

4307 c 4.12.86  
3984 c 13.11.86  
3942 c 10.11.86  
3202 c 21.9.86

P.W.C. No 9677  
P.W.C.

(45)

R. 10.12.86

(2 books sent to Mrs. Wilson)

B. No 13 W. 6.1.87

The books will be  
forwarded to Mrs. Wilson  
Moss & Wilson -

Lucy

6.1.87

Lucy  
6/1/87

S.S.I circle with one book  
for delivery to Mrs. Wilson  
S.S.II circle with 2 books for  
delivery to Mrs. Wilson -

Gen  
7/1/87  
D. H. J.

Sent x sent her books  
7/1/87

P. W. DEPARTMENT.

General Branch.

Madras, 10 November 1886.

OFFICE NOTE. No. 3942

To C.

The under-mentioned draft notification is forwarded for check. *publication*

NOTIFICATION.

Posting.

THE following posting is ordered.

Mr. J. S. Wilson, Asstt.  
Engineer, 2<sup>nd</sup> Grade, to the I Circle  
for duty in the District Godavari  
Western Division.

To join

(Id) J. S. W.  
10/11/86

(Id) R. L. C. B.  
10/11/86

11/12/11

Copy to Mr J. S. Wilson.  
Asstt. Engg.  
Dec  
11/11/86

11 Nov 1886.

To The Deputy Chief Eng  
P.W.

Sr. I have the honor to report  
My arrival by the S.S. Ballantrae  
on the fore noon of this day.

I have etc.

J. Stroke Wilson.

Handed to Mr. J. S. W.  
(Id) J. S. W.  
10/11/86

No. 2031 *gd*

FROM

THE SUPERINTENDING ENGINEER

FIRST CIRCLE.

TO

THE CHIEF ENGINEER

*P. W. Department*  
~~FOR IRRIGATION.~~

DOWLAISHWERAM, 24<sup>th</sup> November 1886

*Despd 28-11-86.*

SIR,

With reference to the notification in the Fort Saint George Gazette dated 16-11-86 posting Mr. J. S. Wilson Assistant Engineer to this Circle, I have the honor to inform you that that officer has reported his arrival at Dowlaishwararam on 21-11-86 afternoon and joined the Godavari Western Division on the forenoon of the 22<sup>nd</sup> instant.

I have the honor to be,

Sir,

Your most obedient serv<sup>t</sup>

*P. W. Dept.*

Sup<sup>t</sup> Eng<sup>r</sup> 1<sup>st</sup> Circle.

*P. W. C. No 8775 V*

*AMM.*  
*15.11.*

*4.11.11.86*

*P. W. C. No 8775 V*

*Communicated to*  
*the Examining P. W.*  
*Accounts.*

*See*  
*11/11/86.*

*AMM.*  
*11.11.86*

*The Ex<sup>r</sup> P. W. Accts*

*Despd 13-11-86*

*JK*

4307c of 11-12-86  
Communicated  
to the Examinee  
to the Examiner  
P. W. Accounts  
P. W. Accounts

3.12.86

3/12/86

No. 3984 of 13-11-86  
- 3942c - 10-11-86

P.W.C. No. 9431W

FROM

THE SUPERINTENDING ENGINEER  
FIRST CIRCLE.

TO

THE CHIEF ENGINEER  
P. W. Department  
FOR IRRIGATION.

DATED 24  
DESPATCHED 28 } -11- 1886  
RECEIVED 2-12-86



No. 2031 48

ENCLOSURES.

No. 4307c of 11-12-86

Mr. J. G. Wilson  
Asst. Engineer -  
Reporting the  
arrival of -

With disposal  
with disposal

To  
The Ex. & P. W. Accts.  
To the Ex. & P. W. Accts.  
Dec 11. 12. 86

I have that Mr  
H. A. Moh a young  
Engineer from Copley this  
has arrived + it has  
to be settled where he  
is to be posted. The  
following is an 1st  
short.

- 1 Kitha East
- 2 Nellore
- 3 Cuddalore
- 4 North Arcot
- 5 Presidency.
- 6 Trichinopoly
- 7 Tirunelveli
- 8 Tanjore II

The deficiency in 6 & 7  
will be made good when  
Col. Vohra & Mr. Moseley  
return.

No 8 is not good material  
for a young officer.  
No 5 will I think be  
more suitable for a young officer.

Mr. Moh is staying  
at Govt's Lodge  
2/12/86

P. W. DEPARTMENT.

General Branch.

Madras, 21<sup>st</sup> September 1886.

OFFICE NOTE.

To C.

The under-mentioned draft notification is forwarded for check. publication.

NOTIFICATION.

Posting.

The following posting is ordered.

Mr. H. A. Mass, Asstl. Engineer, 2<sup>nd</sup> Grade, to the II level for duty in the District District Eastern Division.

