

enough,—in fact might be wrong, just as it would be wrong to choose a foreman for his efficiency regardless of whether the gang would work loyally under him or not.

One fact that all who were interviewed agreed upon was that promotions are a good thing, and we cannot have too many of them. Increases of salary are popular, and everybody would rather see somebody receive such an increase than have nobody receive it. In fact, there was a distinct hopefulness in many minds that the increases referred to might be pleaded as precedents for increases that were much desired and in many cases well deserved.

Another fact is that the usual opportunity for the discussion of the promotions referred to was denied, nobody being to blame. This is not the first case that has been made unusual by the unusual circumstance that a change of government intervened between the initiation and the completion of the transaction. The Order-in-Council making the promotions referred to was put through on the very last day of the late government's regime. Nobody was found who though there was anything wrong in that. But, on the other hand, everybody recognizes the fact that members of governments, being human like the rest of us, cannot give the most perfect attention to last-minute matters. These promotions therefore, may have been denied the consideration in council which, it is to be assumed, other promotions receive. Then, it happened that the salaries of many civil servants including those benefited by these promotions were voted en bloc in the House of Commons—a certain percentage under the late government and a certain percentage under the present government. This was a condition that arose out of the political situation and nobody is to be held accountable for it any more than for any other

unintended result of our governmental system. But one result of it was that no opportunity was offered for the discussion of the matter in the House of Commons. Had the subject been discussed explanations could have been made which, probably, would have caused members of the service generally to take an entirely different view of the matter from that which they now hold.

And finally, these promotions involve the elevation of one lady in the service to a higher rank than that held by any other lady up to this time. Those who justify this promotion on its own merits will not hear of any discussion of the matter in its relation to the service as a whole. On the other hand, those who consider the management of the civil service as a matter of general policy wholly refuse to admit that the question is to be discussed on the basis of the merits of one case, no matter what that case may be. And before the discussion has proceeded for two minutes, no matter who may be the party interviewed, all sorts of considerations are dragged in which cannot have anything to do with the case, no matter from which point of view it is considered. *The Civilian* prints in this issue two letters from women in the civil service. A dozen interviews could be given dealing with this same Eden-old question. If *The Civilian* allowed itself to be understood as undertaking to give the facts concerning that question after only two weeks of investigation, then it confesses default;—the task would be an impossible one.

And, after having given the final fact in this discussion *The Civilian* comes back to the first one stated above,—that this whole matter and all concerned in it, affected by it or having opinions concerning it, are very respectfully referred to the new civil service investigating commission.