1. Number of
2. Date of
3. Initials of

M.R.O. 1—30,000—16-10-29.

MADRAS RECORD OFFICE.

Government of Madras.

Public Works DEPARTMENT.

Cons. to 11-5-7

G.O. No. 2062 Press Mis.

Dated 4-11-1927

Not to be folded or roughly handled

No. 8. Read the following Extract from the Proceedings of the Chief Engineer, dated 24th October 1857 No. 4710.

Read again letter, from the Superintending Engineer Southern Circle of Public Works suggesting the adoption of rules under Extract Minutes Consultation, No. 1770, of 17th September 1857 for the direct despatch of business by the Superintending Engineers, and recommending the correspondence of the Government Lithographic Press to be brought on the files and registers of the General Department of the Central Office of Public Works, dated 6th and entered in Diary 8th October 1857.

1 Letter from the Superintending Engineer Southern Circle.
1 Official Memo. by the Chief Engineer both in original.

1. Resolved with reference to the letter placed at the head of these Proceedings, to record the following remarks.

2. At a very early period of the present Department of Public Works being formed on its existing footing, the Chief Engineer had occasion to signify not only his personal wishes, but his Official instructions, that during the actual presence of the Chief and Superintending Engineers in the Central Office, no written correspondence or transaction of public business by letter should be had recourse to (except on subjects necessitating a reference to Government, either for the information or for the orders of the latter authority.)

3. This rule, the utility of which both in economizing the time of Officers and Subordinates in the Establishment, and in maintaining a frequency of *personal* intercourse between the Chief Engineer and his professional "stated advisers," which otherwise might be liable to partial interruption, has in the case of one of Colonel Faber's associates, been departed from on more occasions than need now be recapitulated.

4. Irrespective of the very sufficient reasons for the prohibition of formal and recorded correspondence between two functionaries dwelling under the same roof (and being for some hours daily only separated from each other by a single apartment) which have been already assigned in the foregoing para, it seems to admit of no question whatever that the Government expect habitual personal conference and mutually confidential intercourse to be maintained between the Chief Engineer and the able and experienced Officers associated with him, in the performance of his Departmental duties.

5. It is the careful deliberate opinion of Colonel Faber that by the practice of official letter writing between two officers holding the relation of Chief and Superintending Engineer in the same Office, not only is much time wasted by both writer and reader, who could make the same communication vivâ voce in probably one hundredth of the period required for writing and perusing, and that not only are the above named reasonable expectations of the Government thereby frustrated, but that besides the useless labor entailed on Managers, Clerks and Copyists, in maturing, registering and recording the letters, it is the direct *tendency* of official correspondence between parties so situated to create discussion, to engender misapprehension, and finally to substitute opposition and estrangement for co-operation, cordiality and good understanding.

6. But even admitting both the Government to be neutral in the matter, and the evils that have been alleged to be imaginary instead of substantial, Colonel Faber is clearly of opinion that as head of the office, the simple expression of his own *wish* that no correspondence beyond that intended for Government through the Chief Engineer as the channel of communication, should take place between the Superintending Engineers and himself, ought to have been fully sufficient to ensure Major Lawford's prompt conformity, and inviolable subsequent attention.

7. If the very opposite conduct in this particular observed by the several other Officers who have been employed as Superintending Engineer, and if *their* uniform preference of and recourse to personal conference be gratifying, so again on the other hand it cannot but add to the concern of the Chief Engineer, that the Officer of longest standing, and he who himself is most tenacious of his own authority and strict in the exaction and enforcement of the obedience of his juniors, should alone set an example of the non-performance of a subordinates duties.

of the Chief and Superintending Engineer

8. Unwilling to apply for the intervention of Government in a matter of office internal economy, for which the authority inherent in the Head of the department and his superiority in rank ought to be sufficient; and weary of renewing instructions which Major Lawford habitually disregarded, the letter from the Superintending Engineer Southern Circle of P. W., heading these proceedings No. 228 of the 6th Instant was in the first instance disposed of by directions for it to be placed on record after perusal by the Assistant Chief Engineer, hoping in this manner to avoid further trouble, and to be spared the painfulness of my present task.

