

that the convenience of passengers is met and service is afforded pretty much as passengers desire it. This is one of the attractions of the service. If Canadian crews were installed and they demanded, as is demanded by the crews on Australian ships, fixed hours for service, fixed hours for meals being served to passengers, and other such restrictions, the service would surely suffer in the loss of patronage.

The operation of a ship at sea is not comparable to any institution ashore. The sea is no respecter of persons. The necessity for vigilance in every department is more exacting and the time involved is twenty-four hours every day during the entire voyage. These circumstances require a mentality developed to meet sea conditions which can only be acquired by those who have been brought up to the sea from an early age and acquired sea-mindedness and all that this means.

With all deference to Canadians, who excel in many respects over other races, I have yet to meet any race that excell the Chinese for adaptability where service is concerned, or greater willingness to give unstinted service in emergencies in any department.

The present system of manning the vessels of the Canadian Pacific (Transpacific Service) is the outcome of nearly fifty years' experience in maintaining a first-class passenger and express cargo service between Vancouver and the Orient. Until 1913 Canadian and British crews were carried on deck, but I am informed by our commanders and senior officers who were in the Pacific Service prior to that date that there was difficulty in getting efficient and satisfactory crews. During the summer months when work was to be had ashore the crews left the ships and the ships frequently had to sail with crews on deck that were far from satisfactory. It is also stated that there was much intemperance amongst the Canadian section of the crew both at Vancouver and Hongkong.

In the operation of its steamships the management has always endeavoured to maintain the highest possible standard of discipline and efficiency. Without discipline a ship is not seaworthy. Without efficiency traffic is lost in competition with other lines. For nearly half a century the White Empresses have been, and still are, the premier ships trading to the Orient; they have built up a reputation for discipline, efficiency and service which is universally acknowledged amongst the travelling public. On account of this, the patronage from amongst the travelling public is international, and any ill-advised move, however well-intentioned it might be, that would upset the present standard of service and efficiency would reflect on the prestige and earnings of the company within a very brief period to an extent from which it would take years to recover. The soundness of the company's policy is proved by the fact that since it commenced operating ships in 1887, it has never been involved in a major accident on the Pacific Ocean entailing loss of life either of passenger or crew. It has been stated that the United States regulations call for two-thirds of their crew to be United States citizens where subsidized tonnage is concerned, and the question is naturally asked why cannot Canada do the same.

With all deference to the United States, the results on her vessels from the point of view of discipline are open to serious criticism at the present time. Ships have been tied up due to the refusal of crews to operate them; schedules have been dislocated, ships have been held up in port, passengers have been inconvenienced, sailings have had to be cancelled, and owners have been forced to prosecute on the grounds of mutiny. To quote only one case from a news memorandum issued at San Francisco on March 23, 1936:—