

and suppress, in the private citizen or the office holder, the right of private conscience."

In facing the problem I have been discussing, as in most things, the obligation of those in authority is to strike a balance which corresponds to the realities of the situation. It is the duty of those on the political side to defend the Civil Servant, the "bureaucrat" who is not in a position to defend himself, against unfair attacks from those who seek to win some transient popularity by an assault on one who is fair game apparently for anybody's shafts. At the same time, it is equally important for those on the political side to do their best to ensure that the Civil Service is composed of men and women who deserve such defence; of persons who have been appointed because of ability and quality alone and who are able to discharge with efficiency and responsibility their vitally important function in the machinery of modern government.

But however efficient the Civil Servant may be, however industrious, however underpaid, I don't suppose you will ever be able to erase completely from the limited minds of some people the distorted picture of the "bureaucrat" - especially the top "bureaucrat" - as an indolent person, conceived in influence and born in politics, who fattens at the public trough; and works a couple of hours a day winding and unwinding - if I may use the word without becoming a security risk - "red" tape.

I have, of course, had some experience with the strangling effect of a literal and cautious observance of all the fussy niceties and formalities of official procedures. But I have also learned that, at times, there is one thing far more delaying and destructive than "red tape"; that is misguided and premature efforts to cut across wise and well established administrative rules. You can, I suppose, get more toothpaste more quickly by squeezing the top of the tube. The result is messy and wasteful. I do not, therefore, take seriously the recurring joke about the complexities and delays of public administration, and I know that we have every reason in Canada to be proud of our public service. So, in conclusion, Mr. Chairman, may I say simply this. In striking the balance between freedom and security, in the difficult days ahead, I hope that we shall have enough good sense and enough faith in our own institutions to act so that the confidence, the self-respect, the initiative and the devotion to duty of our Civil Servants will be strengthened and encouraged.

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