9. But a demi-official note from Major Lawford of the twenty-first instant having, (most improperly, regard being had to that Officers position relative to the head of the office) urged his title to an official reply to his renued infraction of the Chief Engineers repeated instructions it appears upon the whole advisable (instead of returning the letter in order that without being placed on record, its contents might be communicated orally) to dispose of the Superintending Engineers despatch seriatim, with the formality necessary for permanent record.

10. The Chief Engineer observes with reference to the 1st para. of Major Lawford's letter, that the Superintending Engineers alleged ignorance of the order of the 28th April last cannot be considered any valid reason for the neglect of its instructions, as it should be the first duty of a Superintending Engineer on completing a tour of inspection to make himself acquainted with all rules published in his absence. Nor can it properly be said on the 6th of October that time had been wanting for the purpose.

11. Para. 2 calls the attention of the Chief Engineer to the non-issue on his own part, of any such rule for the Superintending Engineers to despatch orders on their own authority without the previous concurrence of the head of the office, as the Government authorize the Chief Engineer to lay down for the quicker disposal of routine business in para. 3 of E. M. C., No. 1776 of the 17th Ultimo.

12. In reference to this movement, the Chief Engineer resolves to call Major Lawford's attention to the Subordinate position he now fills in the Central office as one which in no wise authorizes him to take on himself to call on his official superior to put forth a scheme, the responsibility of which rests with the head of the office, and not with Major Lawford.

13. The Superintending Engineer of the Southern Circle irrespective of the official indecorum he commits by presuming to require, within so short a period, that the Chief Engineer shall authorize him to make independent disposals on routine references, appears to have quite overlooked much in the E. M. C., of the 17th Ultimo, which he would have done well to bear in mind. Thus para. 3 in itself is permissive simply, and not mandatory, whereby the Chief Engineer is *allowed* to relieve himself of routine business, rather than *ordered* to invest Major Lawford with additional power; and though doubtless "much needless trouble" may be saved to the head of the office, yet the latter is in duty bound to satisfy himself that when an alteration of procedure *is* established, there also shall be less pressure than at present on the establishment generally.

14. Resolved therefore that whilst the Chief Engineer entirely concurs in the correctness of the views so clearly enunciated in the 3rd para. of Extract Minutes Consultation of the 17th September 1857, it yet appears to him an indispensable preliminary to the introduction of such a rule as Colonel Faber has been allowed to adopt, that it shall be ascertained the preparation of the direct disposal statements by Superintending Engineers will not occupy more time than will be saved by the now current routine of getting the Chief Engineer's initials prior to despatch. So soon as the Senior Manager can devise a system, the success of which he can answer for, the change will be made, but Colonel Faber observes that as direct action is avowedly restricted to "routine business" or of unimportant references, the supposed or real loss of time in getting initials can be of no real moment to the Public service.

15. Resolved moreover with reference to para. 3 of the Superintending Engineer's despatch No. 223, that Major Lawford be reminded that as matter of actual fact, he and other Superintending Engineers both possessed and exercised from 1st August 1855 to 10th August 1857, the very powers of independent action, suspended by the Extract Minutes Consultation No. 1556 and now repermitted (though not ordered) in Extract Minutes Consultation No. 1770 of 17th

ultimo; and the Chief Engineer is able to assure Major Lawford that under the working of the new rules of 10th August last, making the Superintending Engineers the originators, his own trouble would be sensibly less by having to initial and read *all* papers, than by having to initial some, and to consult weekly Registers for others. The matter therefore for the present must rest in abeyance, until the investigations of the Head Manager may set the question at rest by a scheme that shall both facililate and accelerate the despatch of routine business.

16. Resolved with reference to para. 4, that it is highly inexpedient to bring the correspondence of the Government Lithographic Press into the General Department of the Central Office of Public Works as recommended by Major Lawford, confusion, delay, and additional trouble being thereby created.

17. Resolved in conclusion to forward transcript of the foregoing Proceedings with the original letter above recorded for the information and favorable consideration of Government with reference to Extract from the Minutes of Consultation No. 1556 and 1770 of the 10th August and 17th September respectively.

