

that it is for the benefit of all, and not for a few, when they learn it insures them against injustice and oppression, secures to them permanency of employment (as far as that can be done) and an advance in wages as they increase in efficiency, they will cease opposing. It is an established fact that railway companies prefer the old, tried, faithful and experienced servants to new hands at a less cost, and it is the interest of every officer to have friendly relations with the men under his supervision, and these men invariably find it is better to consult with their superior officers themselves than to put their case in the hands of professed agitators. It often occurs that the officer expects too much from the employee who has not had the experience or has not the ability of viewing matters from the official's point of view. It would be well for such officials to remember the motto: "Put yourself in his place," and act accordingly. There is much to be learned and gained by a proper and liberal treatment of employees. Their true interests should be explained to them in a kind and friendly way. Once started in that direction the employee will rapidly learn to appreciate and profit by such treatment, and a growth of confidence will be promoted and relations established that may finally change the whole feature of existing conditions. If there should arise any difficulties that cannot be adjusted at the conference referred to above, then arbitration can be resorted to when the matter in dispute is brought down to a point such as would render arbitration possible and practicable.

With regard to state ownership I would simply say that the question is of such magnitude that I do not feel competent to express even an opinion. The possibilities for good or for evil would be tremendous. Competition, in case of state ownership, would be interfered with. Political influence would inevitably be a great factor, and no one can foretell how that influence might result. I would mention the fact that in the neighboring Dominion of Canada there is a considerable system of railways owned and managed by the Government, but these lines were originally built, equipped and manned by the Government, thus making the conditions altogether different from what would obtain were the Government to acquire and work the roads of this country.

I would again state that I have no personal interest to serve, directly or indirectly, in offering to give evidence, but do so solely in the hope that I may have touched upon some new ground, or brought out some point not covered by other witnesses.

My long experience of thirty-seven years of railway life, in various positions, must be my excuse for venturing to say what I have.

ROBT. LARMOUR.