

### The Weak Point.

But this is not the real weak point in the reorganization matter. The real weakness is of a far more serious nature than a few weeks' delay. It strikes at the very root of the whole purpose of organization. The plain truth is that there has been a thorough-going misunderstanding of the possibilities of the present situation. Again the service has been calling things by a wrong name, and expecting something that will not happen. In childlike innocence it has always assumed that when the date of September 1st was passed, the spirit of things had, as if at a magician's word, changed, abruptly and wholly, in the civil service. But why should that be so, except in matters where the changed law visibly governs. The reorganization is left absolutely in the same hands, amenable to the same influences, and working by the same methods as in the days before the reform of the service was ever dreamed of. Why should a deputy minister unlearn the whole lesson of the past? Why, in fact, should he reorganize at all? If he had wanted to, he might have done so at any time he pleased. He has no powers to-day that he had not a year ago. Why should he care to do to-day what he did not care to do before? What real motive has he, beyond the mechanical command of the Act to commit his scheme of government to paper? If a clerk found it impossible to have his work recognized, or perhaps even a deadly injustice corrected, in the past, how shall he obtain recognition to-day? And if in days past he found the key that opened every door, will not the same door yield to the same persuasion to-day? The truth is that it has yet to be demonstrated that any new opportunity has been offered to correct the weaknesses of the present organization. In any event it has not been an equal opportunity to each and all in the ranks of the service. In other words it has not proved thus far the

reorganization on merit alone that it was promised to be. Thus the discontent of the service deepens, as the movement from which so much was expected takes the same primrose path as the increase on a previous notable occasion.

### The Solution.

Now as to the solution: There is only one solution. There will never be a real or finally satisfactory organization of the civil service until it carried out in absolute freedom from the influences that have been the evil genius of the service throughout the whole of its past. There is a clause in the Act (section 10) which permits the commissioners upon the request of the head of a department with the approval of the governor-in-council to investigate and report upon the organization of a department, the conduct and efficiency of its officers, clerks and other employees, and any other matter relative to the department. Herein, it seems to us, is the way out of the present difficulty. Let the commissioners be called in to deal with this question of reorganization. Does the plan sound drastic? The more it is thought upon, the more will it commend itself. For, consider the advantages, immediate and remote, of such a step. In the first place, the commissioners would bring new, unprejudiced and unconventionalized minds to the question. Again, they would deal with one department as with all, and with each clerk as with every clerk. Deputy ministers and ministers, no matter by what common principle bound, differ in judgment, temperament, and a thousand other ways, and cannot act with uniformity in a matter like the present. To the commissioners themselves it would bring at the very outset of their tenure of office a wealth of information and experience that would establish them once and for all in a position of supreme authority on all questions pertaining to the service. To the service itself it would bring the content that lives in the knowledge that impartial