

THE WAR CABINET WORKS UNLIKE ANY OTHER

There is no Statesman Less Tied to Routine Than Present Prime Minister of Great Britain, Nor One More Ready To Adopt New Methods—The House on Downing Street.

(By Robert Donald, Editor of the London Chronicle.)

Without act of parliament or order-in-council the instrument of government in Great Britain has been revolutionized during the war. The war cabinet works on a plan unknown to the constitution and unlike any other cabinet, although other democracies have adopted the Lloyd George system with variations. There is no statesman less tied to routine than the present prime minister, nor one more ready to adopt new methods. His cabinet is not the result of profound study; it was created on the spur of the moment to meet a national emergency. Pedants sneered at it, conservatives of all parties predicted its failure; but the fact is that it has been in existence for over a year, and it has worked. The system has been justified and has long since settled down as a smooth working machine, providing elasticity of scope and facilities for rapid decision—essential in war.

The war cabinet consists of six: Mr. Lloyd George, premier and president; Mr. Bonar Law, Lord Curzon, Lord Milner, Mr. Barnes, and General Smuts. It is imperial and democratic in type and sentiment. Mr. Lloyd George represents the small and virile nationality of Wales; Mr. Bonar Law is a Canadian by birth, and a Scotsman by race; he also stands for business, through which he graduated to politics. Lord Curzon is the English imperialist, with a profound knowledge of political history and an intimate acquaintance with Eastern peoples and problems. Lord Milner also represents the imperialist school, perhaps in a wider degree than Lord Curzon. Mr. Barnes is a Scotsman from Glasgow and stands for labor. General Smuts is the most versatile member of the group; a South African Dutchman; a great soldier, distinguished alike in the South African war, where he fought to defend the rights of a small nationality, and in the present war, standing for the empire and humanity against world military domination; a statesman who is still a member of the United States government of South Africa; a scholar carrying high academic honors from Cambridge; and also a great lawyer. That he is found working in comparative quietude with Lord Milner is one of the happiest tributes to the unifying influence of the war.

Excepting Mr. Bonar Law, the members are occupied solely with their cabinet duties. He is charged with other heavy responsibilities, being leader of the house as well as chancellor of the exchequer. How does this cabinet system work? To begin with, the cabinet meets almost every morning at 11.30 and continues until 1.30. Sometimes it meets again in the afternoon. On a Sunday, it may be said that there are meetings practically every day. Like a board of directors, the war cabinet, which carries such vast responsibilities, has an agenda of business, consisting of twelve or more subjects for discussion at every meeting. Meetings are not confined, except on rare occasions, to members of the cabinet. The personnel changes according to the subjects discussed. A question of food, for instance, as an item on the agenda would mean the presence, not only of the food controller, the shipping board of trade, but also of their respective experts. This system of having experts as well as ministers at meetings is quite an innovation. An official who has made a suggestion or drawn up a memorandum would be present to stand cross-examination on his scheme; he would speak direct, instead of through his ministerial chief. By this system all possible information is obtained, without the red tape of officialism, and decisions taken with out delay. Investigations are not only thorough, but speedy.

The cabinet has its own secretaries. They are a large staff, and work at the offices of the war cabinet, 2 Whitehall Garden. The chief secretaries attend the cabinet meetings to make a record of the proceedings. The first secretary is Colonel Sir Maurice Hankey, who was formerly secretary to the committee of imperial defense. An assistant secretary was until recently General Swinton, who was the first "eye-witness" to write reports from the front, before war correspondents were acknowledged. He is also known as the author of a wonderful book of war stories, "The Green Curve," written after his experiences in the South African war. Other assistant secretaries to the war cabinet include Colonel Dally-Jones, Mr. Longhurst, Commander Row, and several others. The secretaries take their turn, as they are experts in different branches of the work. There are also two parliamentary secretaries: Colonel Sir Mark Sykes, M. P., and Colonel Amery, M. P. They are not necessarily in attendance on the cabinet; their function is to prepare official memoranda from all sources of intelligence and to present them for the information of the cabinet.

Sir Mark Sykes is one of the greatest experts on Eastern questions. The secretaries of the war cabinet draw up the agenda of business, keep the minutes of the proceedings, and see that the necessary reports are carried out. Complete minutes are circulated to members of the war cabinet, and all portions of the record referring to particular government departments are sent to the responsible ministers.