To join. (Id) S. H. C. 21/9/86

(Id) J. H. 21.9.86.

22.9

Copy to S. E. II C. S

Mr. H. A. Mass. S. Despn 21.9.86.



Coopers Hill  
16 November 1886

To The Secretary to the Government of Madras

Sir,

I have the honour to inform you that by this mail I have forwarded to you, through the India Office, a package containing parcels of official note books, belonging to the following Assistant Engineers who have been appointed to works in Madras, and I shall be obliged by your causing the same to be forwarded to these gentlemen at an early opportunity.

I have the honour to be,

Sir,

Your most obedient servant,

Alex Taylor President

Mr. H. A. Mass.  
" J. S. Wilson

23RD DECEMBER 1886, No. 1360, FINANCIAL.

FINANCIAL DEPARTMENT.

LETTER—to

THE SECRETARY TO THE FINANCE COMMITTEE.

SIR,

With reference to your letter, dated 9th October 1886, No. 14, I am directed to forward copy of the Proceedings of Government of this date, No. 1359, reviewing certain opinions recorded by heads of departments on the subject of progressive salaries.

I have the honor to be,

Sir,

Your most obedient servant,

FORT ST. GEORGE,  
23rd December 1886.

H. E. STOKES,  
*Ag. Chief Secretary.*

Exd. A. Raitt.

Govt of (1886) Madras.

FINANCIAL.

*Issued*

*Recd.*

*Encl.*

Letter, 23rd Dec. 1886, No. 1360.

DECEMBER.

Finance Committee—Progressive  
Salaries.

Forwarding to the Finance Committee copy  
of Proceedings of Government reviewing opinions  
recorded by certain heads of departments on the  
subject of —.

23RD DECEMBER 1886, No. 1360, FINANCIAL.

FINANCIAL DEPARTMENT.

LETTER—to

THE SECRETARY TO THE FINANCE COMMITTEE.

SIR,

With reference to your letter, dated 9th October 1886, No. 14, I am directed to  
forward copy of the Proceedings of Government of this date, No. 1359, reviewing  
certain opinions recorded by heads of departments on the subject of progressive  
salaries.

FORT ST. GEORGE,  
23rd December 1886.

I have the honor to be,

Sir,

Your most obedient servant,

H. E. STOKES,  
Ag. Chief Secretary.

Exd. A. Raitt.

Govt of {1886} Madras.

FINANCIAL.

Issued

Recd.

Encl.

Letter, 23rd Dec. 1886, No. 1360.

DECEMBER.

Finance Committee—Progressive  
Salaries.

Forwarding to the Finance Committee copy  
of Proceedings of Government reviewing opinions  
recorded by certain heads of departments on the  
subject of —.

23RD DECEMBER 1886, No. 1359, FINANCIAL.

GOVERNMENT OF MADRAS.

FINANCIAL DEPARTMENT.

READ—the following papers :—

From D. DUNCAN, Esq., M.A., D.Sc., Acting Director of Public Instruction,  
Madras, to the Chief Secretary to Government, dated Madras, 5th Novem-  
ber 1886, No. 7489.

With reference to endorsement, No. 1811 C., dated 28th October 1886, calling  
for early remarks on a letter from the Secretary to the Finance Committee on the  
subject of progressive salaries, I have the honor to inform you that the system of  
progressive salaries is very largely followed in this department from the lowest to the  
highest grades, and seems to have been deliberately adopted in the case of non-graded  
officers mainly with a view to encourage them to greater zeal in the performance of  
their duties. The system prevails also in the graded section of the department, in  
which, starting with Rs. 500, an officer may rise to Rs. 1,500 by annual increments of  
Rs. 50, subject to his obtaining promotion from the fourth to the third, and so on, to  
the first class. The salary of the Director also rises by five annual increments of  
Rs. 50.

2. There cannot be the least doubt that the system of progressive salaries leads  
to complications in the working, more especially in arranging acting appointments.

3. If, as is stated in paragraph 4, the original intention of progressive salaries was  
to remunerate an officer at a higher rate when his services have become more valuable  
from experience, there can be little doubt that this intention has been frequently  
departed from. But from what I have said in paragraph 1, it would appear that this,  
though not overlooked (see paragraph 7 of Mr. Grigg's letter recorded in G.O., dated  
21st December 1885, No. 814, Educational), was not the main consideration. To hold  
out encouragement to young men to join the lower ranks of a somewhat unpopular  
service, and to continue to work in it, appears to have been the main consideration at  
the time when progressive salaries were first largely introduced in the lower ranks of  
the Educational department (see Colonel Macdonald's letter recorded in G.O., dated  
18th May 1880, No. 169). In this department, periodical increment certificates to  
masters and clerks are not countersigned by the Director as a matter of course. If an  
officer's work has not been satisfactory, the increment is withheld for a shorter or longer  
time according to circumstances.

