

subject of patronage, said that it ill became Ministers to decry party, who had risen by party. And so you might say to me and to other members of the Outside Service that it ill becomes us to decry a system through which we have obtained our positions in the Public Service. Why, you ask, should men who are the product of a system in force in this country since before Confederation, concern themselves about the question of Civil Service reform? You may say that we have our positions, that we have a good administration, permanence of tenure of office. The answer, it seems to me, is very obvious, from the standpoint of the Service, and more obvious, in my opinion, from the standpoint of the public. From the standpoint of the Service we desire reform in the way of competitive examinations and promotion by merit because we believe it will give a higher morale to the Service, promote efficiency, and that we, as members of that Service, will stand better in the community, and bear a higher reputation as civil servants. But more than that, by the appointment to the Civil Service through the patronage system of persons who, whether through lack of intelligence, or indolence, or irregularity of conduct, or what not, are not competent to properly discharge their duty, either an undue amount of work is imposed upon the capable, efficient, industrious civil servants, or those capable, efficient and industrious civil servants lose heart, become disgusted, and are thereby unfitted to render the service that they would be able to perform were they surrounded by competent officers. I am sorry to say that our Civil Service in Canada is literally honey-combed with anomalies and inconsistencies. A distinction is drawn between the Inside and Outside Service. Personally I have never been able to see any distinction between an officer of the Crown who happens to work in one of the public buildings at Ottawa and one who happens to serve in any other part of the country. In some branches of the Outside Service minimum and maximum salaries are provided, with statutory increases of salary until the maximum of a class is reached. In other branches of the Outside Service nothing of that kind prevails. The officers get along in a haphazard kind of way, due more or less to the disposition of the Minister who happens, for the moment, to preside over that department. Do not misunderstand me. It would be highly improper for me to venture one word of criticism in respect of the conduct of Ministers of the Crown whose servant I am. The wonder is rather that Ministers are able to give any attention whatever to the needs and the character and the condition of the Civil Service, so engaged are they with larger and more important duties. It was only some three or four years ago that the Government was able to obtain the services of a distinguished civil servant in Great Britain, Sir George Murray, who investigated the Inside Service at Ottawa; and he expressed in his report his amazement that Ministers of the Crown, having large public questions to deal with, should have a very considerable portion of their time taken up with petty questions of patronage. Two years ago the clouds seemed to be lifting. The Government of the day, that is the present Government, introduced a Bill having for its object the extension of the competitive system to the Outside Service under the jurisdiction of the Civil Service Commission, that is of our joint chairmen; and also a Bill providing for a system of superannuation. But, unfortunately, before this measure could be passed into law, war broke out, and since then the legislation of Canada has mainly consisted of war measures and such pressing questions of domestic concern as had to be dealt with willy-nilly. And now we are confronted with a new difficulty. You have heard from the Secretary of State to-night, and he is by no means the first public man who has expressed the same opinion, and we have practically the whole of Canada and its public men laying down the proposition that the men who