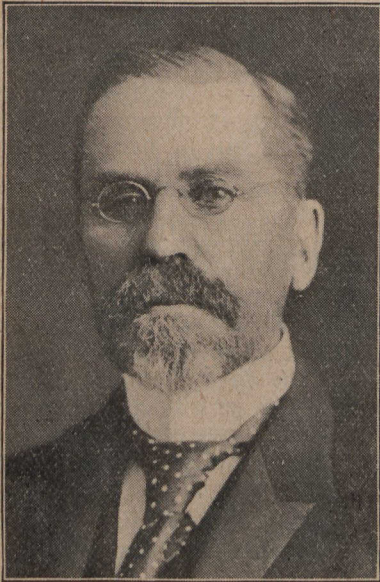


## Civilian Portraits.

### Mr. J. A. Doyon.

Mr. Doyon does not need to be described to his fellow civil servants. His retirement from the presidency of the Ottawa association follows the year of fullest achievement if not of the most strenuous endeavour in the history of the local service. Through it all Mr. Doyon



MR. J. A. DOYON.

has been the visible head and front of the movement, and his tact and ability in the handling of the men and affairs under his guidance has been demonstrated at every stage of the proceedings. It is a pity that the constitution of the local association does not contain a provision by which the retiring president remains ex-officio for one year a member of the executive. Mr. Doyon would in that case be immediately and automatically available for at least a part of the work that still lies ahead. In any event, his place on the executive of the Federation will have the effect to a degree of retaining him in

harness. Mr. Doyon is one of the old guard. Born in 1851, he entered the service in 1876, Sir Wilfrid Laurier, at the time a member of the Mackenzie government, being chief as Minister of Inland Revenue. Mr. Doyon served also for many years on the old committee representing the service prior to 1907.

## THE CIVIL SERVICE ASSOCIATION IN RELATION TO THE CIVIL SERVICE.

### A Criticism and an Appreciation.

By *H. S. Campbell.*

Truth, it has been said, is struck out in the clash of conflicting opinions. In the light of this dictum then it must be admitted that there has been no lack of clash of conflicting opinions respecting the civil service during the Association year ending in November. Whether, however, truth has been struck out and where it lies is a matter worthy of some serious consideration on this the eve of a new Association Year.

But why identify the civil service by a reference to the "Association" year? Because to be honest, and making all due allowance for formative influences flowing to the civil service from other sources, such as governmental action, public opinion, self-help, Royal Commissions and the like, and confessing to mistakes made, and in some cases to lack of wisdom in dealing with so many and such difficult problems, one cannot think of the civil service or of any material improvement which has been effected in the lot of the members thereof or in the status of the service as a whole within the past year or two without thinking of the Civil Service Association, and the unselfish and devoted and capable services rendered by the members of the executive, and also by many members of the Advisory Boards.

But what is there to justify so