

it is termed, appointed? When I say labour man, I mean a man engaged in some industrial pursuit. To my mind, the use of the term 'labour,' as understood and generally used is incorrect. I doubt if there are many of those employed as artisans or at other similar occupations, who work as hard as my hon. friends who sit opposite me. Their occupation is just as laborious mentally as the physical work of those engaged in occupations in the field or in the workshop. It has been intimated by the hon. member from Calgary, that before many years we shall have a department of External Affairs. We had the same pledge and declaration made by those who created the Labour Bureau that no new head of a department was to be created, as we have to-day in the appointment of an under secretary of state for external affairs. I am much mistaken if we do not find in the course of a very few years that a new department will be created to deal with external affairs just as the Labour Bureau is being converted into a Department of Labour with a departmental head. It has been stated that it is necessary to have a head of a department in order to transact the public business. That is not the case in other countries. In England, the number of ministers is restricted. Each premier selects just as many cabinet ministers as he thinks necessary or desirable to administer the affairs of the country. Sometimes we find the Postmaster General a member of the cabinet, and sometimes he is not. And so it is with all the departments. Then with reference to the payment of heads of departments, some receive larger salaries than others. In this country we have now fourteen heads of departments, all receiving the same salary. We are about creating another department, and that will make a fifteenth minister, and in a short time I doubt not there will be a sixteenth head of a department. Each minister has a deputy head, a secretary, and all the other officials employed in carrying on the affairs of the country, when the work might be just as well done by a smaller number of ministers with under secretaries as called for by the needs of the administration. In Australia, there are only seven ministers, though they govern a country somewhat

Hon. Sir MACKENZIE BOWELL.

similar to our own in area and population. There is no more difficulty in administering a department in a country with seven millions than there is in a country with five millions of population. There may be more clerical work, but there is no increased work for the head of the department. It is no more difficult, for instance, for the Minister of Customs to administer the affairs of a department with a collection of one hundred million dollars than if the collection amounted to fifty million. The details are worked out by those who are under him, and his duty is confined to dealing with questions which arise from interpretation of the tariff or some violation of the law. It is all nonsense to say that the collector of customs is harder worked when he collects eight or nine millions than when he collects four million of dollars, for this reason, that large importations involve no more work, except in the work of valuating, in making the entry than small importations. In New Zealand, there are eight cabinet ministers, and in the United States nine cabinet ministers to govern a nation of ninety millions of people. I am well aware of the fact that their system of government is different from ours. The head of a department here propounds a policy and crystallizes it in a measure which he introduces to parliament. In the United States, measures are prepared and sent to the Senate, and intrusted to the leading men in the Senate or House of Representatives. If the measure should be rejected by Congress, it has no effect on the status or stability or permanence of the ministers themselves. They have a large number of officials who transact the public business, which the heads of departments here have to perform, and which might be performed by under secretaries or deputy heads. The creation of a number of departments is not necessary. The work could be better accomplished by having deputy heads who are not subject to political influence or the control of politicians. So long as the ministers themselves have sufficient strength of character to be firm in the administration of public affairs, and refuse to be made the creatures of political influence, the affairs of the coun-