(Signed) C. E. FABER, Colonel,
Chief Engineer.

Letter from Major E. LAWFORD, Superintending Engineer, Southern Circle; to Colonel C. E. FABER, Chief Engineer, dated 6th October 1857, No. 223.

Sir,

Referring to your Official Memorandum of the 5th Instant, I have the honor to inform you that the reason why the Progress Reports and cash estimates have been hitherto sent to the Audit Department was that they were so marked for disposal on coming down from you before the operation of Extract Minutes Consultation No. 1559, of the 11th August 1857, and I have always regretted the arrangement, now discontinued. Your Memo., of the 28th April 1857, had not been communicated to me.

2. Adverting to Para. 3 of Extract Minutes Consultation No. 1770 of the 17th September 1857, I beg to bring to your notice that no orders have yet been given by you for carrying out that part of the instructions of Government and the loss of time that now takes place is such as to make it very desirable the change should be carried out.

3. Under the existing office rules, not only must all disposals originating with Superintending Engineers be sent for your initials but even those which are mere transcripts of your own instructions and the delays thus caused being as considerable as unnecessary, I trust that you will adopt some measures for completing the arrangements pointed out by Government, and enabling the Superintending Engineers to exercise that degree of discretion vested in them in the other Presidencies and evidently intended at Madras.

4. I would also submit for your consideration the expediency of having all letters whether in the Lithographic Department or not, recorded in the General Register, as it otherwise becomes extremely difficult to make the necessary references when replies are received to papers of which the General Department has had no cognizance.

Memo.

The Chief Engineer has noticed that certain Returns received in the Central Office, are sent to the Audit Department, which do not properly appertain to that Department. and where they cannot be dealt with in the manner required. The Chief Engineer will here notice two Returns, viz., the monthly Progress Reports, and the monthly Abstract cash estimates, sent by District Engineers &c. to Collectors, Duplicate copies of which are furnished monthly to the Central Office.

2. The monthly Progress Reports are entirely professional documents, and should therefore be received in the Superintending Engineer's Department, where after being reviewed in Proceedings, and orders passed thereon by the Superintending Engineers, as directed in the Chief Engineers Office order of the 28th April last, they will be either tabulated, and registered, in accordance with the 1st para of Section 2 of the Code, or filed together, according to Districts

of the Chief and Superintending Engineers

for ready reference. The Audit Department has no occasion for the monthly Progress Reports as the monthly Accounts Current received in that Department, shew the Financial operations on Public Works, during the month, and the Abstract statements appended to them give the detail of the expenditure on each work. The appendix however to the Progress Report will as usual be forwarded to the Audit Department.

3. The other document, alluded to, is the monthly Abstract Cash estimate furnished by District Engineers &c. to Collectors, a duplicate copy of which is sent to the Central Office agreeably to the 5th para of the rules for drawing funds. It shews the sums, which will be required, during the ensuing month, in the Talooks, of each District, for Public Works, and by what Officer or Subordinates. The Superintending Engineers from their local knowledge of Districts, and of their requirements, and of the state of Progress of Public Works, and their acquaintance with the Officers employed thereon, will be able to judge from this document how far the funds therein shewn as required, in each month, is necessary or not, and they will thus be in a position to exercise an effective control over the money operations of the District Engineers, as directed in the rules. This Return therefore will in future be delivered to the Superintending Engineers Department, where they will be dealt with as required, and then filed according to Districts for easy reference. The above Return is for no purpose required in the Audit Department, as the Original Cash estimate forwarded by Collectors, with their endorsement thereon (shewing the sums bona fide paid by them to Engineer Officers) are received in that Department; with this latter document the Audit Department can check the amount of advances received from Collectors and entered in the District Engineers Accounts Current.

No. 9. ORDER THEREON, No. 2062; dated 4th November 1857.

The Government regret to find that their orders of the 10th of August and 17th of September 1857, Nos. 1556 and 1770, have not had the effect of inducing a cordial co-operation between the members of the Central Office in the transaction of public business.

2. The Government agree with the Chief Engineer, that correspondence between himself and the Superintending Engineers, except on such subjects as, under para. 3 of the order of the 10th of August No. 1556, are to form matter of reference to Government, is very much to be deprecated. It is however observed that the letter from Major Lawford to which Colonel Faber now particularly objects, was in reply to a long written Memorandum by the Chief Engineer himself.

