

tions have in numerous cases outgrown their original status and are in sore need of definition in the terms of present conditions. Coincidentally with this, there has been a tremendous advance in the cost of living, felt by everyone alike, and met in the case of practically every employer in Canada, the government alone excepted, by a corresponding increase in the rates of wages. Unfortunately, there has been a tendency in the past few months not always to appreciate the essential diversity in the nature of these varying claims. When, with the dissolution of Parliament, the hope of a general increase faded, the reorganization became for an interval the only possible means of meeting the situation created by the needs of the service. It is unnecessary to repeat that the reorganization could never have been made to play this dual part without great injury in the final resort to the service, and yet under the circumstances, the attempt to make it do so was practically unavoidable. It is, therefore, matter for genuine congratulation that the proper point of view has been restored, namely, that the readjustment of salaries to cost of living is a genuine part of civil service reform, that the reorganization is another part, and that the two have nothing whatever in common.

### The Reorganization.

As to the reorganization, which is the immediate item on the program, and, which we may expect to hear announced at any day upon the resumption of Cabinet Councils, we feel that we have already expressed the views of the service at sufficient length and with sufficient particularity. Everyone understands the process by which it is to be carried out. In brief, it is to be done for each Department by the Head and Deputy Head, working, of necessity, under very much the same influences as they have always worked in administering the Department. It is unnecessary

to enlarge upon the prospect thus opened up. It is possible to work oneself into feelings of the liveliest alarm over it. At the same time we would be the last to seek to place a damper on the present hopes of the service. We must remember that we have the commission, and that bad promotions, if they are suggested, must run their gauntlet before they pass. We fancy that it comes in the end to be a matter of what we mean by reorganization. Do we mean the readjustment and reevaluation of functions from within the several Departments according to the judgment of those who have been present during the development of the conditions which it is now proposed to correct — acting under the strongest possible appeal to their sense of justice and discrimination? Or does it mean a critical examination of the whole field of the service from one single and consistent point of view, implying consideration not alone of the position of the Departments separately, but the correlation of the several parts of the service and the reduction of all to a system of absolute uniformity in the treatment accorded to employees. If the first is meant we have not a doubt much good may be accomplished. The danger would be not so much the repetition or multiplication of the abuses which the same system has notoriously bred in the past, which we may now trust the Commission to prevent, as the failure, natural in the absence of a new eye, to admit the importance of the work done. If the second plan were given the preference and the duty handed over to the commissioners, we enter at once into a larger atmosphere. We would ourselves prefer to have this matter taken on the broadest and most serious basis. The plan that makes the service the most efficient piece of machinery for the purpose for which it is designed is the plan that will prove in the end the best for the individual civil servant. We would have the service