

lems which vitally concern civil employees. This committee will confer with them about methods of removal, systems of promotion and other important phases of Civil Service administration. Through conference and co-operation the civil employees will share in the responsibility of the service, and, it is hoped, feel themselves a living part of a living organism. No single expert possesses all of the wisdom. The safest solutions of large governmental and social questions are socially derived. We recognize this truth in politics and in industry, why not in Civil Service?

Now, the spoils system, with its many defects, possessed this virtue. It had its roots in human contact, and the professional politician with all his faults, is an adept in the art of handling human nature. He never neglects the individual. His hold on government is the dividend he reaps from capitalizing human gratitude. When injustice is done an individual employee, even in the classified service, he frequently goes to the district political club and the leader sets the wheels of pressure in motion to help one of his constituents. He more frequently attempts to beat the merit principle by asking a favor or privilege on his constituent's behalf, nevertheless, he is on guard to do the individual justice when he is the victim of injustice.

The merit system need not be bloodless, it can be vitalized by enlisting the active co-operation of its employees in its administration. This is the significance of Mayor Mitchel's committee on employee's relationship to city government. It is our earnest desire to secure more than the perfunctory help of city employees. We want them to realize that they need not ask as a favor what they can get as a right, if the right is justice, and the merit system must aim to secure efficiency, not through abstract but concrete justice to and co-operation

from all the men and women in the service.

A live Civil Service Commission should study the employment problems in various city departments, and co-operate with department heads by making helpful suggestions directed toward improving his condition of employment. Civil Service Commissions should be supplied with a corps of roving examiners, who will become employment specialists for city departments, and whose functions will result in the framing of practical examinations which will recruit the type of men and women these departments require.

The merit system conceived as an engine of aggressive efficiency in government, challenges the imagination and gives to routine drudgery a new meaning. If many of our modern social problems are to be solved by socializing the state as I profoundly believe they will be, then the fate of the merit system is linked with the fate of our democracy.

SUB-COMMITTEE REPORTS.

Progress reports of the special sub-committees on the Civil Service Bills were received at the last meeting of the executive committee of the Civil Service Association of Ottawa. The sub-committees had been hard at work, analysing the bills and considering the criticisms thereof contained in a number of written communications sent in by members in accordance with the general invitation. Of course, the committees had nothing of the character of final decisions ready for announcement. Nothing of that sort can be given out until the full report is completed.

The executive committee was well satisfied with the progress made by the sub-committees, and a report upon the bills, which will give great satisfaction to the whole service, is anticipated.