

labor were extended over the whole twenty-four hours nothing better could be got out of them. They can only be dealt with by removal.

"As to the 'supervisor' and the 'conduct book,' these are projects which can only be viewed by the civil service at large with extreme irritation. To subject the clerks to a system of petty and annoying restraints and irksome interferences, will simply be to destroy the free spirit of hearty and honest service. The work will be done more and more in a constrained and perfunctory manner. The men, feeling that they are no longer dealt with as people of intelligence or treated with any confidence, will become in a few years a gang of slaves, who will do just so much work as they are driven to do and no more. To remove or injure the fine sense of honest individual responsibility and pride in work for the sake of acquiring a somewhat extended power of coercion is very poor policy indeed, and if the proposals are carried into effect the government will very soon have cause to regret it. They will find that the damage to the 'morale' of the service has been considerable. More-

over, men of ability and character, who are as necessary to the government as they are to any private enterprise, will not enter the service, and many of those who are in it will doubtless take an early opportunity of seeking other employment.

"If the government wishes to increase the effectiveness of the service, and secure from it a larger and stronger result, every civil servant knows that there is a very simple and obvious way to do it. Let the present regulations, which are amply sufficient, be carefully administered; let the man be required to attend punctually during the hours at present observed; above all let promotions and other kinds of advancement be awarded solely on the ground of merit, so that every clerk may know that ability and honest service will be freely and promptly recognized; and lastly, let the men who will not work be everywhere eliminated and their places filled by those who will. If all this were really done the government would soon have no reason to complain of the inactivity or impunctuality of the clerks in the civil service or of the quality of the work done. There would be no

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to us to look after their clothes—
there would be more well
dressed men than there are

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