4. I think it is probable that the Finance Committee are correct in conjecturing  
that a fixed salary at the mean would be preferred by many officers, especially in the  
lower ranks, to a progressive salary. But there are many aspects in which the question  
would have to be viewed before a decided opinion could be formed as to the effect of  
the proposal on the financial prospects of an officer. One of these aspects is the pension,  
which might be seriously affected for the worse if the Finance Committee's suggestion  
were adopted. Officers frequently draw the maximum salary of a class for several  
years before they get promotion, and in such cases the progressive salary is more  
favorable to the officers than a salary fixed at the mean would be. Again, when an  
officer has reached the highest class in his department and the maximum salary of that  
class, he may continue to draw this maximum pay for many years before retiring from  
the service. The present senior officer in the graded list of this department would  
have been a considerable loser if he had drawn the mean of the first class, namely,

Rs. 1,375, for  $6\frac{1}{2}$  years, instead of the salary he has actually drawn since he was promoted to the first class, namely, for three years less than the mean, for two years more than the mean, and for  $1\frac{1}{2}$  years the maximum, namely, Rs. 1,500. For every year that he continues in the service, he will draw Rs. 1,500 more than he would have done had the salary of a first-class graded officer been fixed at the mean.

5. If fixed salaries were to take the place of progressive salaries, it would be desirable to multiply the number of classes or grades of salary, so as to give that incentive to work well which the system of periodical increments was intended to provide.

6. I think that, on the whole, salaries fixed at the mean would be more economical to the State than progressive salaries, but not so favorable to the officers of the department. If Government approve of the suggestion of the Committee, I do not think it would be difficult to introduce it into the lower ranks of this department.

From G. HAMNETT, Esq., Inspector-General of Registration, Madras, to the Chief Secretary to Government, dated Madras, 5th November 1886, G. No. 3500.

With reference to the letter from the Secretary, Finance Committee, recorded in the Proceedings of the Government, Financial Department, No. 1086, dated the 21st October 1886, communicated to me with Judicial G.O., Mis. No. 2976, dated the 3rd

\* Letter to the Government, No. 362, dated 24th June 1881.

G.O., Judicial, No. 1271, dated 29th June 1881.

Letter to the Government, No. 435, dated 28th July 1881.

G.O., Judicial, No. 1599, dated 10th August 1881.

November, received this day, I have the honor to state that it will be seen from the papers\* marginally noted that I had long ago condemned the system of progressive salaries, and obtained the sanction of the Government to the abolition of the system and to the fixing of the salaries of my office establishment at rates deemed sufficiently remunerative for the work to be done.

2. There is no advantage whatever in the system of raising salaries by periodical increments. The payment of fixed salaries proportionate to the work done is undoubtedly the best, the Government reserving to themselves the right to grant such special allowances as they may deem proper to officers who have rendered special and approved service, and whose services they may desire to retain in any special appointments.

3. The graded system on which the staff of registrars and sub-registrars was constituted in this Presidency in 1882 works very well. All that is needed is to increase the numbers in the higher grades to ensure quicker promotion to men in the lower grades. Financial difficulties, however, have prevented this being done, and promotion has been somewhat slow. The salaries of clerks are fixed at "different rates" as contemplated in the concluding clause of paragraph 6 of the letter from the Secretary to the Finance Committee.

G.O., dated 10th November 1886, Mis. No. 1504 L.F., Financial.

ABSTRACT.—Recording G.O., 21st October 1886, No. 1086, with the remark that the system of progressive salaries is not in force in the department.

From the Revd. S. MORLEY, Bishop's Chaplain, to the Chief Secretary to Government, dated Madras, 12th November 1886, No. 540.

With reference to G.O., 21st October 1886, No. 1086, Financial, with endorsement, No. 1846 C., of 5th November, I have the honor, by desire of the Right Reverend the Bishop, to state that he understands the inquiry to have no reference to cases like

those of the Chaplains whose salaries receive an increment only once in the course of their service; and that there are no other persons in connexion with the Ecclesiastical Department who are entitled to any increments.

From G. BIDIE, Esq., M.B., C.I.E., Surgeon-General with the Government of Madras, to the Chief Secretary to Government, dated Fort St. George, 16th November 1886, No. 362.

With reference to G.O., No. 1086, dated the 21st October last, I have the honor to submit the following observations to the Right Honorable the Governor in Council.

