	Amount of each Officer's pay.	Total of each Establishment.
English Department.												
Head Accountants	200 0 0	...	150 0 0	...	150 0 0	...	200 0 0	...	200 0 0	...	200 0 0	...
Deputy Accountant	80 0 0	...	75 0 0	...	70 0 0	...	80 0 0	...	80 0 0	...	80 0 0	...
Head Clerk	100 0 0	...	100 0 0	...	80 0 0	...	100 0 0	...	100 0 0	...	100 0 0	...
Clerk	60 0 0	...	0 0 0	...	0 0 0	...	60 0 0	...	60 0 0	...	60 0 0	...
Ditto	50 0 0	...	50 0 0	...	50 0 0	...	50 0 0	...	50 0 0	...	50 0 0	...
Ditto	40 0 0	...	40 0 0	...	40 0 0	...	40 0 0	...	40 0 0	...	40 0 0	...
Ditto	0 0 0	...	40 0 0	...	0 0 0	...	0 0 0	...	0 0 0	...	40 0 0	...
Ditto	30 0 0	...	30 0 0	...	30 0 0	...	30 0 0	...	30 0 0	...	30 0 0	...
Ditto	30 0 0	...	0 0 0	...	0 0 0	...	30 0 0	...	30 0 0	...	30 0 0	...
Ditto	0 0 0	...	0 0 0	...	0 0 0	...	0 0 0	...	30 0 0	...	30 0 0	...
Ditto	20 0 0	...	20 0 0	...	20 0 0	...	20 0 0	...	20 0 0	...	20 0 0	...
Ditto	20 0 0	...	20 0 0	...	0 0 0	...	20 0 0	...	20 0 0	...	20 0 0	...
Ditto	0 0 0	...	0 0 0	...	0 0 0	...	0 0 0	...	20 0 0	...	20 0 0	...
Ditto	15 0 0	...	15 0 0	...	15 0 0	...	15 0 0	...	15 0 0	...	15 0 0	...
Ditto	15 0 0	...	0 0 0	...	0 0 0	...	0 0 0	...	15 0 0	...	0 0 0	...
Ditto	10 0 0	...	10 0 0	...	10 0 0	...	10 0 0	...	10 0 0	...	0 0 0	...
Ditto	0 0 0	...	0 0 0	...	0 0 0	...	0 0 0	...	10 0 0	...	0 0 0	...
Total	13 Men at	670 0 0	11 Men at	550 0 0	9 Men at	465 0 0	12 Men at	655 0 0	16 Men at	730 0 0	14 Men at	735 0 0
Native Department.												
Chitness	80 0 0	...	80 0 0	...	80 0 0	...	80 0 0	...	80 0 0	...	80 0 0	...
Naile	80 0 0	...	60 0 0	...	60 0 0	...	80 0 0	...	80 0 0	...	80 0 0	...
Carkoon	50 0 0	...	0 0 0	...	0 0 0	...	50 0 0	...	50 0 0	...	50 0 0	...
Ditto	0 0 0	...	40 0 0	...	40 0 0	...	0 0 0	...	40 0 0	...	40 0 0	...
Ditto	30 0 0	...	30 0 0	...	30 0 0	...	30 0 0	...	30 0 0	...	30 0 0	...
Ditto	0 0 0	...	30 0 0	...	30 0 0	...	0 0 0	...	30 0 0	...	30 0 0	...
Persian Moonshee	0 0 0	...	0 0 0	...	0 0 0	...	0 0 0	...	0 0 0	...	30 0 0	...
Carkoon	25 0 0	...	25 0 0	...	25 0 0	...	25 0 0	...	25 0 0	...	25 0 0	...
Ditto	25 0 0	...	0 0 0	...	0 0 0	...	25 0 0	...	25 0 0	...	25 0 0	...
