

post offices could be given to some one in the service. I dare say, as a rule, they could be bestowed upon some one in the same office who had knowledge of its affairs. The position would be given to some one at headquarters here or in the office itself; it is very unlikely that there would be such a thing as a senior clerk at Toronto being made a postmaster at Halifax.

*By the Chairman :—*

Q. You think that promotion in large offices should be made in the offices themselves as a rule?—Yes.

*By Mr. Church :—*

Q. Still there would be some political responsibility?—This must rest on the head of the Department; there is no other way of arranging the matter.

Q. Would any change in the mode of promotion make the Service more attractive in your opinion?—No; I do not know that it could, we always now single out men who are fit for promotion as far as we can.

Q. Do you think that the salaries in the lower grades are sufficient at present?—I think not. I do not think that any man can live respectably with the present prices which prevail in Ottawa on \$300 or \$400 a year.

Q. At present how long must a man stay in the Service before he can reasonably expect a good living salary?—If the law was strictly carried out, it would take him at least three years before his salary would pay his expenses. I am afraid that a good many get into difficulties; in fact they do try, but they cannot do it. I think that of a number of young men who are here, a large proportion are not assisted by their friends to such an extent as to enable them to live as they ought to live. It is not to our advantage that they should be driven to the worst parts of the town. I do not think that any young man in the service can possibly live as he ought on less than \$500 a year.

Q. Of course your remarks apply to unmarried men?—Yes.

Q. And what is the case with respect to the outside service?—I could not say, prices vary so.

Q. You think that the same general remark applies to the outside service; that the salaries are not then too low?—I think that they are; I do not think that any advantage is gained by placing the salaries at the lowest possible point.

Q. Do you agree with Mr. Griffin, that if a more efficient class of men were appointed, salaries could be raised on account of the decrease in the number of employes, with the present expenditure of money?—I should not like to say that the men as a rule are inefficient, I do not think that you could find any great difference in the men. I do not think that the margin would be sufficiently large to make any material deduction; but I do think that it is a mistake to limit the salaries of young men first entering the service to \$300 a year.

Q. If the chances of promotion were made rapid, could you get along with low entrance salaries?—I do not think that it would be wise to promote young men so rapidly as that; I do not think that they could acquire sufficient knowledge of their duties to warrant it, unless they were for three or four years in the Service; my practical experience is that under this system, young fellows get into difficulties at the time they enter the Service, and that they never get out of them.

Q. Do you consider that the low salaries paid to men in positions of trust are a temptation to these men?—I cannot say that they are; we have never to my knowledge any such cases.

Q. Are there any positions in the Department where men have any chance to abuse their trusts?—I do not think that in any part of the Post Office Service, the inside service at least, anything of that kind could occur. The system is such that no means for giving way to temptations of that kind are presented. I think, however, that it rather tends to lower the standard of the men employed in the Department. That is about the effect of the system, and it is important in this way that it tends to lower their self-respect, &c.