

ORGANIZATION OF BUREAU.

During the early part of the year a considerable portion of my time was devoted—as in 1887—to the examination and purchase of the plant necessary for the new establishment. This work was undertaken after careful examination of the nature of printing services required for Parliament, and the several Departments of the Government. Such materials as could be procured in Canada, in the time which I had supposed to be at my disposal, were ordered from Canadian establishments; but for the larger and more expensive printing machines it was found necessary to resort to the United States. For a considerable portion of the plant for the bindery orders have been sent to Great Britain. Altogether orders to the extent of about \$125,000 have been given and a considerable portion of the machinery has been for some time ready, and awaiting the completion of the building for its delivery and putting in place. The boilers and engines have been procured from the establishment of Messrs. Polson & Co., Toronto, and do great credit to this great Canadian manufacturing establishment.

THE NEW PRINTING OFFICE.

I had hoped and was given to understand that ere the winter set in, the building now being erected for the use of this Department would be enclosed, and a portion of it at least ready for occupation. A considerable portion of the plant had been ordered for delivery as soon as possible after the 30th September. The boilers and engines were delivered here at the end of September. The boilers are in place; but the foundation for the engine has not yet been completed, nor is the floor of the press room, or its heating apparatus, prepared to receive and place presses and set them to work. As a great proportion of the delay in the execution of work results from the lack of sufficient presses in operation, this delay has been a serious disappointment to me and a hindrance to the work.

DEPARTMENTAL PRINTING.

The Government having leased the premises and plant of the late contractors, Messrs. MacLean, Roger & Co., I assumed the management of that establishment, pursuant to your orders, on the 1st of July last, and have used every exertion possible to turn out the work as expeditiously and in as good a style as possible. The amount of work is very large and is constantly increasing. It had altogether outgrown the capacity of the establishment turned over to us; there was no room fit for setting up new and better presses. But some slight though far from adequate relief was obtained by the occasional use of the presses set up at the office used for printing the voters' lists.

Under the circumstances the undertaking was an onerous one; but with the assistance of an efficient staff my expectations as to the possibilities of turning out the work with reasonable expedition have been realized, as I trust to the general satisfaction. At least I feel confident as a master printer of many years' experience that it was not practicable to achieve more without incurring an expense which I did not feel justified in doing. If the Government is prepared to pay the price of night work all the year round, a system under which much less work per hour is turned out, and much more paid for it, some of the delays now complained of could be remedied. With the increased facilities of the new office there should be no need for this. But to secure satisfactory promptitude, the work of the Departments ordering the work must also be more punctually and methodically done. If requisitions are issued in time so that no "rush" is necessary; if proofs are promptly read and returned and if the Stationery Office supplies the necessary stock on which to print, good work and speedy work will assuredly be obtained. Without these aids all the exertions of the printers with the best appliances in the world cannot do what is now expected of them. In every one of these respects this office is now hindered in its work. Requisitions are delayed till the last moment, and then marked "rush." Rushed work is pretty sure to be of bad or indifferent quality. But