Ditto	20 0 0	...	20 0 0	...	20 0 0	...	20 0 0	...	20 0 0	...	20 0 0	...
Ditto	20 0 0	...	20 0 0	...	20 0 0	...	20 0 0	...	20 0 0	...	20 0 0	...
Ditto	20 0 0	...	20 0 0	...	20 0 0	...	20 0 0	...	20 0 0	...	20 0 0	...
Ditto	0 0 0	...	0 0 0	...	0 0 0	...	0 0 0	...	20 0 0	...	20 0 0	...
Ditto	0 0 0	...	0 0 0	...	0 0 0	...	0 0 0	...	20 0 0	...	0 0 0	...
Ditto	15 0 0	...	15 0 0	...	15 0 0	...	15 0 0	...	15 0 0	...	15 0 0	...
Ditto	15 0 0	...	15 0 0	...	15 0 0	...	15 0 0	...	15 0 0	...	15 0 0	...
Ditto	15 0 0	...	15 0 0	...	15 0 0	...	15 0 0	...	15 0 0	...	15 0 0	...
Ditto	15 0 0	...	0 0 0	...	0 0 0	...	15 0 0	...	15 0 0	...	15 0 0	...
Ditto	12 0 0	...	12 0 0	...	12 0 0	...	12 0 0	...	12 0 0	...	12 0 0	...
Ditto	12 0 0	...	12 0 0	...	12 0 0	...	12 0 0	...	12 0 0	...	12 0 0	...
Ditto	12 0 0	...	12 0 0	...	0 0 0	...	12 0 0	...	12 0 0	...	12 0 0	...
Ditto	12 0 0	...	0 0 0	...	0 0 0	...	12 0 0	...	0 0 0	...	12 0 0	...
Ditto	10 0 0	...	10 0 0	...	10 0 0	...	10 0 0	...	10 0 0	...	10 0 0	...
Ditto	10 0 0	...	10 0 0	...	10 0 0	...	10 0 0	...	10 0 0	...	10 0 0	...
Ditto	10 0 0	...	10 0 0	...	0 0 0	...	10 0 0	...	10 0 0	...	0 0 0	...
Total	20 Men at	488 0 0	18 Men at	436 0 0	16 Men at	414 0 0	20 Men at	488 0 0	23 Men at	586 0 0	23 Men at	598 0 0
Treasury and Stamp Department.												
Carkoon	0 0 0	...	0 0 0	...	0 0 0	...	0 0 0	...	30 0 0	...	30 0 0	...
Ditto	25 0 0	...	25 0 0	...	25 0 0	...	25 0 0	...	25 0 0	...	0 0 0	...
Ditto	20 0 0	...	20 0 0	...	20 0 0	...	20 0 0	...	20 0 0	...	20 0 0	...
Ditto	0 0 0	...	0 0 0	...	0 0 0	...	0 0 0	...	20 0 0	...	20 0 0	...
Ditto	0 0 0	...	0 0 0	...	0 0 0	...	0 0 0	...	0 0 0	...	20 0 0	...
Ditto	15 0 0	...	15 0 0	...	15 0 0	...	15 0 0	...	15 0 0	...	15 0 0	...
Ditto	15 0 0	...	15 0 0	...	15 0 0	...	15 0 0	...	15 0 0	...	15 0 0	...
Ditto	15 0 0	...	0 0 0	...	0 0 0	...	15 0 0	...	0 0 0	...	0 0 0	...
Total	5 Men at	90 0 0	4 Men at	75 0 0	4 Men at	75 0 0	5 Men at	90 0 0	6 Men at	125 0 0	6 Men at	120 0 0
Total Ministerial Establishment of the Collectors' Offices.	38 Men at	1,248 0 0	33 Men at	1,061 0 0	29 Men at	954 0 0	37 Men at	1,233 0 0	45 Men at	1,441 0 0	43 Men at	1,453 0 0

