

up matters which require full information and deliberation. This evil has been recognized for a long time. Even in commercial affairs, companies which find it necessary to have directorates numbering ten or twelve invariably have executive committees of three or five, which in reality carry on the business of the company, and there is no business enterprise which deals with so widespread, so intricate a number of administrative questions as does the Government of the Dominion.

Consider the work of a Minister holding an important portfolio. He attends Council daily probably over two hours or more on the average; he spends part of his time there in passing routine orders-in-council. He attends meetings of committees; he carries on the work of his Department—there is scarcely any caller to whom he can deny himself. He has to look after the interests of his district and his constituency and the applications of everyone therein who wants anything from the government. He has his Parliamentary duties. The day for the Minister, as for ordinary people, is only twenty-four hours. Where in it then is time for deliberation?

Sir John A. Macdonald on the 10th of June, 1887, in dealing with the reconstruction of his government, spoke as follows:—

"This will add a Minister to the present list. On the other hand, we consider that the two Departments of Customs and Inland Revenue are administrative only. They are not **suggestive** but **administrative**, and after the policy of the Government, with respect either to Internal Revenue or Customs, is settled, the Ministers at the head of these Departments will see that the law is carried out. It is proposed, therefore, that when the re-organization has commenced, the Minister at the head of Customs and the Minister at the head of Inland Revenue will not be necessarily Cabinet Ministers. They will be political heads, but they need not actually, as a matter of practice, be members of the Cabinet. The intention of the Government in making this alteration, among other things, is to introduce the system which operates well in England, of having certain Departments presided over by political heads, who will thus commence their own career by holding these offices without being of necessity, members of the Cabinet. This is a proposition, made many years ago, by the honourable member for South Oxford (Sir Richard Cartwright), who suggested that it would be well to introduce this system as soon as might be, and the system of having political secretaries and important officers of the various Departments who would be Ministers, and yet not be, of necessity, members of the Cabinet. It is of considerable importance that the number of Cabinet Ministers should not be increased, that is to say, that every member holding a political office in Parliament should not ex necessitate, be a member of the Cabinet. That would overload a Cabinet, and in that regard would not promote promptness of action A similar proposition was, I think, made when the Department of Justice years ago, when my honourable friend from East York was at the head of