

and changed or dismissed a small portion of the staff whom I could not utilize, the outcry was so great, that I was soon given to understand that the claims of "old public servants," however inefficient, were above every other consideration and that if I wished to get along peaceably, I must at least let political considerations have their way. To such an extent has this political system been carried, that however well satisfied I might be, of an officer's inefficiency and want of qualifications for the position he held, I could not get rid of him without being charged with having some prejudice against him.

In fact, it has been and still is the custom, for men to have political patrons, who are ready to become their champions upon all occasions.

The effect of this system has been so injurious, that it has been difficult, except under very exceptional circumstances, to get any person having charge of a department or branch of the service, to report subordinates for incapacity, or indeed ordinary offences of any kind, lest the fact that he did so, would re-act politically upon himself.

The foregoing facts, will I think conclusively show, that the position of General Superintendent of the Intercolonial Railway, has not been one of *supreme* authority but that on the contrary the position has been fettered.

I quite concur with Mr. Brydges' statement that the present system is a vicious one, and that until the staff is appointed and maintained upon its merits, the Manager will continue to be hampered in the proper discharge of his duties.

The chief officer of a Railway should be invested with "*supreme authority*" in all matters relating thereto, and should have power to appoint and dismiss employees from time to time, as the interests of the service may require.

The responsibility of an officer possessing such authority would be a *reality*, but as this principle is departed from, so in proportion must his responsibility be lessened.

The result of a proper adherence to this principle would be apparent in the promptness and alacrity with which the duties of every department of the service would be performed.

Under such control, returns and statements would be furnished at the proper time, so that the Manager would not be obliged to take anything "for granted."

If the Manager possessed the requisite qualifications for the position, the supervision would then be complete.

With regard to St. John Station, I may say that it is much easier to find fault than to remedy an evil, as Mr. Brydges is no doubt fully aware.

The difficulties at St. John Station arose out of and are altogether due to political

*Was this  
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