

questions, his broad and thorough-going Canadianism being perhaps his most salient characteristic—an attribute in which he well maintained the tradition founded for his alma mater by the late Principal Grant. His most recent public activity has been in connection with the administration of the Industrial Disputes Investigation Act of 1907, under which he has acted several times as chairman of boards appointed to effect the settlement of labour disputes, and in every instance with complete success. His experience in this very important field, with his wide knowledge of economic and financial problems, makes him an invaluable man from every practical standpoint for the great work to which he is now called.

M. Larochelle.

Quoique le nom de Monsieur Larochelle ne soit pas aussi connu que celui de M. Shortt, il n'en apporte pas moins à la position une popularité personnelle et une réputation de capacité et d'énergie qui le recommandent très favorablement au service civil. Fils de cultivateur, issu d'une ancienne famille canadienne, il naquit à Sorel en 1867. Il reçut sa première éducation au Séminaire de Nicolet où il concourut avec succès pour le prix du Prince de Galles. Il étudia ensuite le droit au bureau de Sir Wilfrid Laurier et de l'hon. juge Lavergne. Puis il devint secrétaire de Sir Wilfrid lorsque celui-ci succéda à l'hon. Edouard Blake comme chef de l'opposition libérale à la Chambre des Communes. En 1890 il fut admis au barreau de Montréal. En 1900, il disputa sans succès le comté de Richelieu pour la législature de Québec, mais en 1907 il refusa la candidature fédérale de ce comté. Il fut créé Conseil du Roi en 1903. Depuis 1895 il est le recorder de St-Henri.

M. Larochelle est un écrivain distingué, un homme épris des fortes études, ainsi que l'avocat éloquent que l'on considère à la tête du jeune barreau de Montréal. Son appointment est surtout un tribut à son mérite.

Progress of the Re-organization.

We had hoped to be able to report in this issue that substantial progress had been made towards a proper reclassification of the work of departments. This hope has been doomed to disappointment. Some departments, it is true, have matured their plans, and probably all have given some thought to the matter, if only in a desultory way. One large department stands out from the rest as having reorganized itself in consonance with the spirit of the Act, and we congratulate its young Deputy on the honourable distinction which he thus gains in an environment where indifference and attorneyism are rampant. Despite this notable exception, it is not too much to say that the progress thus far made has been inconsiderable, and the spirit in which work is being carried on disappointing.

For beyond question this re-organization of departments is one of the props upon which the new edifice of Civil Service Reform must rest. If this foundation work is scamped, the whole structure will be insecure. It is in the interest of all that it should be well done,—in the interest of the public, of the Heads and Deputy Heads of departments, and of civil servants generally. Reduced to plain terms, the essence of the matter is simply this: that for the future each department shall definitely ascertain what work it has to perform, and as definitely assign it to the various branches, with such and such clerkships attached for its due accomplishment. One would think that there could be no two opinions about the need for such a mapping-out of the work. Heretofore, departments have joggled along in a confused uncertain sort of way, amid a perfect welter of details, and, in short, virtually without any organization worthy of the name. Being at long last invited,—nay, commanded,—to substitute for this a rational system, those chiefly responsible for their departments are seen to hang back, to put difficulties in the way, and generally to act as if