

zation on a false economy? Do our efforts to save in small matters result in waste running into millions? We have provincial cabinets of fourteen members in Ontario and fourteen in Quebec. Those provincial ministers have time to clear their desks and give themselves freedom to receive the people and to move about for contacts with conditions and problems.

Until recently the federal cabinet was composed of fifteen members, but now there are sixteen. Federally we overwork some of our ministers until we wreck their health. The ministers have no leisure time to discuss broad issues with private members. In their offices our ministers are always cordial, but pressure of time brings about two-way welcomes,—“Glad to see you come, but more pleased to see you go.” I venture to say that private members can mention scores of matters which should be studied, not by royal commissions but by groups of members in conjunction with ministers, and ministers’ advisers, in the departments affected. Why not set a few members to work on such matters, choosing men of broad vision, men who are accustomed to dealing with problems from a business standpoint? I shall not take the time here to give more than two or three illustrations of the need for organized study between sessions of conditions which to-day are unsatisfactory. I would place those matters as follows:

1. Radio. I believe the directors of the Canadian Broadcasting Corporation are improving progressively our Canadian programs. It is difficult to suit all tastes, but I have confidence that generally speaking the matter of the preparation of programs is in good hands. I do believe however that the financing and collection methods need an immediate and thorough overhauling. The Minister of Transport can hardly be expected to appreciate the defects of the present system, because his time must be fully taken up in the direction of railway, steamship and aeroplane transport services.

2. Rural mail couriers. There is the feeling, quite generally held, that the basis of remuneration for these men in the mail service is not satisfactory. It is an old problem, and the new Postmaster General (Mr. McLarty) would be well advised to enlist the cooperation of members or of some other group of men to consider wherein adjustments can be made.

3. Public buildings. The Post Office Department does not pay for the buildings occupied. It does not pay interest on the cost of the buildings. It does not pay for light, heat, water, or janitor services, or anything

[Mr. Gladstone.]

else required about the premises. Consequently any announced surplus in the Post Office Department is fictitious. Likewise, the Department of National Revenue, in connection with many of the buildings occupied for customs and excise purposes, does not pay for any of these items. When we are erecting new public buildings for the joint occupation of these two departments, the Ottawa executives of each clamour for space for extravagant present and over-optimistic future needs. I understand the present Minister of Public Works (Mr. Cardin) has endeavoured to curb these demands, but I imagine he has not had an easy time getting cooperation towards economy. There are government offices in Ottawa where one official occupies as much space as the general managers of three or four large industrial organizations I could name. If we listened with our good ear we ought to be able to hear the demand coming from every part of Canada for lowering the cost of government. The protest is not only against the cost of too many members in federal or provincial houses; it is as much and possibly more against the multitude of employees, clerks, stenographers, inspectors, supervisors, technicians and others developing and carrying on practically identical services in many of the centres of government.

Some large business concerns do business in every province. From one head office the board of directors may formulate a general policy, arrange finances, conduct research, prepare general advertising and in the interests of economy and efficiency handle all matters which are more or less matters of common need to all branches. Periodically managers, sales managers, engineers, accountants and officers from the branches meet at head office in convention, as a business parliament, to discuss policies and programs. Have we not in any well-organized dominion-wide business the suggestion and example of a pattern for economic and efficient organization for the government of Canada? Why do not we get at it? Some say it is politics; they say we are politicians and there is nothing complimentary in that remark. We came here as a group of honest, well-intentioned men and women keenly desirous of doing our part for the good of Canada. I am satisfied that not many have lost their zeal to assist with every measure that gives promise of promoting a betterment of conditions.

Somewhere our system is wrong. It lends itself to too much speaking and not enough to businesslike deliberation. This has been true with all governments, regardless of what party was in power. Too much dependence is plac-