



CORPORATIONS AND CIVIL SERVICE REFORM

MOST large corporations are well managed. That is why they are large. A well-managed business grows gradually until it becomes a large corporation. It remains large so long as it is founded upon an efficient system for performing a certain service.

The efficiency of a large corporation depends upon its system of doing business. For example, the Canadian Pacific Railway is well-managed, performs its functions well, transacts business in a prompt, methodical manner and satisfies the public. The basis of its efficiency is its staff of well-trained, intelligent and ambitious officials. It catches these officials young. The engineer serves his time as a fireman and is promoted from post to post as he shows himself capable of taking on higher responsibilities. Its passenger agents begin as clerks, running a typewriter perhaps. They learn how to handle correspondence, how to quote rates and provide for the travelling public, how to sell tickets and frame tariffs. They go from one post to another as they prove themselves efficient. They become local passenger agents, travelling passenger agents, district passenger agents, and then the best men are given the highest offices. So in the freight department, the operating department, the mechanical department, the sleeping-car department, the steamship department and so on through the list. Finally, if their health and brains hold out they may become head officials or even vice-presidents.

What is the difference between the Canadian Pacific Railway and the Intercolonial? One great difference is that no members of Parliament may get a man appointed to a job on the Canadian Pacific for which he is not fitted by training and intelligence. Every employee gets his promotion on his merits. Occasionally, a servant of the railway may find a poor man put over his head because that man has a "pull" of some kind, but very seldom. Every man in that service feels that he can get to the top if he has the brains and the application. In the Government service it is different. A man appointed under a Conservative regime does not know what will happen him during a Liberal regime. He may not be dismissed, but he may find some petty ward-politician put over his head and all chance of promotion cut off. He may find his work divided in two, and a place-man added to the staff to do half his work. He may find his department in charge of a new head who has other favourites looking for promotion. This is the difference between a railway run by a private corporation and a railway run by a Canadian government.

Those who are advocating civil service reform are simply asking that the principles used by private corporations, such as railways and banks, to produce efficiency, shall be applied to the civil services, federal and provincial. They would take all appointments and promotions out of the hands of members of Parliament and put them in the hands of an independent commission which would enforce the merit system. The Civil Service Reformers are not asking for the moon, they are not seeking something theoretical and untried; they are merely asking for the application of private business principles to public administration. The issue is simple and clear.

★ TOO MUCH SPORT IN CANADA

ARE Canadians giving too much of their time to sport? That is a question that is bound to occupy the attention of national students at an early date and a Canadian Kipling may even arise to ridicule, if not "the flannelled fools at the wicket and the muddled oaf in the goal," at least "the naked fool on the side-line and the padded chap in the field." For it must be admitted that sport is every year making mighty strides in Canada. And the blame rests with the world's champions and the newspapers.

Canada produced her first world's champion in 1876 in the person of Ned Hanlan. He at once became a popular idol and the sporting cultivation of Canada had fairly commenced. Along about the same

time the first sporting page made its appearance. And the cultivation went merrily on.

Canada responded cheerfully to this cultivation. Her climate is peculiarly fitted to the production of strong, active men and the crop of world's champions has been a large one. She has produced two professional world's champion and one amateur world's champion oarsmen, a professional and an amateur world's champion boxer, a professional and amateur world's champion distance runner, a world's champion golfer, a world's champion sprinter, and of course world's champion hockey and lacrosse players galore.

And the size and number of sporting pages have increased even as the crop of champions has grown. So have the leaders and followers of sport, till to-day sport is said by some people to be occupying a large part of that public attention that should be given to the development of Canada's wonderful resources.

Of course the advocates of sport argue that the development of muscle and stamina are just as important to a young country as the development of mineral or agricultural resources. And this is possibly true. But it is also true that sport is reaching beyond muscular development and giving a large part of its attention to the development of gate receipts.

And therein lies the danger. The youth who takes up sport that he may have a healthy mind and body to devote to his business makes the best of citizens. But the boy who takes to sport as a means of making a livelihood does not as a rule develop into the highest type of Canadian. He is devoting himself to an occupation that can only be temporary, that is beset with temptations and high living and that must necessarily unfit him for the ordinary occupations of life once his fleeting grasp of the good things is gone.

Canada in other days was wont to take its sport as an amusement but now we have professional baseball teams, professional lacrosse and hockey teams and professional runners, and the tendency is yearly in the direction of taking sport as a business—and it is a mighty poor business for any except the managers of amusement and recreation parks.

But then the climate is primarily to blame. It produced the world's champions. The champions produced the sporting pages and said sporting pages did the rest. And as we can't afford to part with our climate there's nothing to do but put up with the rest of it.



CRUCIFY HIM

IN these Lenten days, there are many sermons preached about the Crucifixion, and large numbers of people everywhere are again stirred with feelings of horror at the wickedness of the priests and elders and the multitude when they cried "Crucify Him, crucify Him." It was the cry of a passionate mob, throbbing with hatred against a Man who was innocent of any crime but who seemed to be preaching against established opinions and constituted authority. The modern listener to the tale of persecution will honestly believe that if the Man Jesus were living and preaching now He would be accorded honour and praise. But would He?

A preacher in Toronto, the friend of many prominent men, the minister to a large and well-educated congregation, has ventured to express some opinions which are not supposed to be orthodox. What happened? The chief priests and the elders are stirring up the people to cry "Crucify him! Crucify him!" When any man in any church, Roman Catholic or Protestant, preaches a new doctrine, the mob is usually stirred up to give forth the ancient cry. We are not much more tolerant than the Jews were in the days of Pontius Pilate and the Roman occupation. This cry has rung through all the centuries of the Christian era and there have been many victims. The only difference between the practices of to-day and those of the centuries from one to sixteen is that modern crucifixion is mental instead of