

The disorganization at headquarters was in consequence complete, and great confusion prevailed.

The pressure at this time was so great, that in order temporarily to meet promptly the requirements of the Railway and to secure regularity in the purchase of stores, I sent a *Printed Order Book* to the Station Masters at Richmond and St. John, with instructions to grant orders in my name, for such necessary stores as might be called for by the local storekeepers, upon the requisition of the officers in charge of the various departments.

This arrangement was designed to be of a temporary character, to be continued only until the staff and other matters at Moncton, could be got into working order.

About this time my nervous system became deranged, notwithstanding which, I continued to attend to business until about the second or third week of December, when I was called to Ottawa, and subsequently in January left for England, whence I did not return until May of that year. I did not resume charge of the railway until June, and did very little work indeed until July.

In the meanwhile the Station Masters at Halifax and St. John had continued to issue orders for stores. The officers in charge of the accounts of the old lines worked up their books to the date of the amalgamation, and the chief accountant commenced the new books, but made little progress, as the work was continued upon the old system.

The accounts were seven months in arrears. The check ledger at Moncton was irregularly and badly kept, whilst the one at Halifax had not been written up at all, for the reason that the duty had been assigned to inefficient and careless men, of whom, at the time, it was difficult to get rid.

The fuel account had not been adjusted; the road stock had not been taken, and generally the accounts were in a very unsatisfactory condition.

I commenced to remedy this condition of things without delay.

I withdrew the order books from St. John and Halifax.

I inaugurated such stringent rules with regard to the purchase and disposition of stores as I felt authorized to make, and commenced generally a system of reoperation.

About this time, too, I changed the system of accounting, so that each department should keep its own accounts, and thus cause the work to be done more effectually, in a much shorter time, whilst greatly relieving the chief accountant.

The work of systematizing and getting up the accounts was continued throughout the year. Delays were occasioned by unforeseen circumstances, so that we had only