

speak was greeted with hearty applause. He spoke with the clearness and brevity characteristic of the British oratory of today. He seemed to have thought out carefully what he had to say but to speak extemporaneously so far as choice of words was concerned. Like any other master of a subject, he spoke in simple terms and presented what he had to say in a fashion to be understood by everybody. He spoke convincingly and effectively. Yet without attempting any flourishes either of rhetoric or of gesture.

"I know of no career that ought to appeal more strongly to the man of ambition," said Sir George "and in saying that I make no distinction between the service of the Crown in Great Britain and the same service in any other part of the Empire. The Crown is the link which binds together all parts of an empire covering a quarter the habitable area of the world and probably more than a quarter of its population." Proceeding he differentiated between the three main branches of the service of the Crown—Parliament making the laws, the courts interpreting those laws and the ministry performing the functions of administration. Directing attention especially to the last, he rapidly reviewed the historical development which had led to the present system under which the ministry carry on public affairs through the Crown, and went on to show how the growth of population and the increase in the complexity of affairs had given rise to the need for those who should devote themselves wholly to the carrying out of policies for which the ministry were held responsible by the people's representatives. The administrative expert was thus a modern necessity. To be efficient this man must not only be possessed of great ability but must have the benefit of wide experience and long training. This meant that he must enter early upon his career and must make the ser-

vice of the Crown his life work. To this end he must be made to feel that, so long as he discharged his duties ably and loyally, his position was secure. This permanency of tenure of office was absolutely incompatible with political partizanship. Not that the civil servant need be deprived of his rights as a citizen to vote at elections, but his expression of opinion on public affairs must be such as not to interfere with the performance of his official duties. But the civil servant who gives loyal and efficient service has the right to permanency in office and has also the right to the full confidence of his ministerial superior.

The question then arose: How to catch and train the administrative expert. The experience of Great Britain had convinced the people there that the best policy was that of "the open door." All must be free to enter who showed themselves best qualified and those who proved themselves efficient by success in their work must be advanced. Sir George briefly reviewed the history of civil service reform in Great Britain and spoke with pride of the fact that they had succeeded in establishing a service open to all on the basis of merit alone. Though still capable of great improvement, it was one of the most valuable assets of the public life of Great Britain.

Speaking of civil servants themselves he said that if he were asked to sum up the qualities required he would say, first Loyalty; second, Silence, and upon these qualities he dwelt briefly. Speaking of the administration of the British Empire he said, "We are carrying out one of the most audacious experiments in government that history has ever known, one that in its successes, and even in its failures, under the providence of God must inure to the benefit of the Empire and through the Empire be an example to the world at large."