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Text of the address delivered by Prof. Shortt (Civil Service Commissioner of Canada) at the National Assembly of Civil Service Commissioners, Ottawa, June, 1916.

Dr. ADAM SHORTT (Civil Service Commission of Canada): Mr. Chairman, I have listened with great interest to these discussions because many of them, in fact most of them, proceed on lines which are sometimes familiar, although some of them do not, to us on this side of the line. I wish to state from the result of our experience and from our political experience, that I thoroughly sympathize with the points made by a number of gentlemen, Mr. Rice, for instance, about the higher positions, and first of all, the relation, the permanent relation of a Commission to the executive Government. In our country over here, our executive is far more political than yours, far more partisan than yours,—our politics altogether are more partisan than yours. That may seem a curious statement but it is incidental to the eternal fluidity of the conditions on which our system lives. Your election takes place and a Governor or Legislature goes in for a certain term, staying there for that term. Here nobody goes in for any particular term. They go in, and the party that controls the majority remains in power, just as they do in England, as long as, and only as long as they can control a majority. There is a term beyond which they cannot get without a re-appeal to the people, but there is no specific time. They may appeal to the people to-morrow, they may have to appeal to-morrow, although they were elected yesterday. The consequence is that a Government, that is an executive Government, is a committee of the political party in power. And yet, under the unwritten traditions that are built up and are still being built up, it gradually takes a more or less accepted and permanent shape. Your political committee at the head of a political party has therefore to keep itself in power, when the Legislature is in session, day by day; and there has to be a committee on hand to see that there are enough Government supporters on hand to keep a majority, because they may be put out at any time between dawn and the fall of the sun. That requires that there should be alertness, and a continual communication between the party in power and those who keep them in power. That is why our system of Government is far more partisan than yours. You elect on certain big issues, and for the minor issues nobody cares. With us the smallest Act that goes through our Legislature goes through on the responsibility of the ministry and therefore of the party. That being so, the question is how is that executive Government to be kept going, and how is a Commissioner appointed to look after and deal with the appointments and promotions as we have to deal with them, to get in touch with an organization of that kind. Ministers of the Crown, looking at it from the point of view of past conditions and the practice of great corporations, etc., have said to me: Why should there be a power interposed between us and the running of our Administration? Would any railroad president, would any great corporation and its leaders