

tee of three or four, to examine the document minutely and to report thereon at a later stage. As a general rule, we believe as much work as possible of this kind during the meeting should be done in committee of the whole, for the sake of the educational effect on which so much in the initial stages of any movement depends. Certainly any committees that may be appointed should attempt to do their work in the evenings or when the convention proper is not sitting. The question of the constitution, however, is one which would obviously gain by the careful scrutiny of three or four of the members, who might thus effect a very considerable saving of time. The committee appointed for this purpose should be thoroughly representative of every class or kind of organization it is proposed to embrace in the federation.

Organization.

Having agreed upon the form, the next question is the substance. The organization of the civil service is not to be a thing of paper. Before any attempt to define, let alone to realize, its objects, it must settle how it shall make of itself a living force. There will be little use of planning campaigns till we are sure whence the army and the sinews of war (in this case the enthusiastic backing if possible of every member of the civil service) is coming, and how it can be persuaded to come with the maximum of alacrity. In other words, this involves the consideration of what shall in future be deemed the best basis of organization within the service. The present organizations have arisen spontaneously and without reference to any general plan. Each has attacked its own problem, in the way that seemed to it best, and with

the form of association that lay easiest to hand. In Ottawa the inside service took its stand on the fact that it made up a separate and distinct class under the law, and it organized accordingly. Being limited to a single locality the inside civil servants were able to do this with comparatively little trouble. The Postmasters of the Dominion have adopted the same principle, but in view of the fact that they are scattered from the Atlantic to the Pacific their organization has taken on a different form, and they have grouped themselves by provinces under a single central head and government. Similarly with the Customs officers of Ontario, who have united in an affiliation which covers the whole of the Province. In other instances, however, very different methods have been pursued. In Western Canada, for example, the sharp differentiation which obtains as between those provinces and the rest of the Dominion, has led to the emphasising of locality as a basis of association. We accordingly find at Winnipeg a composite organization embracing all Dominion employees within reach, whether excise officers, customs clerks, letter carriers, or the various other classes which make up the service. At least eight or ten similar cases could be cited. This to our mind is quite natural and as it should be. In so varied a mass as the civil service presents, flexibility is a first requisite of any scheme of organization. Each and every problem must be solved with the instruments that lie to hand. But if we acknowledge that the first duty of the Federation once on its feet is to build up the fighting strength of the service, we must lay down some more definite plan, even if still a loose one, which while preserving the autonomy of the several units of which the Fed-