

Civil Service Act

Mr. Martineau: The article then continues:—but I am vain enough to believe I was a good public servant."

Some hon. Members: Oh, oh.

Mr. Bell (Saint John-Albert): Such vanity.

Mr. Martineau: There is nothing like patting one's own back, and no doubt it was a deserved tribute which the hon. member made to none other than himself.

Mr. Pickersgill: No doubt.

Mr. Martineau: The article then continues:

His experience had shown him there were certain essential qualities of a good public administrator.

First of these was "the constant and unfailing realization that he is the servant and not the master of the public."

Mr. Chairman, were truer words ever spoken?

Mr. Pickersgill: That applies to ministers as well.

Mr. Martineau: And coming from the oracle—I was going to say illusive oracle, but perhaps I should say the evasive oracle, inasmuch as the oracle in this particular case is sort of invisible. We cannot see this oracle, we can just sense its presence.

Mr. Bell (Carleton): He called himself a fugitive this morning.

Mr. Martineau: Yes, perhaps a fugitive oracle would be the better description. Now, **Mr. Chairman,** we must not forget the second or any other part of this very impressive speech. It continues as follows:

The second was a proper appreciation of the limits of the public servant's responsibility.

Again, **Mr. Chairman,** I should like to draw attention to the fact that there is no mention here of civil servants and public servants and the distinctions that may occur, but twice in the matter of a few passages the term "public servant" is applied.

Mr. Pickersgill: That is right.

Mr. Martineau: I seem to recall—I believe it was the hon. member, but if it was not it was certainly an hon. member sitting close to him—some of the members of the opposition saying during some of their more lofty flights of eloquence in a recent debate that a certain governor of the Bank of Canada was precisely not a civil servant but a public servant. That exact phrase which the hon. member used in this address was there applied. The article then continues:

"Under our system of responsible parliamentary government, public servants are not expected to take the responsibility for the policies they carry out—that is the responsibility of the politician and in my experience most politicians are ready to take it," **Mr. Pickersgill** said.

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He should know, because at that time he happened to be secretary of state.

Mr. Pickersgill: That was a heavy responsibility.

Mr. Martineau: The article then continues:

However, senior civil servants did owe loyal and zealous service to the political chief so long as he enjoyed the confidence of parliament.

Mr. Pickersgill: That is the portion I read.

Mr. Martineau: The article then continues:

"If they cannot give such service, even when they disagree with the policy, they are not entitled to feel they are doing their whole duty," he said.

That did not mean, in his opinion, that a public servant should not honestly tell his political chief that a policy would have bad or unfortunate effects. Nor did it mean he should not give his political chief the full benefit of his ideas, his advice and his suggestions if and when they were desired.

"After all you want all the man's brains, not half of them," commented **Mr. Pickersgill**.

"One way to put it is that civil servants, like children, should be seen and not heard."

Mr. Pickersgill defined public administration as "the art of reducing a vast chaos of human relationships into some kind of order but it does not consist in my view of reducing human society to mechanical uniformity."

The state secretary said, "In public administration mere technical efficiency is no substitute for an understanding heart, but an understanding heart must be supplemented by a well furnished and inquiring mind."

Those are words of wisdom which no one will deny. That is the full report of the speech made by the then secretary of state, now the hon. member for Bonavista-Twillingate.

Mr. Pickersgill: And the then member for Bonavista-Twillingate.

Mr. Martineau: And the then hon. member for Bonavista-Twillingate. There is only one further mention of the eminent gentleman in the report, and I think it is a fitting epilogue to the quotation. It reads as follows:

Mr. Pickersgill was introduced by **Dr. MacFarlane** and thanked by **J. E. Coyne**, chairman of the board of governors.

Mr. Pickersgill: **Mr. Chairman,** I wonder if I may be permitted, although I know it is not quite according to the rules, to thank the hon. member for giving this additional publicity to my modest effort of another day.

Mr. Martineau: I accept the hon. member's thanks.

(Translation):

Mr. Dupuis: **Mr. Chairman,** I will not need to seek unanimous consent to make a long speech, because I only have a few brief remarks to make.

Some members on the government side referred yesterday to the content of clause 47 of the bill, which deals with bilingual employees within the civil service. I commend