STATEMENT &c. (*Continued.*)

	Ahmedabad.		Kaira.		Broach.		Surat.		Tanna.		Khandeish.	
Collectors' Offices.	Amount of each Officer's pay.	Total of each Establishment.	Amount of each Officer's pay.	Total of each Establishment	Amount of each Officer's pay.	Total of each Establishment.	Amount of each Officer's pay.	Total of each Establishment.	Amount of each Officer's pay.	Total of each Establishment.	Amount of each Officer's pay.	Total of each Establishment.
Peon Establishments.												
Jemadar	10 0 0	... ...	10 0 0	... ...	10 0 0	... ...	10 0 0	... ...	10 0 0	... ...	10 0 0	... ...
Havildar	8 0 0	... ...	8 0 0	... ...	8 0 0	... ...	8 0 0	... ...	8 0 0	... ...	8 0 0	... ...
Naigue	6 0 0	... ...	6 0 0	... ...	6 0 0	... ...	6 0 0	... ...	6 0 0	... ...	6 0 0	... ...
21 Peons at 5 Rupees each	105 0 0	... ...	105 0 0	... ...	105 0 0	... ...	105 0 0	... ...	105 0 0	... ...	105 0 0	... ...
Mussalchee	5 0 0	... ...	5 0 0	... ...	5 0 0	... ...	5 0 0	... ...	5 0 0	... ...	5 0 0	... ...
Furrash	5 0 0	... ...	5 0 0	... ...	5 0 0	... ...	5 0 0	... ...	5 0 0	... ...	5 0 0	... ...
Ditto	5 0 0	... ...	5 0 0	... ...	5 0 0	... ...	5 0 0	... ...	5 0 0	... ...	5 0 0	... ...
Sweeper	3 0 0	... ...	3 0 0	... ...	3 0 0	... ...	3 0 0	... ...	3 0 0	... ...	3 0 0	... ...
Total	28 Men at	147 0 0	28 Men at	147 0 0	28 Men at	147 0 0	28 Men at	147	28 Men at	147 0 0	28 Men at	147 0 0
Guards for Offices.												
Naik	6 0 0	... ...	6 0 0	... ...	6 0 0	... ...	6 0 0	... ...	6 0 0	... ...	6 0 0	... ...
4 Sepoys at 5 Rupees each	20 0 0	... ...	20 0 0	... ...	20 0 0	... ...	0 0 0	... ...	20 0 0	... ...	20 0 0	... ...
5 Sepoys at 4 Rupees each	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	20 0 0	... ...	0 0 0	... ...	0 0 0	... ...
Total	5 Men at	26 0 0	5 Men at	26 0 0	5 Men at	26 0 0	5 Men at	26 0 0	5 Men at	26 0 0	5 Men at	26 0 0
Petty Supplies for the Collector's Office	... ...	150 0 0	... ...	110 0 0	... ...	110 0 0	... ...	150 0 0	... ...	185 0 0	... ...	200 0 0
Total of the Collectors Establishment including Peons Office, Guards, and petty Supplies	... ...	1,571 0 0	... ...	1,344 0 0	... ...	1,237 0 0	... ...	1,556 0 0	... ...	1,799 0 0	... ...	1,846 0 0
1st Assistant Collector's Establishment and petty Supplies	... ...	93 0 0	... ...	93 0 0	... ...	93 0 0	... ...	93 0 0	... ...	93 0 0	... ...	93 0 0
2nd do. do.	... ...	81 0 0	... ...	81 0 0	... ...	81 0 0	... ...	81 0 0	... ...	81 0 0	... ...	81 0 0
3rd do. do.	... ...	63 0 0	... ...	0 0 0	... ...	0 0 0	... ...	63 0 0	... ...	73 0 0	... ...	73 0 0
Hoozoor Deputy Collector's Establishment and petty Supplies	... ...	42 0 0	... ...	42 0 0	... ...	42 0 0	... ...	42 0 0	... ...	42 0 0	... ...	42 0 0
District Deputy Collector's do. do.	... ...	42 0 0	... ...	42 0 0	... ...	42 0 0	... ...	42 0 0	... ...	42 0 0	... ...	84 0 0
Distrilery Establishment and petty Supplies	... ...	77 0 0	... ...	0 0 0	... ...	50 0 0	... ...	288 0 0	... ...	0 0 0	... ...	0 0 0
1st Talooka Establishment and petty Supplies	... ...	540 0 0	... ...	550 0 0	... ...	530 0 0	... ...	500 0 0	... ...	532 8 0	... ...	498 0 0
2nd do. do.	... ...	176 0 0	... ...	525 0 0	... ...	513 0 0	... ...	495 0 0	... ...	219 8 0	... ...	433 0 0
3rd do. do.	... ...	515 0 0	... ...	457 0 0	... ...	492 0 0	... ...	467 0 0	... ...	495 0 0	... ...	433 0 0
4th do. do.	... ...	449 0 0	... ...	435 0 0	... ...	203 0 0	... ...	211 0 0	... ...	153 0 0	... ...	402 0 0
5th do. do.	... ...	151 0 0	... ...	413 0 0	... ...	403 0 0	... ...	425 0 0	... ...	490 0 0	... ...	402 0 0
6th do. do.	... ...	442 0 0	... ...	388 0 0	... ...	350 0 0	... ...	425 0 0	... ...	442 0 0	... ...	446 0 0
7th do. do.	... ...	163 0 0	... ...	306 0 0	... ...	349 0 0	... ...	425 0 0	... ...	220 0 0	... ...	180 0 0
8th do. do.	... ...	402 0 0	... ...	129 0 0	... ...	0 0 0	... ...	216 0 0	... ...	429 0 0	... ...	433 0 0
9th do. do.	... ...	372 0 0	... ...	0 0 0	... ...	0 0 0	... ...	441 0 0	... ...	240 0 0	... ...	503 0 0
10th do. do.	... ...	139 0 0	... ...	0 0 0	... ...	0 0 0	... ...	215 0 0	... ...	412 0 0	... ...	441 0 0
11th do. do.	... ...	125 0 0	... ...	0 0 0	... ...	0 0 0	... ...	446 0 0	... ...	252 0 0	... ...	349 0 0
12th do. do.	... ...	252 0 0	... ...	0 0 0	... ...	0 0 0	... ...	405 0 0	... ...	400 0 0	... ...	206 0 0
13th do. do.	... ...	0 0 0	... ...	0 0 0	... ...	3 0 0	... ...	201 0 0	... ...	185 0 0	... ...	468 0 0
14th do. do.	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	427 0 0	... ...	498 0 0
15th do. do.	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	358 0 0	... ...	220 0 0
16th do. do.	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	324 0 0	... ...	220 0 0
17th do. do.	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	161 0 0	... ...	466 0 0
18th do. do.	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	142 0 0	... ...	466 0 0
19th do. do.	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	334 0 0	... ...	478 0 0
20th do. do.	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	431 0 0
21st do. do.	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	212 0 0
22nd do. do.	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	206 0 0
23rd do. do.	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	510 0 0
24th do. do.	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	443 0 0
25th do. do.	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	206 0 0
26th do. do.	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	0 0 0	... ...	371 0 0
Grand Total	... ...	5,695 0 0	... ...	4,799 0 0	... ...	4,385 0 0	... ...	7,037 0 0	... ...	8,346 0 0	... ...	11,940 0 0

