

tend with. Still less has been done to awaken a community of interests among civil servants, that is, to bring about such a feeling in the Service as will make men and women realize they have a common fund to draw upon—a fund which is inexhaustible and available to all.

If the work of the Association is to go on, as surely it must, steps have to be taken without further delay to accomplish this two-fold object. The remedy lies in the successful carrying out of this task.

The committee having studied this matter most carefully, fully realizing its importance, and are of the opinion that the following recommendations will furnish the means of establishing an *esprit du corps* in the Service and at the same time of bringing the Association before the eyes of the Service: First, the adoption of a more practical method of electing departmental representatives throughout the Service; second, affording greater opportunities to the whole Service of hearing lectures on live topics of the day by eminent speakers; and third, a demonstration of the possibilities of co-operation within the Service by the staging of a high-class theatrical annually by civil servants.

ELECTION OF DEPARTMENTAL REPRESENTATIVES BY BALLOT.

Experience has taught that the present method or methods in vogue throughout the Service of electing departmental representatives is far from being satisfactory. Few, if any, representatives are elected by more than ten per cent of the total number of the employees in a department. How can it be expected, therefore, that the other ninety per cent will take any interest whatsoever in the work of the Association if they are not even interested or concerned in the election of their own representative. It is self-evident that a new method must be devised which shall be uniform in all departments at least in its broad application.

The committee have to recommend therefore that representatives be elected by ballot, and that elections otherwise held shall be null and void, unless the choice of a representative is unanimous.

The application of the ballot system of election is somewhat difficult to carry out. Consequently, the following detailed procedure is recommended by the committee as being at once simple and effective:

1. There shall be a nominating committee in each department, to consist of the present representative or representatives and the advisory board, to make and obtain nominations for representative for the coming year.
2. The representative shall, on nominations being closed, mail to each member of the Association in his department a ballot card, with the names of the nominations written in, and addressed envelope, printed instructions to the voter being given on the ballot card.
3. The sealed ballots shall be received by the representative who shall not open the same until the time limit for receiving ballots is expired, when they shall be opened and counted in the presence of at least one member of the advisory board.
4. The method of voting and counting of ballots shall be as follows:
 - (a) When more than two candidates are nominated the voter shall express his choice of first, second, third, etc., candidates. The successful candidate shall be the one having the largest majority, as first choice, of the total number of votes cast; if the votes as first choice alone give none of the candidates a majority of the total number of votes cast, then the successful candidate shall be the one having the largest majority, as first and second choice, of the total number of votes cast; and so on.