There is another secretariat attached to the prime minister, and they occupy offices in temporary buildings in the garden of No. 10 Downing Street. There are five of these gentlemen: Mr. Philip Kerr, of "Round Table" fame, a man of great political knowledge and literary gifts; Professor Adams, Gladstone professor

of political institutions, Oxford, who has had a very brilliant academic career and who provocously did valuable work at the ministry; Sir Joseph Davies, who specializes in labor questions; Mr. Waldorf Astor, M. P., an authority on medical matters and on the drink question; Mr. Cecil Harcourt, M. P., who takes a particular interest in the food problem. The duty of these men is to act as an intelligence branch for the prime minister and also for the cabinet. They take up special subjects for study and deal with them thoroughly.

Mr. Lloyd George also has his own private secretaries: Mr. J. P. Davies, Mr. William Sutherland, and Miss Frances Stevenson. Davies is occupied largely with matters of a personal kind; Mr. Sutherland, with those of public concern, dealing with communications of a public character which are addressed to the prime minister, and deciding whether they should be printed and circulated. Mr. Sutherland has had many years' experience of public administration. The work of Mr. Davies and Mr. Sutherland necessarily overlaps, but they have one thing in common—they both put in very long hours and have a very arduous time. Mr. Davies has charge of all the prime minister's private and secret papers—military, diplomatic and political—and is a man of method who can find anything at any moment. The prime minister's strong point is not keeping documents, but storing the effect of them in his mind. He remembers what he wants, and Mr. Davies' duty is to produce it on the instant, which he does. He also accompanies the prime minister on his visits to the continent, arranges for deputations and appointments, and attends to all court matters. Numerous other duties come within the functions of this busy, quiet, pleasant, and ever-courteous private secretary. Miss Stevenson is in charge of the general correspondence, and is responsible for answering letters, except when they are dictated by the prime minister. The letters received by Mr. Lloyd George number about a thousand a day.

When one considers the high pressure at which all these secretaries work, it is surprising how former prime ministers got on without much assistance. In Mr. Asquith's time a good deal of the work which now goes to the cabinet was dealt with by the war council, which had its own secretariat, the cabinet meeting only once a week or so. There was no agenda of business and no record of the proceedings. Like former cabinets, Mr. Lloyd George's war cabinet, although consisting of only six members, has numerous sub-committees, who take up particular subjects. These sub-committees may consist of one, two or three members.

There is a striking contrast between the atmosphere at 10 Downing Street before and after the arrival of Mr. Lloyd George. Formerly the house was very sedate, dignified, and quiet. There was little movement and not many callers. Now the place is alive from morning to night. There are perpetual comings and goings, constant relays of visitors, meetings, and deputations. The prime minister lives in a whirl of movement. He creates work by his own ceaseless activity, his tireless energy, his rare good humor. His facility of ideas and the constant wonder and admiration of his colleagues. He works harder than any other minister and stands the strain better. This is partly due to his wonderful faculty of being able to sleep well. He frequently snatches forty winks during the afternoon when he is tired. He can go to sleep at will, and, after a few minutes' rest in this way, resumes work refreshed.

One of his chief characteristics is his capacity to grasp the essentials of a problem, however novel to him or however abstruse. His alert mind seizes on the kernel of the problem with unerring intuition. He also has the power of rapid recall, so much so that he will be found talking in an abstract way on one subject while he is thinking of another, who, in a courteous, sympathetic, and good humor always make him a good listener, and it is rarely that he shows any signs of impatience. When his mind is made up, he acts quickly, and in war matters ruthlessly.

The cabinet room serves as the prime minister's office and reception-room, as well as the meeting-place for ministers, committees and deputations. It is a sombre and dignified apartment, and just now the walls are almost completely covered with maps of the various theatres of war. There is a large solid table, with twenty or more solid chairs, two or three easy chairs, and a desk at one end of the room. These constitute the furniture. The prime minister sits at the middle of the table (with his back to the fire.) When deputations are received, and they are numerous under existing conditions, the large table is removed and the room is filled with chairs. It is a strange example of short-sighted economy that the prime minister of Great Britain should have to carry on his business in this composite apartment, and frequently under harassing and inconvenient circumstances. It is a strange contrast to the magnificent palaces occupied by prime ministers in France and Italy, where there are a great series of reception rooms, banqueting rooms, and magnificent suites of offices.

