

THE CIVILIAN

Devoted to the interests of the Civil Service
of Canada.

Subscription \$1.00 a year;
Single copies 5 cents.

Advertising rates are graded according to
position and space, and will be fur-
nished upon application.

Subscriptions, MSS intended for publication,
and all other communications should be
addressed to

THE EDITORS,
THE CIVILIAN,
P. O. Box 484, Ottawa

Communications on any subject of interest
to the Civil Service are invited and will
receive careful consideration.

Ottawa, Oct. 31, 1913

"The law pertaining to the civil service should be honestly and rigidly enforced, to the end that merit and ability should be the standard of appointment and promotion, rather than service rendered to a political party."

* * *

"Entrance to the civil service should be at the bottom, and the custom of securing men from outside the ranks and placing them ahead of old employees should be discouraged, and only resorted to when public interest demands. Civil service protects employees in their positions, but it holds them there in stagnation unless a method be found to not only secure the time of its employees, but to stimulate and reward their ambition."

"A FLOW OF PROMOTION."

There is an extremely good word in Sir George Murray's report which should be very carefully noted by some superior critics of the civil service; and, in fact, if it were better understood and more constantly kept in mind by some of those who have the destinies of civil servants in their charge, it would be better for all concerned. That word is given in the title to this piece. Here is the context: Sir George points out that the present tendency and practice is to allow civil servants to remain in their places until they retire voluntarily. This, he says, is a very grave evil; some system of securing retirement is absolutely necessary—"on the one hand in order to prevent officers from continuing in the service after they have ceased to be efficient; and it is equally necessary in order to provide a flow of promotion and to ensure that men of capacity should reach the higher positions at a period of life when they are able to make the best use of their powers."

Anybody who has had administrative experience knows as a fact what anybody who reads human nature can understand as a theory,—that there must be ambition in men if they are to do good team work. Drudge work can be done by slaves, but most of the work that civil servants are called upon to do calls for both skill and capacity, and men of skill and capacity are also men of ambition. Close the door to ambition and you reduce your working power; reduce your working power and you make some of your work impossible. It is like increasing the grade on a railway—there are loads that you simply cannot carry.

But it is not enough merely to leave the door open to ambition. That is done now; but the doorway, in too many cases, is partly blocked by old abuses, old mistakes, old prejudices. The very best men can usu-