

a man of sixty, grown grey in its service, and perhaps with wife and family, adrift with that. Yet that is precisely the object of a pension system, that it enables the employer without cruelty to get rid of his deteriorating employees. It is not philanthropy; it is hard-headed business economy. Moreover, it ensures permanence of service on the part of the useful employee and a growing disinclination to engage elsewhere. Every railway on the continent has a pension fund, in recognition of these facts. Now that admission is by competitive examination and promotion by merit, the country may probably learn to value some of its servants after a fashion unknown before. The Association has already placed itself on record emphatically on this question in its memorial to the Commission. It succeeded then to the extent that the commission endorsed its plea and pressed a draft bill upon the government. The government itself has spoken favourably of the proposal, but naturally preferred to deal with one thing at a time. For the same reason the Association has remained quiescent. It is worth asking if the hands of the clock are not again pointing to action.

The Income Tax and Civic Relationship.

The income tax fight is another question, already of pressing import, which will probably not be laid at rest for some time to come. The energetic and capable way in which it has been grappled with by the Association's committee is only one more proof of the usefulness of an ever ready arrangement for engaging all such questions as they arise. The matter is but a part of a larger whole which embraces the entire problem of the civil service in its relations to the civic community.

Co-operation.

The Association should lend the heartiest encouragement in its power to the co-operation movement, in

which such hopeful initial progress has already been made. It should maintain, no doubt, its separation from any definite scheme or schemes that may be undertaken. The Association has a larger function to perform than that implied in any specialization however worthy. Moreover, there are practical difficulties in the way of binding its membership to any line of activity that does not concern all to the same degree. But the Association can undoubtedly do much to encourage and educate the service as to the unique opportunities that are offering in this respect for united action. Probably there is no field in Canada more suitable for the application of co-operation—using the term in the common economic sense—than is offered by the civil service in Ottawa. The mobility of the industrial population which has prevented hitherto the growth of any strong movement of the kind on this continent does not in this instance exist. The scale of incomes is higher than among the classes which in Europe have so successfully applied the method. In one thing only are we lacking—complete appreciation of the benefits to be obtained and of the methods whereby to obtain them. Under the latter heading the want of proper legislation is a serious handicap. The co-operation measure, which would have solved this difficulty most effectively, unfortunately met a reverse at the hands of the Senate during the past session of Parliament. It will almost certainly be revived in the coming year, and its success can be only a matter of time. Toward the winning of that success the Association might well contribute by a strong pronouncement when the time is ripe. In the meantime the lack of legal facilities need not be an unsurmountable barrier. The experience of the loan and savings society and of the coal purchase have demonstrated that. The Association should have a strong committee at work, not necessarily to involve it in the minutiae and responsi-