

some respects he was a splendid man. In other respects, in dry technique, he would not touch it at all. But on the whole he was a good administrator, and he was a splendid judge of the public.

*By Mr. Euler:*

Q. How long would it take him to learn the duties of the office?—A. If they worked hard and diligently, it would take them two or three years.

*By Mr. Currie:*

Q. You mean to get the technique of the office up?—A. Yes.

Q. In the principal office is not most of the time of the man occupied by diplomatic relations, so to speak, with the public, considering kicks and so on?—A. Very largely, but where a man is a good trained post office man he has an advantage.

Q. He is good for the work of the office?—A. Yes.

Q. But can he get out of trouble and handle the public? The trained man sometimes falls down on that, does he not?—A. That is true. In handling the public many of these men were good, but the men who were appointed were often men appointed for party service.

Q. You mean outside men who were put in by members?—A. Yes.

*By Mr. Euler:*

Q. Generally speaking, would you say that the efficiency of the post office suffered by reason of the fact that men were appointed to postmasterships who were not trained for that work?—A. Yes, I think it did. It was very difficult to get them to see in the beginning that promotion must be made on merit, or else the department must fail. A superior who recommends an inferior man is a fool in his own interest because it will come back to him, for the controlling mind is interested in his work.

*By Hon. Mr. Calder:*

Q. You say that the tendency under the old system to put in a man not trained in the department was pretty generally for political reasons. Would he in turn arrange for his promotions on a political basis?—A. No, I do not think so, not as a rule, but he was very apt to have favourites.

*By Mr. Euler:*

Q. Would he not be influenced by a member of Parliament?—A. I used to shrewdly suspect that was so, though I did not know it. But like every class, there were good and bad men appointed. There were some good men.

*By Mr. Currie:*

Q. Are they all angels that you get under the present system?—A. I do not think they are angels, but they are efficient, or we do not recommend them.

Q. Do you ever appoint any dead ones?—A. No.

Q. Or promote any dead ones?—A. No.

*By Dr. Roche:*

Q. When you were speaking a while ago about rural postmasters, about delays occurring in the appointments, you did not intend to leave the impression that by reason of that the interests of the public suffered. The office did not close, and there was always a postmaster acting.—A. Well, yes, at the same time take in the accounting offices. Mr. Spinney told you about one office. We did not appoint the man to fill the place. We were waiting for a nomination, and the result is that they were depending financially on the money order office to a large extent. There was considerable inconvenience in that case.

Q. Before the office could be transferred to the successor your inspector or some man from his staff visits the locality?—A. Yes, to see that the office is clear.

[Dr. R. M. Coulter.]