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## THE MUNICIPAL CLERK AND THE OFFICE HE FILLS.

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and active; and, lastly, some provision for old age or disability.

And, gentlemen, I would go further. I have referred to the importance of standardization in the individual office. But, beyond that, let us take a lesson from the standardization which we have of recent years seen developed in certain industries. Take, for instance, the case of a certain motor car industry; almost wherever you go throughout Canada, as well as in some other countries, you will be able to avail yourself of the services offered by that industry, to obtain standard renewals of any part of the car made by them. In fact, you might take half-a-dozen cars to pieces, mix up the parts, and then build six cars out of them without regard to which piece came out of which car. Now, I would suggest, not only the standardization of the individual office, but a uniform standardization of all municipal offices. Uniform accounting is only part of what is required. Have standardized forms for all purposes, a uniform office equipment, uniform record system, uniform methods of filing and correspondence.

Then, standardize your men. Give each clerk a rating, according to the ability, intelligent interest in his work, and spirit of service shown by him. Let all offices be under periodical inspection, and the rating confirmed, raised or lowered, as the case might be, at every inspection. Then let your men be like the interchangeable parts of a motor car; if for any reason a man is not doing as well as he might in one place, or desires a change, send him to another. If a man is ill, or away on vacation, send a man from another office to take his place. Wherever a man went, he would find the same equipment, the same system, and would be able at once, and without difficulty, to take hold of the work. Indeed, it would be well, for the sake of maintaining alertness and interest, not as a rule to allow men to stay too long in one place—not to let them, as it were, take root, but to move them about as the banks and the railways do so many of their men. There would then be kept up a buoyancy and ability which could not fail to be very much to the advantage of the public.

It may seem to some that I have mingled two dissimilar subjects in this address. In reality, however, it is not so. Every phase of life has its two sides, the ideal and the practical. The practical has its root in, and draws its life from, the ideal; and the ideal is aborted and lost if it does not find expression in the practical. And the time has come when these twain shall no more be put asunder. In the past the sources of knowledge have been obscured, and much of our social and governmental structure has been of an artificial kind, based on mistaken premises.

But the age has changed. There is a presence in the world to-day which is consuming these buildings of "wood, hay and stubble." And the time has come for us, in the clear vision of that universal light which shineth from the east even unto the west, to be the builders of the new age.

Gentlemen, I beg to move the following resolution:

"That a Special Committee be appointed to confer with the Provincial authorities and with the Municipal Unions of other Provinces, also with the Union of Canadian Municipalities, with regard to the standardization of the work of all municipal offices, and the organization and regulation of a municipal civil service, with a view to the more efficient working of municipal government throughout Canada."

A vote of thanks was tendered to Mr. Rosoman for his excellent paper.