(Signed) H. RICKETTS, *Commissioner.*

(True Copy.)

(Signed) JAMES A. ROBERTSON, *Assistant to Commissioner.*

From H. RICKETTS, Esq., Commissioner for the Revision of Civil Salaries and Establishments throughout India; to H. YOUNG, Esq., Chief Secretary to the Government of Bombay, dated 26th February 1857, No. 808.

SIR,

I have the honor to acknowledge the receipt of your Memorandum, No. 278, dated the 24th Ultimo, together with papers connected with a revision of the Establishments in the Revenue Department, conducted simultaneously with the transfer of a certain portion of the Establishment of each District to the Police Department, consequent on the separation of that Department from the immediate control of the Magistrate and Collector.

I can find nothing in these papers from which to form a judgment whether the transfers are suitable or not; I think it might be useful, if it has not already been done, to allow the Commissioner of Police and the Superintendents opportunity of recording their opinion whether in each case the transfer proposed embraces all those whose services can be dispensed with by the Revenue Department.

The proposed Establishment in the English Department of each Office, as shewn in the 36th para: of the Report of the Commissioner, Northern Division, No. 2612 dated the 25th October last, is very large. It averages 12½ writers for each* District. In Bengal the average is 6½, in the North West Provinces 5½, in the Punjab 3¼.

* *Deducting "Colaba."*

I find in the Bombay English Establishments in each Office an Accountant and a Deputy Accountant, receiving very high Salaries. There are peculiar duties in the Bombay System which render the employment of these highly paid Officers necessary. In the North West Provinces, Bengal, and other parts, the Accounts are always prepared in the Native language, and merely translated into English, the English Writer being answerable only for the correctness of the translation, whereas in the Bombay Offices many of the Accounts are prepared in the original in English. I believe this to be needless, and it renders necessary expensive Agency, instead of the Agency of Native Accountants, always easily procurable at a very moderate cost.

200 } *In large Districts.*
80 }
150 } *In 2nd Class Districts.*
75 }

After deducting these Accountants, the average number of Clerks in each Office is 10½, nearly double the number allowed under the other Governments. The necessity for this number of Clerks should be carefully examined, and all useless Correspondence prohibited, the Salaries are not extravagant:

In the Native Department I find the undermentioned peculiarities. The pay of the Naib Chitness in some offices is the same as the pay of the Chitness. Besides a guard for the Office, there are large Establishments of Huzoor Peons with Native Officers. It should be explained on what duties all these persons are to be employed. Petty Supplies are charged at different rates varying from 100 to 150. It should be specified what Charges are admissible into this Account. Assistant Collectors are allowed Establishments costing from 63 to 93. While Deputy Collectors are allowed only

One Karcoon at.......................	12
One Do at.......................	10
Four Sepoys at 5.......................	20
	42

It is impossible that a Deputy Collector should be able to employ himself usefully with the assistance of only two persons, moreover, there is no allowance for Stationery.