Under the new regime at 10 Downing Street visitors are welcomed, the private secretaries are easily accessible, and frequently the prime minister himself. It depends entirely on the urgency of the business which brings the visitor. Democracy has arrived at Downing Street, and visitors who have any business in hand are permitted to walk straight

through without being asked questions or attracting suspicion. Mr. Lloyd George is continually at work. His breakfasts, luncheons, and dinners are all matters of business. Visitors whom he is unable to see during the day and whom he wishes to meet are invited to early breakfast or lunch. He occasionally goes to his residence at Walton Heath during the week; but he is at Downing Street next morning for 9.15 breakfast. On two days of the week he goes out to breakfast at one house to meet his Liberal and Labor colleagues, and at another he meets his Conservative colleagues. During the week-end, which is now narrowed down to from Saturday afternoon till Monday morning, he devotes his time partly to reading official reports, discussing business with visitors, and handing out work to his secretaries. He is never alone, and he is never idle. He frequently returns to London for meetings on Saturday and Sunday. He has little time for read-

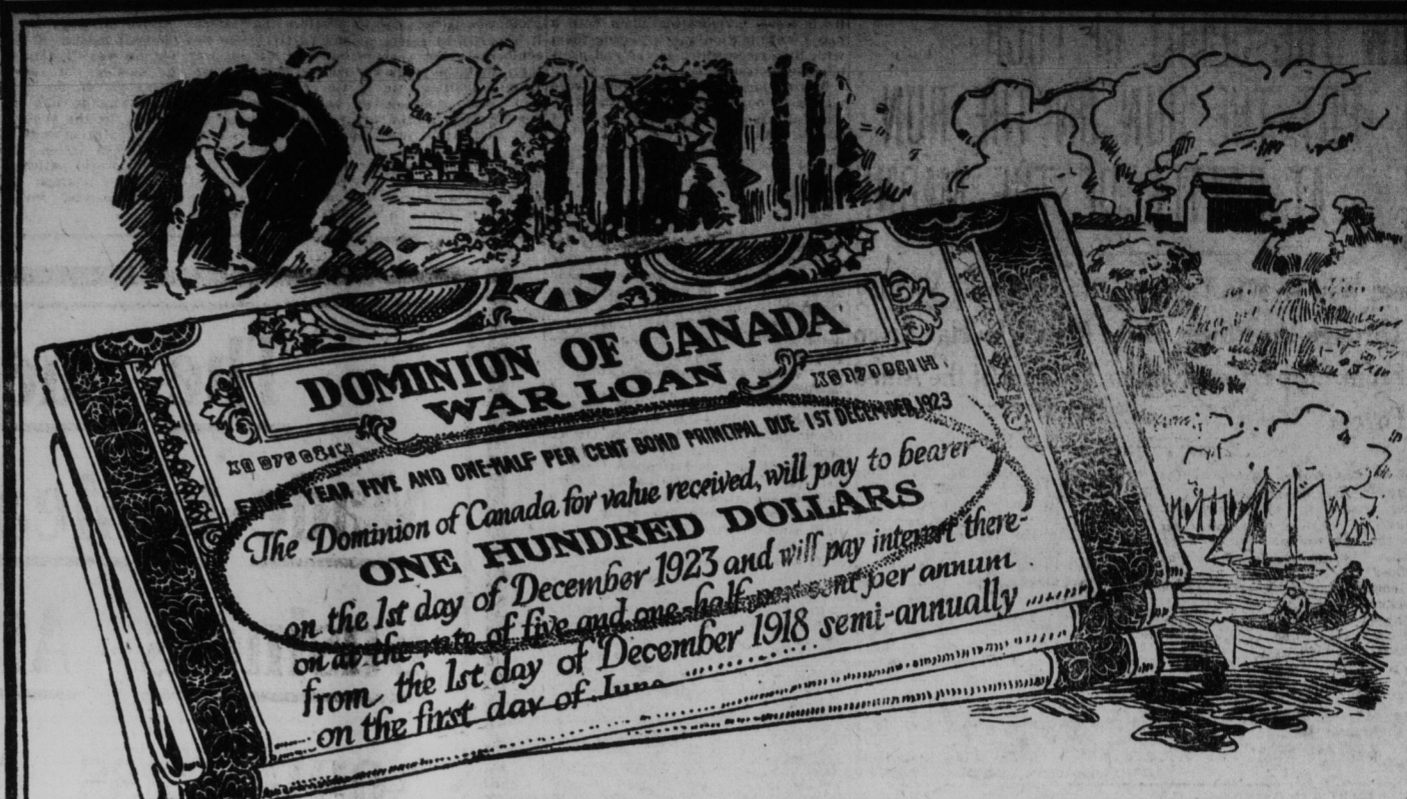
ing; he prefers the human book. His chief recreation is obtaining information from all and sundry. His physical exercise is now confined pretty well to an occasional walk in St. James' park and a walk on Sunday morning. The only game which he practices is golf, and that only on rare occasions. Unlike other ministers, he does not play bridge or any indoor game, and he does not go in for social gatherings unless they are concerned more or less with public affairs. Perhaps what is equally remarkable in the prime minister's strenuous life is the stimulus which he gives to others. He inspires and enthralls all who come in contact with him. With all his hard work and heavy responsibilities, he maintains a cheerful disposition and remains a confirmed optimist.

