

Then come Clerks in Inspectors' offices, Local Money Order Superintendent, City Postmasters, Railway Mail Clerks and Clerks in Post Offices, in that order.

The pinch of the Service is that the recruits we get are not of a class likely to furnish fitting material for the higher branches of the Service, after any amount of training. Consequently, these branches have to be sometimes filled from outside. The problem is to make the service attractive to a class of men who would furnish such material. It is a great misfortune to have to go outside the Service for men to fill these positions. I think the obtaining of such material as we get is an inherent fault of the present system of appointments, combined with the absence of inducements such as to lead young men of ability to enter the professions. A man entering the Service cannot count upon obtaining such prizes as do exist by meritorious conduct in the banks. A system of promotion by merit, apart from political considerations, would go far to remedy this. At present, when we do get good men, we often find that they leave the Service because their prospects are better in general business. The men now filling the chief offices in my Department have been, for the most part, promoted within the Department. As the Department grows larger, the proportion of men in it qualifying for the higher positions has tended rather to diminish than to increase.

Salaries.

I think men are kept too long on the lower salaries. These salaries are not sufficient to attract the more active and able young men of the country. We cannot get nearly the same class of young men that enter the banks. A young man would rather enter a bank at \$200 a year than the service at \$400 a year. This preference arises from the nature of the work and the chances of promotion.

Classification.

A great deal of the work in my Department is mere monotonous drudgery. The best men could do this no better than an ordinary copyist. It rather tends to lessen a man's fitness for higher work. Much of this work could be put into a lower grade. Such a separation, by permitting new men to go at once into the higher work, would facilitate the obtaining of better men for these positions.

Discipline.

I have no power, except in the absence of the Minister, to dismiss men for inefficiency or misconduct.

In regard to appointments, promotions, discipline and everything else, interference from outside is always for the worse.

(Signed)

W. H. GRIFFIN.

TUESDAY, 3rd April, 1877.

Committee met.—Mr. CASEY in the Chair.

Mr. GRIFFIN recalled and further examined.

Q. You say that the power of dismissal is in the Governor's hands?—Yes; the general power; and the Postmaster-General has, in respect to the Post Office service, a special power under the Post Office Act.

Q. As a matter of fact, have you ever experienced any difficulty from the lack of power to dismiss in enforcing discipline in your Department?—Never. Of course, there is more or less trouble in managing a great body of men.

Q. Do you think that if the power of dismissal was left in the hands of the Deputy-Head of the Department it would improve the discipline of the Service?—No; I do not think it would. There has been no difficulty on this point hitherto; though