

numbering among its clients some of the country's most representative financial and industrial institutions.

The relations of this firm, of which the writer is a director, to the Council Sub-Committee on Reorganization and Efficiency are the normal relations of a professional man to his client. Its commission extends only to the making of certain studies of subjects and activities on which the client wishes to have a professional outside opinion, and to the submission of a rejection of the recommendation or its modification is of course entirely in the hands of the client. Under the usual procedure, and the writer has heard no suggestion that any other is to be followed, the Council Sub-Committee makes the decisions within its province. These decisions include matters of policy and procedure. Any personnel questions which may at any time be involved would naturally be handled by the constituted authorities, the Civil Service Commission. The representatives of the executive, *i.e.*, the Council Sub-Committee, do not take upon themselves the selection of individuals for appointment, promotion, transfer, or retirement. The Civil Service Commission is the authority with regard to employment questions, just as the executive is the responsible authority in general management. The engineers working under the Sub-Committee have no official standing whatsoever.

These relationships, being the only natural ones, would seem to require no especial mention were it not for the great interest that members of the service have in any work involving the word reorganization and in any proposal bearing on the status of departmental staffs.

In dealing with organization problems in the public service it must be remembered that there are certain fundamental differences between the operation of a public body and that of a privately controlled business. These differences are most marked in those aspects that involve problems of employment and personnel.

In the first place, both the government acting in its capacity as an employer, and the employees while in the service, are under obligations as public servants to take into account the general interests of the community as a whole.

The higher administrative officials in the department do not in many

ways possess the authority to decide questions of employment, remuneration, and conditions of service which is enjoyed by the private employer. Nor are the higher administrative officials under the incentive of necessity to earn profits as a test of the effectiveness of their management. Because of this difference certain of the inducements towards effort to secure economical and efficient operation of the work under their direction do not have the same force that they do in private business.

All of these differences have their bearing on the problem of securing the most effective administration of public affairs, of developing current improvements in methods and organization, and of providing the proper relations between the government as an employer and the employees who actually carry on the government's work.

It is because of these considerations that all progressive countries have established special agencies to deal with the complex problems of government employment. The proper selection of employees, their advancement as their efficiency or length of service increases, the recommending of salary and wage scales, and the like, are ordinarily placed in the hands of a civil service commission in order that the varied interests of the government in its capacity as an employer, of the employees themselves, and of the general public, may all have impartial consideration. The civil service commission also constitutes the expert employment department of the government — it should serve the operating departments as an efficient recruiting office and the employees as the guarantor of uniform treatment.

It has been the conclusion of those of my colleagues who have had the closest contact with the public service that without a comprehensive civil service law and a strong and competent civil service commission it is inconceivable that those conditions of democracy, fairness, and opportunity, so essential to an efficient public service, can be expected.

As a second vital consideration we would put the question of compensation. While sound organization and direct and effective methods of procedure are necessary to good administration, they are not, by any means, sufficient in themselves. A competent,

a satisfied, and an industrious personnel is essential, and none of these qualities are to be secured except through the application of a fair schedule of remuneration — one that recognizes the principle of the minimum wage, has a proper relationship to the responsibilities and importance of the work to be done, provides adequate rewards for those who are efficient, and recognizes the facts as to the cost of living.

Our Dominion Government, through the salary scale appended to the recent classification and the superimposed bonus, has shown more appreciation of these principles than most public bodies.

Board or Hearing or Whitley Council.

The Government has apparently made up its mind that it will not grant an enquiry into the methods of the present Board of Hearing and its chairman.

The apathy of the Government over this just and very moderate request urges the pressing more strongly than ever for the necessity of a National Government Employees (or Whitley) Council.

The demand for such a Council is practically unanimous throughout the service and is absolutely essential to bring about peace and quietness among Government employees.

The Council that is required, should be such that all the diverse civil service interests are directly represented and should be composed of representatives of the C. S. Federation, Postal Associations, East and West Labor Unions, Railway Mail Associations and one or more to represent classes of employees not included in the above, such as the Postmasters' Association. Departmental committees should be constructed in the precedent laid down by the Government in Great Britain.

Its need at the present time is vital as after a long and critical investigation into the classification and the proposed re-organization by G. and A. the opinion becomes stronger than ever that the whole of the work of the past 2 years is useless and should be discarded.