

that in the intermediate positions the compensation was pretty fair—it was about 12 per cent. higher than paid by private institutions. But we believe municipalities under conditions existing at that time, and under conditions that always exist, should pay a little more money for service.

But the great trouble we found in the higher grades were, as we all, unfortunately, know, the expert service had not been properly recognized; that is, men were in there and able to do the work of experts in a particular line, were staff officers, but were not given the compensation they could get with private institutions. In the lower grades we found the reverse. We found messenger boys and clerks getting higher salaries, much higher salaries, than paid outside. Between the two they should be about equalized if we reduced the messengers and increased the experts, the amount of increase and the amount of decrease would approximately be equal, and the standardization achieved and proper compensation result. We have done this. It may, perhaps, interest you gentlemen to know that from our observation, the personnel changes about 20 per cent. every year, through death, resignation, promotion, etc. Twenty per cent. of the clerical employees go out every year. It has been our aim, whenever a change occurred, to standardize, with the result that we were able, last December, to state that practically 99 per cent. of the entire service was in grade. Possibly some employees here, and possibly a few there, get a little and possibly a few there, get a little too much, or a little too little, but those will be equalized in another year or so. I have figures on that which I will be glad to submit. I am sorry I have not them with me at the moment, but I will have them here tomorrow, if anyone is interested in them."

Civilian Portraits.



MR. EDMUND M. PHILLIPS,
Chairman of House Committee, Civil
Service Club.

The third of the series of portraits of the Civil Service club of Ottawa directors is that of Mr. Edmund M. Phillips, who is chairman of the house committee.

It is needless to introduce Mr. Phillips to the readers of *The Civilian*, as it is doubtful whether there is any member of the civil service in Ottawa, or, for that matter, in Canada, who is more widely or favourably known. This is chiefly on account of his long-standing connection with all branches of amateur sport, particularly football and rowing.

In both of these classes of athletics Mr. Phillips has made trips to Great Britain. In 1902 he went with the All-Canadian football team, on a three months' tour. Again, in 1910, he crossed the pond as a member of the Ottawa eight which competed at the famous Henley regatta.

Mr. Phillips is a native of that