2. The remarks of the Finance Committee apply only to a small section of this office establishment, known as the Account Branch, on progressive rates of pay and recently transferred from the establishment of the Examiner of Medical Accounts. The other sections of this office are constituted on fixed, and not on progressive, salaries. The Account Branch consists of three clerks on the following scale of pay:—

|       |                              |
|-------|------------------------------|
| No. 1 | on Rs. 30, rising to Rs. 50. |
| " 2   | " 20 " " 40.                 |
| " 3   | " 20 " " 40.                 |

4. The salaries attained by these clerks in virtue of their position on the establishment of the Medical Examiner at the time of transfer to progressive pay list, as well as by the subsequent increments which they have earned, are given below:—

|       |                                               |
|-------|-----------------------------------------------|
| No. 1 | Rs. 34 (maximum obtainable four years hence). |
| " 2   | " 32 ( " two " )                              |
| " 3   | " 30 ( " three " )                            |

5. The maximum salaries fixed for these clerks will be attainable by No. 2 in two years hence, by No. 3 in three years, and by No. 1 in four years; and as all three are comparatively young men, they have the prospect of a long service on the maximum rates of pay, as well as the ordinary prospects of promotion by vacancy.

6. If, however, the progressive rates of pay are superseded by salaries fixed at the mean amount, the change will injuriously affect them, and inflict on them an annual loss to the extent indicated below from the time they would otherwise be able to claim their maximum rates of pay:—

|       |         | Maximum pay. | Mean pay. | Monthly loss. | Annual loss. |
|-------|---------|--------------|-----------|---------------|--------------|
|       |         | RS.          | RS.       | RS.           | RS.          |
| No. 1 | .. .. . | 50           | 40        | 10            | 120          |
| " 2   | .. .. . | 40           | 30        | 10            | 120          |
| " 3   | .. .. . | 40           | 30        | 10            | 120          |

As a set-off against this loss, No. 1 will derive a present temporary advantage of Rs. 6 per mensem, by drawing Rs. 40 instead of Rs. 34. Nos. 2 and 3 will not derive even a temporary advantage for their permanent prospective loss.

7. But it is observed that in paragraph 9 of their letter, the Committee do not aim at any "immediate reduction in the scale of existing salaries, though it seems to them likely that in future revisions of establishment, it will be economical to proceed on the basis of fixed, rather than of progressive, salaries."

8. If the rights of present incumbents are protected, I do not see any objections to progressive salaries being remodelled to future entrants on the basis of fixed salaries as in all other departments of the public service.

From C. J. McNALLY, Esq., M.D., Chemical Examiner, to the Chief Secretary to Government, dated Madras, 17th November 1886, No. 840.

With reference to G.O., Public Department, dated 6th November 1886, Mis. No. 2333, I have the honor to enclose a list of employes in this department on progressive salaries.

2. The Assistant Chemical Examiner is not included, because paragraph 6 of the Finance Committee's letter disposes of his case.

3. The appointments of First Assistant and Fourth Assistant are at present temporary, but sanction is about to be applied for to place them on a permanent footing, and it may be stated here that in these appointments there is no definite prospect of promotion.

## ENCLOSURE.

List of employes in the Chemical Examiner's department on progressive salary.

| Appointment.            | Minimum pay. | Maximum pay. | Increments, of what amount and arrangement. | Present salary of incumbent. | Mean salary. | Wish of incumbent to continue as at present or to draw fixed mean salary. |
|-------------------------|--------------|--------------|---------------------------------------------|------------------------------|--------------|---------------------------------------------------------------------------|
|                         | RS. A. P.    | RS. A. P.    |                                             | RS. A. P.                    | RS. A. P.    |                                                                           |
| First Assistant ..      | 60 0 0       | 90 0 0       | By annual increments of 5 rupees.           | 60 0 0                       | 75 0 0       | To draw fixed mean salary.                                                |
| Fourth Assistant ..     | 30 0 0       | 45 0 0       | By annual increments of 3 rupees.           | 30 0 0                       | 37 8 0       | Do. do.                                                                   |
| Laboratory attendant .. | 15 0 0       | 20 0 0       | Maximum pay after five years' service.      | 15 0 0                       | 17 8 0       | To continue under present arrangements.                                   |
| Lascar ..               | 8 0 0        | 10 0 0       | Maximum pay after five years' service.      | 8 0 0                        | 9 0 0        | Do. do.                                                                   |

From the Officiating Sanitary Commissioner for Madras, dated Madras, 18th November 1886, No. 1569.

ABSTRACT.—States that there are no appointments in his office carrying with them progressive salaries, and concurs with the views of the Finance Committee on the subject.

No. 4071-C.

## NOTE.

The Chief Engineer for Irrigation, the Consulting Engineer for Railways, and the Examiner, Public Works Accounts, have been consulted on this subject, and all agree in deprecating any departure from the rules now in force. The objections to the Committee's suggestion are—

- (1) that the system of progressive salaries gives the head of the office the means of rewarding deserving men and punishing the undeserving, and it is stated that the Committee are wrong in their description of the operation of the rules (paragraph 4 of the Secretary's note) and in their assertion of the extreme complexity of the rules (paragraph 5);
- (2) that the men concerned are generally against any change in the rules; and
- (3) that any saving of total expenditure must mean injury to individuals.