Women from the far west are working day and night to secure enough votes to place them in the United States Senate. Miss Anne Martin, of Reno, Nevada, and Miss Jeannette Rankin of Helena, Montana, now a member of Congress, are the aspirants for the honor of being the first women to sit in this legislative hall of the nation. Miss Rankin was the first woman to sit in the lower house.

Both women hold university degrees, having studied both in America and European institutions. Both are ardent supporters of equal suffrage. Miss Martin has been student, executive, professor, traveler, lecturer, artist and athlete. She is an expert horsewoman and at one time held the state singles tennis championship of Nevada. Both women passed their girlhood in the outdoors.

Paris, Oct. 10.—The American Red Cross has added 5,000 refugees returning to their homes in the reconquered Alsace and Marne districts, in one month's time. Supplies have been sent to Chateau-Thierry, Esnes, Dormans, Troyes, Vermeil and Villers-Cotteret. Motor trucks known as rolling grocery stores make the rounds of the districts to supply the needs of the home-comers in places where no shops have been opened.

London, Oct. 17.—Vivisection experiments on living animals last year totalled \$5,442, or 10,501 less than in 1916, according to official statistics. Of this number 6,281 were cancer investigations while 22,600 were for the preparation, testing and standardizing of sera, vaccines and drugs.



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RED CROSS WORK.
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MORALE LEADS HIS
In the philosophy of morale is battle lost," he says. "One has expected to be killed in a battle which admitted himself defeated in the ultimate outcome. Successive days to be renewed the enemy and found at last the profit by a false move thus not only preventing for all the fallacy of vicinility of the German. It was on the morning of the 3rd, 1914, that the village of that strategy caught the first which told them of my. Soon the street great stream of returning their homes in the p. ers. They could give except that the enemy by forced marches, a son in back of their flames. On the morning of letting officers came quarters for the troops arrive in the afternoon a number of division Ninth Army, under General Foch, who where he had baby Corps. These men had been given to a was a strategic retreat they had believed it tinned, their doubts were sick at heart great needs of the which they had been. The morning of vealed to an enemy French border of the funded, the roads c. lions. The popula-

Sheer Will To Through the From Corps Forces.

That much disputed there the situation produced the man creates the six ways had its share of asst. in the opposing of great men. But in the it suffices the Allied w that General Foch is in the military forces, nor made the profound sense which that knowledge costations on the why of his peculiar fitness. When it was thirteen months ago, to place a battling against autocrat head, Ferdinand Foch of chosen for the honor of the greatest of severals responsibility; and brilliant vindicated the trust that in him. There is no sage of years to bring perspective in order to say that his name will be tablets commemorating military geniuses of all The great majority of ever, who now had Fo preme military light of but a hazy idea of the in the earlier days of the book by Charles de La Les Marais de Sain translated into English zies under the title at the Marais" (E. P. I gives a vivid picture of role filled by him in t counter, when the Fren their interest of severa the invaders and made strike bitter return blo

Joffre Places Foch in Ninth Arm

General Joffre, under the first Marne conducted, formed part into a new army, called and placed in command who was well known circles as a brilliant strategist known to combine "bit of technique with a fa wide grasp of the si perception, and a genui These are the great walk of life; but espe to be valued when a sessor's decisions han men and the fate of na His greatest virtue of trial, according to h icer, was "his tenaci tenacity. And yet he have been almost with out gifts both as a tech soldier, which allow according to circumstan known to combine "bit of technique with a fa wide grasp of the si perception, and a genui These are the great walk of life; but espe to be valued when a sessor's decisions han men and the fate of na His greatest virtue of trial, according to h icer, was "his tenaci tenacity. And yet he have been almost with out gifts both as a tech soldier, which allow according to circumstan known to combine "bit of technique with a fa wide grasp of the si perception, and a genui These are the great walk of life; but espe to be valued when a sessor's decisions han men and the fate of na His greatest virtue of trial, according to h icer, was "his tenaci tenacity. And yet he have been almost with out gifts both as a tech soldier, which allow according to circumstan

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