

the Government, and it was proposed the Department of Justice would be divided. These propositions, in a modified form, are now before Parliament, under the auspices of my honorable friend, the Minister of Justice They will go out with the Government, and they will be political personages as much as if they were members of the Cabinet."

SIR RICHARD CARTWRIGHT.—The honourable gentleman particularly intimated that it was his wish to promote rising talent and give the young men a chance. In that I entirely concur, for my part. I have always believed that it was a defect in our system, seeing that younger members of either political party could hardly expect to reach on one bound, the position of Cabinet Ministers, that they had practically no opportunity to serve an apprenticeship which would have been of great value to them, and also give the Prime Minister an opportunity of ascertaining how far they were fitted to fill the more important offices I may remind the House that what I proposed at the time the First Minister alluded to, was a reduction of the number of Cabinet Ministers, from thirteen or fourteen, as they are now, to a very much smaller number, and giving them permanent under secretaries. That was my proposition. I think that thirteen or fourteen Ministers are too great a number for this country. . . .

Sir John A. Macdonald, later in the debate said:—

"We desire to have a Minister of Trade and Commerce whose attention will not be given to mere pound-shillings-and-pence matters, which belong to the duties of the Minister of Finance, **but whose mind will be devoted to considering the various means of developing and extending, and protecting our commerce.**"

As I read the debates, his idea was concurred in by Sir Richard Cartwright. The latter certainly was emphatic on the fact that large cabinets were a mistake.

Honourable Members will see that it was the opinion of the Leader of the government and the Leader of the opposition of thirty years ago, that a small Cabinet was desirable. The tendency of events has been to have Cabinets constantly enlarge in numbers, and that tendency will increase as the duties of government become more multifarious. Nothing in the course of our constitutional development has secured the division of the work into its two phases, the shaping of policy, or, to use Sir John Macdonald's phrase, suggestive work and administrative duties, although not only in this country but in Great Britain, there has existed "the proved impracticability of devoting the necessary time to thinking out organization and preparation for action in the mere interstices of the time required for the transaction of business."

We can now pass to the administrative side of the functions of the government, viz.: the efficient carrying out of policy,