An Establishment of from 20 to 30 Sepoys is placed under each Mamhutdar, the duties of these persons should be fully described. If when default occurs the defaulter is made to pay the cost of the process issued to enforce payment, it is not apparent on what duty this force can be employed.

In the Northern Division the Establishment in each District is to cost

Ahmedabad..............................	5695 per mensem.
Kaira..............................	4799 „
Broach..............................	4405 „
Surat..............................	7037 „
Tanna..............................	8346 „
Khandeish..............................	11940 „

There probably are sufficient causes for the Establishments of some Districts costing more than double the Establishments proposed for others, but these papers do not convincingly shew them. It is desirable in the conduct of such a revision to select a District as a pattern, and having fixed the Establishment of that District, then to fix the Establishments of the other Districts with reference to that standard. I recommend that Ahmedabad should be selected as the standard, or if the Collector of any one District is known to have given much attention to such subjects, and is considered pre-eminently qualified for such a task, it is on many accounts desirable that his District should be selected. After the most careful enquiry and minute examination of the work to be performed in all Departments, the Establishment of that District should be fixed in the lowest scale compatible with the efficient discharge of all the duties; a comparative Statement should then be prepared, shewing the elements of work and the Establishments proposed for each District, in the Form annexed, and where, with reference to the amount of Work in any District relatively with the amount of Work shewn in the standard District, the Establishment proposed appears disproportioned, the District Officer should be called upon to shew cause why the scale allowed in the standard District is inapplicable to his District, and the Establishment should be finally settled after due consideration of the cause shewn.

The elements which, generally speaking, will be found to influence the strength of the Establishment required are

Area.
Population.
Amount of Revenue other than Land Revenue.
Receipts of the Treasury.

No. of persons paying direct to the Collector or his Subordinate Collectors.*

No. of letters sent and received.
No. of Cases of all sorts.
No. of Petitions received.

* In a Ryotwaree District the number of Ryots who have a separate Account will be shewn. In Districts where there are middle men as in Rutnagheree, the number of middle men will appear.

Provided the Establishment of the standard District be adjusted with sufficient care, and the Commissioner with the information before him above particularized canvasses the strength of Establishment required in personal communication with the Collector and his Head Native Officers, a mistake of any consequence is nearly impossible.

It is a great assistance to satisfactory comparison of Establishments to tabulate the Districts as in the Statement annexed. It shews all the information I have at present, and at a glance it is seen that explanation is required on the following points:

In Thanna there are 16 Writers to 14 in Candeish, though the English work in the former District is much less than in the latter.

In Surat there is in the Treasury one Stamp Department, only one more person than there is in Broach, though the Treasury Receipts in Surat are 4,19,178 to 18,95,979 in Broach.

In Candeish there are 26 Talooks, to 19 in Tanna and 13 in Surat, though the Land Revenue is less in Candeish than in either of the other Districts.

If the Right Honorable the Governor in Council will direct the Commissioner of the 2nd Division to re-consider the Establishments with reference to the plan now propounded, and to submit Statements to me prepared in the manner above described, I will lay them before the Government for final approval.

I would in this place remark that it must be impossible to fix the Talooka Establishments either positively or relatively on a proper and suitable strength, without full information respecting the hereditary Officers of each District, and the use made or to be made of them.

There are such discrepancies in the Statistical Table at the head of the Statement, that it is impossible the same data should have been taken in each District. The Officers should be directed to communicate with each other, and make such alterations as comparison may shew to be required.

(Signed) H. RICKETTS,
Commissioner for the Revision of Civil Salaries and Establishments throughout India.

(True Copy.)

(Signed) JAMES A. ROBERTSON,
Assistant to the Commissioner.

No. 20. ORDER THEREON, No. 275; dated 9th May 1857.

In Extract Minutes of Consultation, 23rd February last, No. 102, the Government intimated their intention of appointing a Committee to investigate the best mode of testing the efficiency of the Establishments in the Government Offices at the Presidency.