2. In these views the undersigned concurs, and would also deprecate any change on the ground that continual alterations of the rules are objectionable, and give rise to a feeling of insecurity which is prejudicial to Government service.

MADRAS,  
18th November 1886.

(Signed) J. O. HASTED, Colonel, R.E.,  
Chief Engineer, P.W.D.

No. 4072-C.

Transferred to the Financial Department, with reference to order in that department, No. 1086, dated 21st October 1886.

MADRAS,  
18th November 1886.

(Signed) J. O. HASTED, Colonel, R.E.,  
Secretary to Govt., P.W.D.

From Colonel T. K. GUTHRIE, Inspector-General of Police, to the Chief Secretary to Government, dated Madras, 23rd November 1886, No. 5931.

Adverting to order in Judicial Department, dated 3rd November, on G.O., dated 21st October 1886, No. 1086, Financial, I have the honor to remark, for the information of Government, that my views are in accord with the Finance Committee as to graded pay, instead of pay progressing by increments, for officers of police.

2. This view, however, is not in harmony with G.O., No. 2092, dated 9th August 1886, Judicial Department (regarding the appointment of an extra Assistant Superintendent of Police for the Nilgiris), but Colonel Cloeté, who was then Inspector-General, although like myself in favor of fixed pay and grading (*vide* his letter to Government, No. 4894, dated 20th August 1885, on same subject as above), did not press his views upon Government, because he was of opinion he would get the extra officer sooner by accepting the progressive pay principle.

3. I beg to point out to Government that in the case of the police, owing to slowness of promotion, the plan of progressive pay is likely to be more costly to the State than fixed pay, and in this connection I would again ask Government for a reconsideration of the subject of grading Assistant Superintendents of Police.

From H. R. GRIMES, Esq., Inspector-General of Jails, to the Chief Secretary to Government, dated Madras, 29th November 1886, No. 347.

In reply to G.O., dated 21st October 1886, No. 1086, Financial, I have the honor to state that in regard to the progressive salaries of officers in this department, I am of opinion that the present system is, on the whole, the best, — with, however, the following alteration.

2. When a Superintendent of a second-class central jail, whose salary rises from Rs. 450 to Rs. 600, has been drawing the maximum for a year or upwards, he should, on promotion to a first-class central jail, the pay of which is Rs. 600, rising to Rs. 850, be permitted to draw the first increment of the higher appointment from the date of promotion without requiring him to work for a year on the minimum salary, as is now the case.

From H. T. ROSS, Esq., Registrar of the High Court of Judicature at Madras, to the Chief Secretary to Government, dated 7th December 1886, No. 3252.

In reply to G.O., of 3rd November 1886, No. 2976 (Judicial), I am directed to state that the Honorable the Judges are disposed generally to agree with the proposals of the Finance Committee regarding the abolition of the system of salaries rising by periodical increments.

2. They are of opinion that the system can be beneficial only in the case of officers possessed of a special and peculiar knowledge of the work of the appointments which they happen to hold, and whom it may be desirable to retain in such appointments without stopping their promotion.

3. The only posts in the Judicial Department which may occasionally comply with these conditions are those of Nazir, Record-keeper, Interpreter and Sheristadar.

4. At the same time, I am to observe that the progressive system does not obtain in the Judicial Department in this Presidency; and even in the case of the appointments above mentioned, the Honorable the Judges are not desirous of seeing it introduced.

5. All the superior ministerial officers of the Judicial Department have the chance of promotion to the superior grades, and instances are not uncommon of head clerks and sheristadars acting as district munsifs, and, *cæteris paribus*, there appears no reason why their claims to those appointments should be considered less than that of vakils, pleaders, &c. There is, therefore, in the opinion of the High Court, no necessity for progressive salaries in those appointments. The office of record-keeper also, which used formerly in some instances to be held by old servants who had abandoned hope of further promotion, is now more generally entrusted to younger men who have fair hopes of rising, so that even in that appointment the system is unnecessary.

6. Finally, the reasons advanced by the Finance Committee for the abolition of the system appear to the Honorable the Judges to be sound; and they agree also in the suggestion to give more substantial increments at longer periods if the system is retained.

G.O., dated 13th December 1886, No. 7751, Military.

Read—the following papers:—

G.O., dated 21st October 1886, No. 1086, Financial.

From the Controller of Military Accounts, to the Secretary to Government, Military Department, dated Fort St. George, 1st December 1886, B.