3. The Government consider that the time that has elapsed since their order of the 17th of September was issued, has been amply sufficient to enable the Chief Engineer to prepare a system, under which, with advantage to the public service, their order might have been carried into practice, and they are of opinion that the Chief Engineer has not acted in the spirit of that order, in considering it as permissive only, and in now declining to give it effect, until the Manager of his office may have leisure to prepare a system of conducting the duties of the Central Office, under the rules laid down by Government.

4. The feeling between the Chief Engineer and the Superintending Engineer of the Southern Circle which the present proceedings develope, and which cannot but be obstructive to the public interests, is kept alive and fostered by the continued omission of the Chief Engineer to carry out the Government order.

5. Colonel Faber will now be informed that the order of the 17th of September, was intended by Government to be peremptory, and that if it was not couched in peremptory terms, it was only out of consideration to the Chief Engineer's position, and to his known feelings on the point to which it referred, and not from any expectation that obedience to it would be considered optional.

6. The Government now direct that the Chief Engineer will, without any further delay, give that order full effect, and will inform the Government of his having done so.

(Signed) H. FORBES,
Acting Secretary to Government.

5

No. 4710

Extract from the Proceedings of the Chief Engineer in the Department of Public Works

Under date the 24th October 1857.

Read again Letter from the Superintending Engineer Southern Circle of Public Works suggesting the adoption of rules under C. ck. C No 1770 of 17 Sept. 1857 for the direct despatch of business by the Superintending Engineers, and recommending the correspondence of the Government Lithographic Press to be brought on the files and registers of the General Department of the Central Office of Works, dated 6th and entered in Diary 8th October 1857.

Resolved with reference to the letter placed at the head of these Proceedings, to record the following remarks.

2. At a very early period of the present department of Public Works being formed on its existing footing, the Chief Engineer had occasion to signify not only his personal wishes, but his official instructions, that during the actual presence of the Chief and Superintending Engineers

in the Central Office, no written correspondence or transaction of public business by letter should be had recourse to, except on subjects necessitating a reference to Government, either for the information or for the orders of the latter authority.

3. This rules the utility of which both in economizing the time of Officers and Subordinates in the Establishment, & in maintaining a frequency of personal intercourse between the Chief Engineer & his professional stated advisers, which otherwise might be liable to partial interruption, has in the case of one of Colonel Faber's associates, been departed from on more occasions than need now be recapitulated.

4 Irrespective of the very sufficient reasons for the prohibition of formal and recorded correspondence between two functionaries dwelling under the same roof (and being for some hours daily only separated from each other by a single apartment) which have been already assigned in the foregoing para it

it seems to admit of no question whatever that the Government expect habitual personal conference and mutually confidential intercourse to be maintained between the Chief Engineer and the able and experienced Officers associated with him, in the performance of his departmental duties.

5. It is the careful deliberate opinion of Colonel Faber that by the practice of official letter writing between two Officers holding the relation of Chief & Superintending Engineer in the same Office, not only is much time wasted by both writer and reader, who could make the same communication viva voce in probably one hundredth of the period required for writing and perusing, and that not only are the above named reasonable expectations of the Government thereby frustrated, but that besides the needless labor entailed on Managers, clerks and copyists, in maturing, registering and recording the letters, it is the direct tendency of official correspondence between parties so situated to create discussion

discussion, to engender mis apprehension,
and finally to substitute opposition &
retrangement for co-operation, cordiality
and good understanding

6. But even admitting both the Government to be neutral in the matter, and the evils that have been alleged to be imaginary instead of substantial, Colonel Faber is clearly of opinion that as Head of the Office, the simple expression of his own wish that no correspondence beyond that intended for Government through the Chief Engineer as the channel of communication, should take place between the Superintending Engineer and himself, ought to have been fully sufficient to ensure Major Lawford's prompt conformity, and inviolable subsequent attention

7. If the very opposite conduct in this particular observed by the several other Officers who have been employed as Superintending Engineers, and if their uniform preference of and recourse to personal conference be gratifying, so again on the other hand it cannot but add to the concern of the Chief Engineer, that the Officer of longest standing, and he who himself is most tenacious of his own authority and strict in the exaction and enforcement of the obedience of his juniors, should alone set an example of the non-performance of a subordinate's duties.

