

think that the results of the examination should be sent in and that a record should be kept at Ottawa, and a return made to Parliament.

Q. Speaking of the Service generally as far as you know, do you think that the lower clerks in the Service could be so graded that one common examination would answer the purpose for the lower ranks of the whole Service?—Yes; I think so, that is where no special qualifications would be required.

Q. If an examination was required, only one set of papers and one Board would do for all the Departments?—I think so.

Q. Are there any other points you would like to mention arising from your experience in the Service?—I do not think of any at the moment.

Q. What are the hours of work in your Department?—In the City Post Offices they vary. I think there is scarcely any hour in the twenty four not occupied in some way or other.

Q. I mean for each employé?—The hours vary from seven to nine; nine hours for the outside and seven for the inside service.

Q. Do you find any difficulty in getting men in the Departments to attend during these full hours?—No.

Q. Is there any complaint made of their being too long?—No.

*By Mr. Church:—*

Q. Do you think that the system of competitive examination should be applied to all the grades of officers in your Department, outside in villages, towns, &c?—No it could not be undertaken for the small country offices. We do not consider any man in the service who does not pay to the superannuation fund.

Q. That is the conventional understanding?—Yes.

*By Mr. Aylmer:—*

Q. Do you not think that a system might be arranged to give to the boys in the leading schools in the country who distinguish themselves, appointments in the lower offices?—These are practical ways of getting at it.

Q. Don't you think that in this way a class of young men of the very best kind would be brought into the service?

*Witness.*—You mean that this would be the best way as far as common schools are concerned?

*Mr. Aylmer.*—Or high schools.

A. Yes; I dare say that would be a good way of selecting them.

*By the Chairman:—*

Q. Would you have any fear under any system of securing a too highly educated class of employés?—I don't think so; I do not think that the competition would be sufficiently great for that.

*By Mr. Roscoe:—*

Q. Is the Service not sufficiently attractive?—I do not think so; the professions will always attract the best men.

*By the Chairman:—*

Q. What means would you adopt to make the Service more attractive?—I think that if in our Department they would do as in England, and give all the large country postmasterships to employés, it would have such an effect; in England the system is very simple. All country postmasterships exceeding in annual value two hundred pounds sterling are given to men in the Service; the result is that they are constantly sending trained men to act as postmasters all over the country; the postmasters at large cities like Birmingham, Manchester and Liverpool, are all men who have had post office training in some branch or other of the Service.

Q. Is promotion made from one post office to another?—I think it is occasionally; I think it is safe to say that this is the case.

Q. In Canada, as a rule, are large postmasterships given to people outside?—Exactly.

*By Mr. Church:—*

Q. On whose recommendation ought those appointments be made?—In that case, I think the recommendation would have to be left to the Minister; the large