With advertence to Proceedings of Government, Financial Department, No. 1086, dated 21st October 1886, referred to me for remarks under your docket, No. 6720, dated 27th October 1886, I have the honor to state that the proposal of the Finance Committee to substitute scales of suitably-graded, fixed salaries for continually incrementing ones will, if adopted, result prospectively in a saving to the State both in salaries and pensions. I however do not think that fixed salaries at the mean amount would be as acceptable to the employés (many of whom have already reached or have exceeded the mean of their grades) as the progressive salaries at present looked forward to.

2. The system of progressive salaries was introduced into the offices of the Military Account Department in 1874, and, so far as my experience goes, has worked satisfactorily. The annual increase of salary being contingent upon the satisfactory discharge of the duties entrusted to each person eligible by service

for the increase is an incentive to diligent and careful work. I doubt, therefore, whether the abolition of the present system would be in the interests of discipline, inasmuch as a clerk who had at once obtained the maximum of his grade would feel more secure than one who knew that each increment depended upon a sustained effort to improve.

Order—dated 13th December 1886, No. 7751, Military.

The reply of the Controller of Military Accounts communicated to the Financial Department, with the expression of the concurrence of Government, in the Military Department, in the view therein contained.

(True Extract.)

(Signed) A. KENNEY-HERBERT, Lt.-Col.,  
Secretary to Govt., Mily. Dept.

To the Financial Department.

From H. F. CLOGSTOUN, Esq., Accountant-General, to the Chief Secretary to Government, dated Fort St. George, 16th December 1886, No. 3549.

With reference to Proceedings of Government, in the Financial Department, No. 1086, dated the 21st October 1886, communicating to me for remarks a letter from the Secretary, Finance Committee, suggesting the discontinuance, save in exceptional cases, of the system of progressive salaries, I have the honor to offer the following remarks.

2. I agree with the Committee in considering that in establishments where the number of appointments affords fair chances of promotion, it would be acceptable to the employés and not disadvantageous to Government to substitute scales of suitably-graded, fixed salaries for continually-incrementing ones, and also that the extreme complexity of the rules which regulate these salaries cause no small amount of administrative trouble. I am therefore quite in favor of the abolition of the system, save in the exceptional cases referred to by the Committee in paragraph 6 of their letter, and of the substitution in its stead of suitably-graded, fixed salaries.

3. I agree with the Committee also in considering that, in cases where a system of progressive salaries is maintained, it would be advisable to give substantial increments after a long period, in preference to giving continual small increments each year.

4. Assuming that the system of fixed salaries is accepted as being preferable to that of progressive salaries, the question arises as to the value to be placed on a progressive salary in converting it into a fixed salary. The Committee have no doubt that a progressive salary costs to Government a good deal more than the theoretical mean between the minimum and the maximum, but they consider it probable that it is not as valuable either to actual or to prospective holders, or as much appreciated by them, as a fixed salary at the mean amount would be.

5. The value of a progressive salary in any appointment depends upon the length of time the appointment is held, and the average value of progressive appointments generally in an office or department can only be gauged by a calculation of the salaries drawn for a series of years or months in such office or department. The annexed statement, which shows the actual salaries drawn by the Superintendents and clerks in this office on progressive salaries on the 1st of April of the current and each of the past nine years, shows that in this office the actual salaries drawn are, on the whole, in excess of those that would have been drawn had the system of fixed salaries been in force.

6. The average salary of each person in each class of Superintendents and clerks in the office is shown below compared with a fixed salary calculated at the mean between the maximum and minimum of the progressive salary:—

| Class.          | Number of clerks in the class. | Average salary drawn by each. |      |
|-----------------|--------------------------------|-------------------------------|------|
|                 |                                | RS.                           | RS.  |
| Superintendents | I .. .. .                      | 1                             | 454  |
|                 | II .. .. .                     | 2                             | 370  |
|                 | III .. .. .                    | 3                             | 245  |
|                 | IV .. .. .                     | 3                             | 182  |
| Clerks .. ..    | I .. .. .                      | 9                             | 131  |
|                 | II .. .. .                     | 18                            | 105  |
|                 | III .. .. .                    | 21                            | 74   |
|                 | IV .. .. .                     | 50                            | 44   |
|                 |                                |                               | 430  |
|                 |                                |                               | 340  |
|                 |                                |                               | 240  |
|                 |                                |                               | 172½ |
|                 |                                |                               | 132½ |
|                 |                                |                               | 102½ |
|                 |                                |                               | 72½  |
|                 |                                |                               | 40   |

The differences in the rates for clerks are not very material, and in the case of revisions of establishments, there need, I think, be no hesitation in accepting the mean between the maximum and the minimum as being equivalent in value to the progressive salary.

7. As far as the grade of clerks is concerned, I am also of opinion that the incremental system might be abolished at once, even in the case of men now in the service, provision being made for the grant of personal allowances to all those in any

given class who are now drawing amounts in excess of the mean pay of the class, those in the class drawing salaries below the mean having their salaries made up to the mean as the personal allowances to officers in the class cease to be drawn.

