

engine was constantly getting out of order, so that no one could be sure the little thing would ever get to its destination. It frequently broke down when about half way between Elmira and Harmony Junction, where it was supposed to meet the regular train, leaving the cream it had aboard at a side station for a day or so, and compelling the passengers who started by it to walk back to their homes and miss their train connections that day. The repair parts were kept at Moncton, N.B. and when the thing would break down a communication would be sent to Moncton to send new parts. Sometimes these parts would fit when they came, but sometimes they would not. This necessitated further communication with Moncton and further delay. The consequence was the jitney was out of commission about half the time. When it was out of commission the train had to be ordered out from Souris as a special. I have already stated that every time a special train was ordered out, no matter how short the run, it is a full day's pay for the crew, so when the train was ordered out from Souris in the evening it was a day's pay to Elmira, another day's pay from Elmira to Souris the next morning, and, of course, a day's pay between Souris and Charlottetown or three days' pay in one. But this is not all; when the train crew would be ordered out from Souris to Elmira on Saturday evening there would be a day's pay for that evening, another day's pay for Monday morning and a day's pay for Sunday, because the men were away from the terminus mentioned in the schedule; and in addition to all this the man in charge of the jitney was on full pay all the time. And this is the kind of management we have on the Canadian National railways and this describes what the country has been paying for a demoralized service. If this is any indication of the kind of management we have over the system or over any large part of it, all I can say is; God help the country. And Mr. Speaker, I have some fears that it is an indication of the kind of management that may be found outside of Prince Edward Island.

When the jitney of which I spoke broke down for the last time, and when it had been thirty or more days out of commission, and when there was no hope of it being able to do any more work last fall, I spoke to the divisional superintendent, Mr. Grady, and suggested that he put Elmira back on the train schedule and let the people know they would have a train every day, thus improving the service and decreasing the cost. He informed me he had tried to do this, that he had put the whole matter before Mr. Kingsland, the

general manager at Montreal, and the reply he got was to mind his own business, and that he would make no more suggestions. My statement to Mr. Grady was that if I were in his place I would not take such a reply from Mr. Kingsland, I would say to him that I was minding my own business and the public business as well, and that I would go beyond Mr. Kingsland with my suggestion. Later in the year, in the month of December, the Elmira branch was put back on the schedule and a daily train service re-established, but this was made a mixed freight and passenger service, the most expensive train service that could be established. During the summer and during the months of October and November, when a considerable quantity of freight would be moving, the people served by the Elmira branch had to be satisfied with a weekly freight train, while during the month of December, when there would be much less freight moving, a daily freight was put on. The only possible explanation of such conduct is that the local management wished to so increase the cost of operating the Elmira branch that the general management would allow him to close it altogether; and this has been done. Apart altogether from this incident, which should be sufficient to condemn any management, I know that the Prince Edward Island division of the Canadian National Railways is not run on either railway or business principles, but on sectional and personal prejudices; and if Sir Henry Thornton or any member of the board should wish to get further information on this point I shall be glad to supply it.

When Mr. Grady told me that Mr. Kingsland had given him the answer previously mentioned, I was surprised, because I knew it was not the way the officials of any large business concern act towards one another. I spoke to some of the other officials of the Prince Edward Island division in regard to the matter and they informed me such an answer was possible because "that is the very answer Mr. Grady would give to any of his junior officials who would dare to make a suggestion to him." Not only would they be told to mind their own business, but one or two strong adjectives would be placed before the word "business".

I ask you Mr. Speaker, and hon. members to picture to yourselves the kind of co-operation, the kind of esprit de corps there must be in the Canadian National railway service when language of this kind passes between the officials. No business on the face of the Foot-