8. Unwilling to apply for the intervention of Government in a matter of Office internal economy, for which the authority inherent in the Head of the Department and his superiority in rank ought to be sufficient; and weary of renewing instructions which Major Lawford habitually disregarded, the latter from the Superintending Engineer Southern Circle of 9th heading these Proceedings No 228 of the 6th instant was in the first instance disposed of by directions for it to be placed on record after perusal by the Assistant Chief Engineer, hoping in the

this manner to avoid further trouble, and to be spared the painfulness of my present task.

9. But a demi-official note from Major Lawford of the twenty first instant having (most improperly, regard being had to that Officer's position relative to the head of the Office) urged his title to an official reply to this received infraction of the Chief Engineers repeated instructions, it appears upon the whole advisable (instead of returning the letter in order that without being placed on record, its contents might be communicated orally) to dispose of the Superintending Engineers despatch seriatim, with the formality necessary for permanent record.

10. The Chief Engineer observes with reference to the 1st para of Major Lawford's letter, that the Superintending Engineers alleged ignorance of the order of the 28th April last cannot be considered any valid reason for the neglect of its instructions, as it should be the first

first duty of a Superintending Engineer on completing a tour of inspection to make himself acquainted with all rules published in his absence. Nor can it properly be said on the 6th of October that time had been wanting for the purpose.

11 Para 2 calls the attention of the Chief Engineer to the non-issue on his own part, of any such rule for the Superintending Engineers to despatch orders on their own authority without the previous concurrence of the Head of the Office. The Government authorize the Chief Engr to lay down for the quicker disposal of routine business in Para 3 of C. M. C. No 1776. of the 17 ultimo.

12. In reference to this movement the Chief Engineer resolves to call Major Lawford's attention to the subordinate position he now fills in the Central Office as one which in no wise authorizes him to take on himself to call on his official superior to put forth a scheme, the responsibility of which rests with the

the Head of the Office, and not with Major Lawford.

13 The Superintending Engineer of the Southern Circle irrespective of the official indecorum he commits by presuming to require, within so short a period, that the Chief Engineer shall authorize him to make independent disposals on routine references, appears to have quite overlooked much in the E. M. C of the 17 ultimo, which he would have done well to bear in mind. Thus Para 3 in itself is permissive simply, and not mandatory, whereby the Chief Engineer is allowed to relieve himself of routine business, rather than ordered to invest Major Lawford with additional power; & though doubtless "much needless trouble" may be saved to the Head of the Office, yet the latter is in duty bound to satisfy himself that when an alteration of procedure is established, there also shall be less pressure than at present on the Establishment generally. Resolved

14 Resolved therefore that whilst the Chief Engineer entirely concurs in the correctness of the views so clearly enunciated in the 3d Para of E. M. C of the 17 Sept/57, it yet appears to him an indispensable preliminary to the introduction of such a rule as Colonel Faber has been allowed to adopt, that it shall be ascertained the preparation of the direct disposal Statements by Superintending Engineers will not occupy more time than will be saved by the now current routine of getting the Chief Engineer's initials prior to despatch. So soon as the Senior Manager can devise a System, the success of which he can answer for, the change will be made, but Colonel Faber observes that as direct action is avowedly restricted to "routine business" or of unimportant references, the supposed or real loss of time in getting initials can be of no real moment to the Public Service.

15 Resolved moreover with reference to

to Para 3 of the Superintending Engineer's despatch No 223, that Major Lawford be reminded that as matter of actual fact, he and other Superintending Engineers both possessed and exercised from 1st August 1855 to 10th August 1857 the very powers of independent action, suspended by the C. R. C. No 556 & now repermitted (though not ordered) in C. M. C. No 1770 of 17 ultimo; and the Chief Engineer is able to assure Major Lawford that under the working of the new rules of 10th August last, making the Superintending Engineers the originators, his own trouble would be sensibly less by having to initial and read all papers, than by having to initial some and to consult Weekly Registers for others. The matter therefore for the present must rest in abeyance, until the investigations of the Head Manager may set the question at rest by a scheme that shall both facilitate and accelerate the despatch of routine business

Resolved

16. Resolved with reference to Para 4, that it is highly inexpedient to bring the correspondence of the Govt Lithographic Press into the General Department of the Central Office of Public Works as recommended by Major Lawford, confusion, delay, and additional trouble being thereby created.

