

moment Sir H. Langevin acted as Minister of Public Works. There was no inquiry of me of any kind as to the arrangements of the new Department, of the nature of my duties, of the efficiency of my staff; no investigation of the means and appliances at the disposal of the Department to continue the duties of the last eight years, and I never heard its efficiency or its character impugned. The new Deputy, Mr. Baillairgé, took the tone from his chief, quietly ignored me, and gave orders to my staff directly without reference to myself, a proceeding as much at issue with good manners and right feeling as it is antagonistic to discipline and the management of work—a proceeding utterly unknown under the able, courteous management of Mr. Trudeau.

I returned to Ottawa in the first days of December, when I heard my staff was broken up. My first assistant had already been removed from my orders, and all was anarchy and confusion. On my arrival at the office I met Mr. Baillairgé—who had shortly before been appointed Deputy Minister—accidentally in one of the rooms, with silent complacency he put a MS. memorandum in my hands. It set forth the names of my staff—the few who were to be retained, the many to be dismissed at the end of the month. I took it and returned it as silently as it had been given. I cannot, however, say with satisfaction equal to that of Mr. Baillairgé.

I soon learned that the organization was completed—that the new Department was formed. The Architect's Department continued under the superintendence of Mr. Scott for a time, as it has since proved. Mr. Perley, with the title of Chief Engineer, was appointed to my work in Ontario and Quebec, to which he has since given his personal attention, that is to say, Mr. Perley was translated to my position with the responsibility of accepting the work in the Maritime Provinces. Either duty, as the old organization shewed, was sufficient for one engineer. Indeed, the only mode by which such work can be successfully carried on is by its being continually personally examined and directed by the responsible officer. The distance from the sea board to the lakes makes any such inspection impossible by one man. Indeed, the old organization is virtually unchanged. The harbour work, of which Mr. Perley was formerly in charge, has been given over to Mr. Boyd, as a principal assistant. Mr. Boyd himself is a man of experience and ability, and has taken, whatever his title, Mr. Perley's place, as Mr. Perley has taken mine. My staff, who had held their appointment, many of them for years, were, with a few exceptions, dismissed, and a totally new set of men appointed, and hence the old staff of the St. Lawrence and the lakes with its head were "legislated out."

It was not until the last day of the year that I received an official