2. The Right Honorable the Governor in Council now resolves to appoint the following Gentlemen to form the Committee.

Mr. Morehead, President.

Mr. Prendergast.

Lieutenant Colonel Pears, C. B.

Lieutenant Colonel Balfour, C. B.

With power to add temporarily to their number any Officer whose assistance they may think likely to be useful as occasion may require.

3. The object of the Committee, as stated in the Extract Minutes of Consultation, already quoted, Copy of which will be furnished to them, was to enquire into the manner in which business is performed in the Establishments of the various Public Offices, Civil and Military, at the Presidency, in view both to the introduction of any improvements that may seem advisable, as well as to the laying down some Rules, and determining some test, whereby Government may be enabled to judge of the efficiency of their Establishments, and, when found not fully efficient, to decide to what the inefficiency is attributable; *viz.*, whether to inadequate strength, defective superintendence, imperfect organization or other cause.

4. Having indicated the object of their appointment and subject of their enquiry, the Governor in Council is unwilling to fetter the Committee with any detailed or specific instructions, but will leave them to act on their discretion and pursue their researches in the mode most likely to lead to practical results. He would however suggest that they should first examine into the working of the Establishment of some one or two large Offices at the Presidency, Civil and Military, should ascertain how each Servant in the Office is employed, what are the duties assigned to him, what is the supervision under which he acts, what checks are maintained over him—whether generally the organization of the Establishment is such as to ensure the utmost reasonable amount of labor being rendered by each Employée, and the labor so given being turned to the best advantage—if not, in what respects it is defective, and how those defects may be remedied. The information so obtained will aid them in judging of the efficiency of other Establishments, and finally in laying down Rules for estimating the state of Government Establishments generally.

5. The Committee will, in the course of their investigations, have the opportunity of considering whether such a classification of the subordinate Officers and Employées, and of their Salaries, could be effected—as, while it would ensure promotion to the capable and deserving, would at the same time prevent the great inconvenience now at times experienced in consequence of Subordinates, in order to obtain an increase of salary, leaving their own department for some other.

6. One important part of the Committee's inquiry will be to ascertain to what extent printing has been introduced, and whether it may not be extended with advantage. They will consider what work is done for the several Offices under their inquiry at the Government Press, whether that work is sufficient or whether a separate printing Establishment might not with benefit be set up in the different Offices or at least in the largest of them.

7. The Committee will have full authority to call for Books, Accounts and information of any kind from the Heads of Offices direct, to inspect their Establishments and examine any of their Servants. The Governor in Council does not, however, doubt that the inquiry will be so conducted as to cause as little inconvenience as possible to any public Office.

(Signed) E. MALTBY,
Acting Chief Secretary.

Exd. J. A. Wilson.

3. The Committee will, in the course of their investigations, have the opportunity of considering whether such a classification of the Subordinate Officers and employés, and of their salaries, could be effected – as, while it would ensure promotion to the capable and deserving, would at the same time prevent the great inconvenience now at times experienced in consequence of Subordinates, in order to obtain an increase of salary, leaving their own department for some other.

I send this purpose of stating - that I propose to appoint the following Gentlemen - as members of the Committee -

Mr. Morehead - Chairman
Mr Prendergast
Col. Scarr
Col. Balfour -
with power to add

temporarily to their number any officer – whose ~~opinion~~ experience they may think likely to be useful – as regards any enquiry.

I see that Mr Ricketts observes that the Committee is

8

establishments – as they not enquire into the actual efficiency of any establishment.

I think he has misapprehended the intention of Govt – as it was proposed that ~~establishment~~ the organization & efficiency of the same

Establishments as they actually exist - should be ~~[illegible]~~ investigated.

H.

I have seen the four Gentlemen whom I mentioned & they have all expressed their willingness to act -

I shall be obliged if these papers can be brought to Council tomorrow - H.

9

Financial Department

No. 163

From The Commissioner for the revision of the Civil Salaries and Establishments.

Dated 1st April 1857.

For Orders.

This had better lie over until the appointment of the Committee when Extracts can be entered in the instructions sent to them

H.

Financial Deptt

No. 275

Extract from the Minutes of Cons:
dated 9th May 1857.

