

**and Delimitation** between the different departments of State. Preferably, the members of the Cabinet should not hold Portfolios, in order that they may have full time for these most important duties. All the Ministers should have a right of access to the Cabinet, and naturally, all Ministers might be summoned individually or collectively to confer with the Cabinet.

Mr. Lloyd George took the ground that it was a great advantage in the form of government which he inaugurated in 1917, that he was able to secure the services of men of administrative ability but without parliamentary experience.

It is probable that in Canada there are a larger proportion of men who have acquired sagacity, whose counsel and advice would be most useful to a Prime Minister, but who are debarred from giving it because it is too difficult for them to acquire parliamentary experience. It might be considered advisable that one or two of such men should find a place in the Cabinet. Individuals now are undoubtedly consulted by Prime Ministers and the Government, but in private life we know the difference between the value of advice given on a special case, and that given by a person familiar with the whole course of events. Such individuals could have their status "legitimised" by making them members of the Privy Council.

This, however, is no essential part of the scheme I am proposing. The essential part is, and it is not new, that a Cabinet responsible for Policy, should be a Unit and that for successful work it should be few in number. The Cabinet thus devoting all their time to deliberation and supervision, the executive work of the government falls on the **MINISTRY**. The number of the Ministry shall be sufficiently large to give a proper Head to each Department of the work of the State. They go in and out of power with the Cabinet but are individually responsible to Parliament for the way in which they carry out the directions of the Cabinet.

A concrete case will perhaps make my meaning more clear than any general exposition. It has been represented, for example, to the Government, that it is desirable to improve the Harbor of Kingston. The facts laid before them (and shortly I shall suggest a method by which the facts bearing on all such questions can be better obtained than they are at present) justifies, in their opinion, this expenditure on the Harbor of Kingston. The Cabinet decides to go on with this work, so an item is placed in the estimates appropriating money for it. If it should happen that the item was challenged