17. Resolved in conclusion to forward transcript of the foregoing Proceedings with the original letter above recorded for the information and favorable consideration of Government with reference to Extracts from the Minutes of Consultation No 556 and 1770 of the 10th August and 17 September respectively.

We have the Colonel
Chief Engineer

To The Secretary to Government
Public Works Department.

Edw Callaghan

P. W. D. 12

No 2062.

Extract from the Minutes of Consultation
Under date the 24th October 1857

Read the following
Extract from the Proc.s of the Chief
Engineer—

Here enter 24th October 1857 No 4710

He Government agree
to find that Sanction
of No 10. of Comput.
and 17 & 18 Victoria Cap.
1854, Inst 1856, and
1770, have not had
the effect of inducing
a cordial Co-Operation
between the members
of the Central Office
in the transaction of
public business.

He Government
agree with the Chief
Engineer, that

P. Works 1857 Regd
Date Rec'd 10th Nov.
No 5113.

Extract from the Proceedings
of the Chief Engineer
& the Board of Control &c &c.

Read his letter No 4710
of 25th Oct. 1857
2 Enclosures Nos 2062 & 4710

Submitting a letter from
the Lords Regd. Wizard suggesting
the adoption of rules for the
direct despatch of business
by the Lords Justices with the
Chief Engineer Observations
thereon in reference to the
information Required for the
information of Parliament, com-
municated by Letter

24th Nov.

correspondence between
Lumley and the Superin-
tending Engineer,
except on such subject
as, under para 3 of the
order of the 10th August
No. 1556, are to form
matter of reference to
Government which must be forwarded
Government with it
Lower as obtained that
the letter from Lumley
Sanford to Lieut Colonel
Jobson was particularly
explicit, on its reply to a
long written memoran-
dum of the Chief En-
gineer Lumley.

The Government
consider that the time
has not arrived

that the duties of the
Chief Engineer, which
is being amply
sufficient to enable
the Chief Engineer to
prepare a system like
Dick's. All additions
to the public works,
which might have
been carried into
practice, and key
are of opinion that the
Chief Engineer has not
acted in the spirit of
that order, in consider-
ing it as permitting
only, and in not
declining to give it
effect, until the
Secretary of State
may have had time to
decide a system

of conducting the duties of the Council Office, under the rules laid down by Government.

Respecting letters to the Chief Engineer and the Superintending Engineer of the Southern Circle which the Council proceedings describe, and still cannot be obtained for the public inspection, it is kept alive and fostered by the continued omission of the Chief Engineer to carry out the Government orders.

Colonel Balmaine may be informed that

the orders of the Chief Engineer are intended by Government to be prospective, and that if an act complained of is presumptuous, it can only be considered by the Chief Engineer, and to his knowledge (position) at the point to which it referred, and not from any retrospective. But the decision to it ought to be considered optional.

The Government has decided that the Chief Engineer should without any further delay, give that

order full effect, &
will inform the Court
of his Lordship's decree
&c.

I Copies to the Chief Engr
Dist 5th

ons 11th August/57 1 & 2 @ 84
22 Letters — 25 @ 27.

Public Works 1857 Deptt.
Dft to Cons 10th Nov.

No 2062.

Extract Mins of Cons.
Dd 4th November/57.

Rec. from the Chief Engr
Dd 7th Novr/57 Ct No 2189 inclg
17 & 55 56
From Dr 19th Novr 57 6 Nos 2308
in 6

Directing the Chief Engineer, to give full effect to the Order of the 17th Sept. last, respecting correspondence between himself & the Supt. Engineers in the transaction of public business.

No 2062.

c27 / Oct 12 3 Mons