

Association. The occurrence is no reproach to the officers and directorate. The biggest financial and commercial concerns in the world have had just such experiences. *The Civilian* has not discussed the details of the management of the business. They will no doubt receive attention from the properly interested persons. *The Civilian's* concern is with the co-operative stores as a Civil Service enterprise and the proper relation and duty of the Service thereto. No reason appears to change the opinion that the business failed because its capital was so inadequate that a comparatively small loss wiped out its ready funds and rendered it temporarily unworkable,—a situation of which certain creditors took prompt advantage. Finally, it is recommended that "An Old Subscriber" keep in mind the distinction between "officers and directors," who are the elected representatives of the members, and "the management," who were paid employees.

### PATRONAGE.

Mr. Arthur Hawkes, the well known writer and platform orator, is reviewing the political situation day by day as the representative in the Press Gallery of the *Toronto Star*. He has had some noteworthy things to say. But quite the most remarkable article from his pen for some time past is an interview with Mr. F. B. Carvell, M.P., dealing mainly with the subject of patronage. Mr. Carvell, though he has gained fame for himself as a party heavyweight champion, both as Government supporter when his party was in power and now in opposition when the whole country is ringing with accusations made by him, or on his authority, frankly declares, "Both political parties must be born again or perish." And the trouble is simply that from

which the Civil Service has so greatly suffered—patronage.

"Would it surprise you" said Mr. Carvell, "to hear that a fifth of our electorate looks for a Government job as the necessary sequel to the exercise of the franchise?" And he went on to quote the instances given by Mr. Rhodes, the Deputy Speaker, in his address at the People's Forum in Ottawa to show that a vote is regarded by many of those supposed to be the most moral and respectable of Canadians as an obligation imposed upon the candidate to return some advantage to the voter. In this way he traced the evil of patronage to its source, the people, or rather, some of the people.

The interview goes to show, however, that the body politic is sound, that Canadians as a people, especially as enlightened and purified by this war, desire honesty in public affairs. This is the basic reason why the parties, according to Mr. Carvell, must be regenerated.

There are partisans, of less practical ability than Mr. Carvell, who think that somehow they can keep the advantage which patronage gives them and yet not bring about the actual evils which patronage entails. These are the people to whom appeals are constantly made by those who seek to enter the Civil Service by some privileged way or to gain promotion that has not been earned. Their influence is a constant bar to those who have no means of advance except honest and faithful service. They are the greatest force in existence for demoralization of the public service.

It is evident from what Mr. Carvell says that the urgent need of reform has pressed itself upon the minds of many who have hitherto denied the existence of the evil and its cause. This interview is an augury of good for all those civil servants who are ambitious to gain reward by faithful service of the public.