8. As regards Superintendents, I am inclined to think that, in the first two grades, at any rate, a salary increasing every four years, as described in paragraph 6 of the Finance Committee's letter under reply, would be preferable to a fixed salary.

# ENCLOSURE.

STATEMENT showing the cost of the establishment of the Accountant-General on different dates compared with its mean cost.

| Appointments.                  | Arithmetical mean value. | Actual cost on  |                 |                 |                 |                 |                 |                 |                 |                 |                 | Average actual cost of each class. | Mean value of each appointment. | Average actual cost of each appointment. |
|--------------------------------|--------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------------------------|---------------------------------|------------------------------------------|
|                                |                          | 1st April 1877. | 1st April 1878. | 1st April 1879. | 1st April 1880. | 1st April 1881. | 1st April 1882. | 1st April 1883. | 1st April 1884. | 1st April 1885. | 1st April 1886. |                                    |                                 |                                          |
| <i>Superintendents.</i>        |                          |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                                    |                                 |                                          |
| One on 400 to 460..            | RS. 430                  | RS. 460         | RS. 460         | RS. 460         | RS. 460         | RS. 460         | RS. 460         | RS. 460         | RS. 460         | RS. 460         | RS. 400         | RS. 454                            | RS. 430                         | RS. 454                                  |
| Two on 300 to 380..            | 680                      | 760             | 760             | 760             | 760             | 760             | 732             | 748             | 760             | 712             | 648             | 740                                | 340                             | 370                                      |
| Three on 200 to 280.           | 720                      | 780             | 800             | 740             | 756             | 712             | 664             | 712             | 760             | 712             | 700             | 734                                | 240                             | 245                                      |
| Three on 150 to 195.           | 517½                     | 551             | 565             | 539             | 540             | 504             | 522             | 540             | 558             | 576             | 558             | 545                                | 172½                            | 182                                      |
| <i>Clerks.</i>                 |                          |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                                    |                                 |                                          |
| Nine on 120 to 145.            | 1,192½                   | 1,232½          | 1,182½          | 1,157½          | 1,155           | 1,145           | 1,170           | 1,200           | 1,220           | 1,205           | 1,205           | 1,182                              | 132½                            | 131                                      |
| Eighteen on 90 to 115 .. ..    | 1,845                    | 1,942½          | 1,952½          | 1,862½          | 1,810           | 1,810           | 1,870           | 1,910           | 1,910           | 1,905           | 1,905           | 1,888                              | 102½                            | 105                                      |
| Twenty-one on 60 to 85 .. ..   | 1,522½                   | 1,605           | 1,592½          | 1,557½          | 1,455           | 1,445           | 1,530           | 1,559           | 1,583           | 1,590           | 1,588           | 1,551                              | 72½                             | 74                                       |
| One on 40 to 55 .. ..          | 47½                      | 47½             | 47½             | 40              | 40              | 43              | 46              | 49              | 40              | 43              | 46              | 44                                 | 47½                             | 44                                       |
| Fifty on 30 to 50 .. ..        | 2,000                    | 2,260           | 2,238           | 2,221           | 2,024           | 2,029           | 2,137           | 2,194           | 2,235           | 2,259           | 2,275           | 2,187                              | 40                              | 44                                       |
| Total cost of Superintendents. | 2,347½                   | 2,551           | 2,585           | 2,499           | 2,516           | 2,436           | 2,378           | 2,460           | 2,538           | 2,460           | 2,306           | 2,473                              | 1,182½                          | 1,251                                    |
| Total cost of clerks .. ..     | 6,607½                   | 7,087½          | 6,963           | 6,838½          | 6,484           | 6,472           | 6,753           | 6,912           | 6,988           | 7,002           | 7,019           | 6,852                              | 395                             | 398                                      |
| Total graded appointments ..   | 8,955                    | 9,638½          | 9,548           | 9,337½          | 9,000           | 8,908           | 9,131           | 9,372           | 9,526           | 9,462           | 9,325           | 9,325                              | 1,577½                          | 1,649                                    |

G.O., dated 14th December 1886, No. 1091, Revenue.

Read—the following papers:—

G.O., dated 21st October 1886, No. 1086, Financial.

Letter from the Superintendent, Madras Survey, dated 7th November 1886, No. 215-G.

ABSTRACT.—Stating that the practice of grant of progressive salaries does not obtain in the Survey Department.

Letter from the Director of Revenue Settlement and Agriculture, dated 13th November 1886, No. 2080.

I have the honor, in reply to Mis. G.O., No. 6604, dated 2nd current, to inform you that the only officer in this department who will be affected by the Finance Committee's proposals is the Assistant Director of Agriculture, whose salary rises from Rs. 750 to Rs. 1,000 by annual increments of Rs. 50: *vide* G.O., No. 3742, dated 24th June 1886.