Read again the following papers

Minute by the R. H. the President	(Here enter 31st January 1857.)
Extract Minutes Cons:	(Here enter 23d February 1857)
To the Secy Govt. of India.	(Here enter 23d — " — ")
To Comm. for revision of Civil Salaries	(Here enter 31st March 1857)

Read also the following letters

From Comm. for revision of Civil Salaries	(Here enter 1st April 1857) No. 894
From Secy Govt. of India —	(Here enter 27 March 1857) No. 1273

In Extract Minutes of Consultation 23d February last No. 102 the Govt. intimated their intention of appointing a Committee to investigate the best mode of testing the efficiency of the establishments in the Govt. Offices at the Presidency

2. The Right Hon: the Governor in Council now resolves to appoint the following Gentlemen to form the Committee

Mr. Morehead - President.
Mr. Prendergast. -
Lieut. Col. Pears. C.B.
Lieut. Col. Balfour. C.B.

with power to add temporarily to their number any Officer whose assistance they may think likely to be useful as occasion may require. -

3. The object of the Committee as stated in the Extract Mins. Cons. already quoted, copy of which will be furnished to them, was to enquire into the manner in which business is performed in the Establishments of the various Public Offices - Civil and Military -

at

at the Presidency in view both to the introduction of any improvements that may seem advisable, as well as to the laying down some rules, and determining some test, whereby Govt may be enabled to judge of the efficiency of their Establishments, and, when found not fully efficient, to decide to what the inefficiency is attributable - viz, whether to inadequate strength - defective superintendence - imperfect organization or other cause. -

4. Having indicated the object of their appointment and subject of their enquiry, the Governor in Council is unwilling to fetter the Committee with any detailed or specific instructions, but will leave

them

them to act on their discretion and pursue their researches in the mode most likely to lead to practical results. He would however suggest that they should first examine into the working of the establishment of some one or two large Office at the Presidency - Civil and Military - should ascertain how each servant in the Office is employed - what are the duties assigned to him - what is the supervision under which he acts - what checks are maintained over him - whether generally the organization of the establishment is such as to ensure the utmost reasonable amount of labor being rendered by each employé, and the labor so given being

turned

Think this might be inserted here

"The Committee will in the course of their investigations have [illegible] opportunity [illegible] [illegible] such a classification [illegible] the [illegible] [illegible] of their salaries [illegible] [illegible] [illegible] while [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] how [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] of salaries [illegible] [illegible] [illegible] [illegible] [illegible] [illegible]

turned to the best advantage - if not in what respects it is defective, and how those defects may be remedied. The information so obtained will aid them in judging of the efficiency of other establishments - and finally in laying down rules for estimating the state of Govt establishments generally. + (see [illegible])

5. One important part of the Committee's inquiry will be to ascertain to what extent printing has been introduced, and whether it may not be extended with advantage. They will consider what work is done for the several Offices under their inquiry at the Govt. Press - whether that work is sufficient - or whether a separate

printing

printing establishment might not with benefit be set up in the different Offices or at least in the largest of them.

67 The Committee will have full authority to call for books, accounts and information of any kind from the Heads of Offices direct to inspect their establishments and examine any of their Servants. The Governor in Council does not, however, doubt that the inquiry will be so conducted as to cause as little inconvenience as possible to any public Office.

J.P.

Mr Morehead
Prendergast
Lt Col Pears CB
Lt Col Balfour CB
} with copy of E.M.L. 23 Feby 57 } Dispd 14th 12 Copies

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~~Last para~~ Copy to Several Depts of the Secretariat

for communication to the several Govt Offices at the Presidency.

J.P.
(Sigd) E. Maltby
Ag Chief Secy

Rev: Deptt
Pub Works Deptt
Mily Deptt with 16 spare copies
Judicial Dept
Public Deptt
Railway Deptt
Political Deptt
Ecclesiastl do
Marine do
} Dispd 15th

Mint Committee
Acctt General
Civil Auditor
Sub Treasurer
} Dispd 15th

Please see my minute
on Mr Ricketts' letter
but I would not [illegible]
that there is too [illegible]
[illegible] communication
this letter to the Com.
without it seems [illegible]
to [illegible] jurisdiction
[illegible] of some
[illegible] or to the Com.
[illegible] to condemn
it altogether

Incl. to Cons. 12th May

Financial 1857 Depart.t

Financial Letter to England
1st December No 24 of 1857

Paras 27 @ 30

No. 75

Extract Mins: of Cons

d/19th May/57

Respecting the
[illegible]
Calcutta

[illegible]

[illegible]
[illegible]
[illegible]
[illegible]