

different from the standard set by just employers the country over. This is a question which will be settled by the people learning of the facts, just as the question of the proper appointment and control of the service has been already placed upon a higher basis from a like cause.

And the point of view for the government (we would respectfully add) will soon be like unto the above. It is only a question of time. There can be no reform of the service till this salary question is properly disposed of, be it in one way or be it in another. If the price is not paid in wages it will continue to be paid, as it is being paid at present, in the lowered *morale* of the service. The quality of the work cannot be dissociated from the welfare of the worker, and it is a sorry sight to see the country itself in the role of attempting otherwise. No amount of legislation can reform the service if it does not correct, directly or indirectly, the chief of the abuses from which it is suffering. It is beyond belief that the true nature of the situation will not at length be recognized and the remedy applied.

### The Reorganization of the Service.

That brings us to the tangible and the present. One month from to-day the new Act will become law, and Civil Service Reform will be formally launched in Canada. It is an epoch in the history of the country; and it is an epoch in the history of the service. As we have already said, it falls upon a service in an ill mood to receive it. The service had asked for bread, and very humanly it has accepted the substitute as a stone. Yet time will tell. Let us waive discussion of the question at large, and come at once to the part which is of immediate import.

The question of the hour, *par excellence*, is the reorganization of the service which is enjoined as the very first step to be taken upon the coming into force of the new Act. Strange

as it may seem, there has never before been any formal organization of the departments. The work, of course, has been carried out on certain well understood lines; but a hard and fast definition of those lines has never previously been made, much less an apportionment of the various duties involved, or a plan whereby conformity of the rank and salary of clerks to the work they perform is assured. True, there have been ranks and classes of civil servants, and, still more wonderful, a so-called "theoretical" classification by which the number of higher paid officers was arbitrarily limited. But the arrangement has been from first to last a breeder of paralysis and inefficiency. The commission found a chief clerk whose duty was to dole out stationery, and they might have found many a first or even second class clerk whose work was as important as that of any below the Deputy Minister. To make confusion worse confounded, temporary and "outside" clerks have been employed side by side with those of the "inside" at salaries bearing no relation whatever to the similarity of the work. In the resulting maze, it is small wonder if many, seeing nothing before them, and even the present on a basis of hopeless inequality, have gradually degenerated into time-servers and in spite of themselves have come to regard their work with the contempt that seemed the only logical conclusion of the premises.

It is the intention of the Act that a summary end be made of all this. The absolute correction of the stupid and iniquitous lack of system prevailing in the service is the first thing that is commanded. A temporary clerk is to be a temporary clerk in future, not a clerk who may have grown grey in his work. The outside service man ceases to exist as a part of the inside service. And, greatest of all, the civil servant, in general, freed from these anomalies of treatment, receives a classification