2. Mr. Benson, to whom the Government Order under reply was referred for remarks, states that any reduction in the maximum salary will greatly lessen the value of the appointment, and that the principle of giving substantial increments after longer periods than one year's service is a sound one. In this view I quite agree.

Proceedings of the Board of Revenue, dated 25th November 1886, No. 2562.

Read—the following G.O., dated 2nd November 1886, Mis. No. 6604, Revenue:—

ABSTRACT.—Referring to the Board of Revenue and certain other officers, for remarks, letter from the Secretary to the Finance Committee on the subject of progressive salaries.

Resolution—dated 25th November 1886, No. 2562.

The Board approve generally of the proposals of the Finance Committee, and consider that fixed salaries at the mean amount would be as acceptable as the present progressive salaries. The incremental system should, in the opinion of the Board, be only used in cases where it is desirable to retain a special officer in the interests of the State, and in such cases the plan suggested by the Committee in paragraph 6 of their letter commends itself to the Board.

3. The alteration in the rules should, the Board think, only be applied prospectively, and care taken that the changes should not injuriously affect present incumbents.

(A true Copy and Extract.)

(Signed) M. HAMMICK,

Acting Secretary.

To the Secretary to Government, Revenue Department.

Government concur in the views expressed by the Board of Revenue.

2. The officer who holds the combined office of Director of Cinchona Plantations and Government Botanist, the Superintendent of the Government Central Museum, and the Assistant Director of Agriculture, as also some of the employés on the establishments of the first-named two officers, have progressive salaries; but all these officers apparently come within the category of those for whom the Finance Committee consider increment pay suitable. These, therefore, should, in the opinion of Government, in the Revenue Department, be excepted from the general rule of substituting fixed salaries for those rising by periodical increments.

3. The suggestion that increments, where allowed, should be given at longer intervals at increased rates, is acquiesced in by the Assistant Director of Agriculture—one of the officers concerned—and the Acting Director, Mr. Whiteside, agrees. Government see no objection to the adoption of the suggestion in the case of this officer. As regards the two others named in paragraph 2 *supra*, to whom progressive salaries are assigned, they are allowed *annual* increments under arrangements only recently sanctioned by the Secretary of State, and Government do not consider it desirable to make any change as regards these officers or the employés on their establishments.

(True Extract.)

(Signed) J. F. PRICE,

Ag. Secretary to Government.

To the Financial Department.

ORDER—dated 23rd December 1886, No. 1359, Financial.

The foregoing papers contain remarks by officers consulted with reference to the letter from the Finance Committee, 9th October 1886, No. 14, on the subject of progressive salaries.

2. The Accountant-General fully shows that the system of increments is more expensive than one of fixed pay. The Government concur generally in the Committee's views, and fully accept the principles laid down in paragraph 6 of their letter as to the cases in which alone the increment system should be applied, and the opinion that, when applied, it would be better to have larger increments accruing at longer intervals than are now generally adopted.

3. The benefit claimed by the Chief Engineer for this progressive system, viz., that it gives the head of an office a means of rewarding deserving, and punishing undeserving, men, can only be secured if the concession of the increment when earned by length of service is not allowed to become a matter of course. The Government fear that this is far from the case at present, and the tendency of the progressive system is, they believe, to encourage dull respectability of performance and not zealous work. Salaries graded with small intervals are a better arrangement.

4. The abolition of progressive salaries would, no doubt, have a very prejudicial effect on pensionary prospects, as pointed out by the Director of Public Instruction. This point does not seem to have been sufficiently considered by the Committee. The best remedy is, in the opinion of Government, an increase in the number of grades, where graded salaries already exist in combination with progressive pay.

5. The Government consider that if the progressive system is abolished, the interests of present incumbents should be carefully provided for by personal allowances.

(True Extract.)

H. E. STOKES,  
*Ag. Chief Secretary.*

To the Departments of the Secretariat.  
 " Honorable the Judges of the High Court, with C.L.  
 " Board of Revenue.  
 " Right Reverend the Bishop.  
 " Director of Public Instruction.  
 " Inspector-General of Police.  
 " " of Jails.  
 " " of Registration.  
 " Surgeon-General with the Government of Madras.  
 " Sanitary Commissioner for Madras.  
 " Accountant-General.  
 " Chemical Examiner.

Govt. of {1886} Madras.

FINANCIAL.

*Issued*

*Recd.*

*Encl.*

G.O., 23rd December 1886, No. 1359.

DECEMBER.

14 W  
6/1/87

Finance Committee—Progressive  
Salaries.

Reviewing opinions recorded by certain heads  
of departments on the subject of —.

