

# THE CIVILIAN

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Devoted to the Interests of the Public Service, Canada.

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VOL. XIV

OTTAWA, MAY, 1921

No. 6

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DR. DOUGHTY,  
ARCHIVES,  
OTTAWA, ONT.

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# The CIVILIAN

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The Rt. Hon. Arthur Meighen,  
Prime Minister of Canada.

Sir:—

In 1918 the Government of Canada, then presided over by the Rt. Hon. Sir Robert Borden, pledged itself to Civil Service Reform and the Merit System.

In 1920 the Prime Minister resigned and you were chosen to carry on his mandate.

To keep the pledged word of the Government and to satisfy the Citizens of Canada that the administration of our Country is ably and justly carried on, the "Merit System" must stand.

The world was scourged for a 'scrap of paper' in 1914, in 1921 it is proposed to destroy a pledged system that all civilized countries work under.

It was a corrupt bureaucracy that destroyed Germany and Russia, and the CIVILIAN does not believe that the people of Canada will submit to having the administration of the Dominion carried on by any but the purest methods.

—The EDITRESS.

*The Civilian was ready for press when news of the attempt to restore patronage was received.  
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# The Clash of Ideals

By Modernist

The present chaotic state of the Civil Service as a whole, and the Postal Service in particular, has prompted me to write the following, in the hope that it may help us to see a path out of the woods. The reasons for our present conditions are many, but to the majority it will suffice to say that economic conditions overtaking us in the war period and after, were so stunning as to almost nullify all knowledge previously held by us on the Trades Union Movement as applied to the Civil Service.

We were in the analogous position of being Trades Unions without the power to enforce any demand for redress of evils accruing through that extreme disturbance.

Canada is in a particularly queer position as to the makeup of her labor movement. She contains a large number who have immigrated to her shores in the hope of more speedy realization of their hopes. She also contains many and diverse opinions as to the method of attainment of those hopes.

The average Union member does not receive his initiation into World Finance and the keenness of the struggle until he marries and sets up house. He then, in his disappointment at not finding work readily, or the pay adequate, becomes discontented, prejudiced, and finally rebels against all or any authority. In this condition of mind he is unable to reason dispassionately, and is easily swayed by oratory more forcible than rational, and by reforms that on the surface appear to promise immediate advantages. He obtains by contact a semi-digested review of the labor movement from his fellow worker, and through his deep belief and trust upon another's intelligence, is often misled as to the course of remedy. The whole philosophy of the Labor movement, from its inception to the present day, has been patience and a profound belief in the eventual day when the laborer himself shall so direct the education and hygiene of the child life of the nation, that the day of

competitive barter and trade in human service will disappear, and be superseded by a collective system or association of workers on terms of equality, with a voice in the management, under managers elected by themselves.

John Stuart Mill in his political economy prefaces his final statement with, "If mankind continues to improve," and most earnest workers in the movement that has for its inspiration the emancipation of man from the many evils that he is heir to, through economics, admit that all progress is dependent upon that IF. There is, and must be an idealism that battles with every day realism for the final production of that ideal, and it is no small part of the movement, to keep the view ever extended forward upon the ideal. The realists are those who concentrate upon the present and immediate relief of distressing circumstances, believing that the establishment of certain well defined laws of administration, as between owner and worker, would produce industrial peace. Yet they forget that they build for war. They build to fight any refusal of what they consider just demands, taking no deeper thought of the effect of such wars, upon society as a whole.

The idealist view of proceeding according to the evolution of the times, and accepting the present condition of society as incurable, until mankind is educated up to the point where a large portion of our present evils would disappear, (simply by the individual himself preventing a great many of them), is unacceptable to the realist. He is concerned with the present facts only, and irrespective of the myriads of contributory causes, demands immediate change. He assumes that the change in industrial relations will immediately change humanity. Thus we have seen many sporadic movements in the history of the Labor movement, notably the French Syndicalist movement. The I.W.W. in the U.S.A. and the O.B.U. movement in Canada, each

are but realistic attempts to obtain the ideal. These movements have their value, as they oftentimes awaken the large majority from a lethargic state, to a state of extreme activity, and though they fail in the production of complete realization, they leave numbers impressed with the absolute necessity of co-operative action. They also illustrate that industrial action unaccompanied by previous well defined education, is but a straining upon the leash, and not emancipation from it.

We see today the struggle of various ideas of procedure. They mainly are reaching toward the ideal. One school believes in the pooling of all workers, and direction by the Council System.

The other school (the older) believes in the autonomy of crafts, and a council of the leaders of each craft. They all accept the basic ideas. They simply disagree as to the best method of attainment. The whole history of the past is before them to enlighten them as to previous efforts of the workers to attain their cherished hopes, and quotation would be futile.

The Civil Service is a large field and to those enamoured of the force of numbers, is an attractive body to demonstrate those ideas. Yet we have in the service so many shades of thought that practical realization at present seems improbable. But we can from out the turmoil discern a few lessons, and see another step ahead. We note the unattached, unorganized Civil Servant is desirous of procuring representation. We note the unanimous acceptance of the Whitley Council plan of arbitration, and we note that the Civil groups, each embracing all tributary crafts into that group, would be a step further toward eventual realization of the fuller expression. Sympathy is the strongest connecting link, and occupations of a similar nature can more easily understand the struggles of each other. They can unite for mutual good and can so attain the ideal state of employment they aspire to, believing that

**"Patronage created the Railway Muddle."**



by so doing they are advancing the general welfare, and preparing the coming generation for a peaceful and gradual realization of their hopes.

With the establishment of the Whitley Council plan, it is essential that each Branch of the Service be prepared to lay before that body its general claims. The very essence of the Council is direct negotiation, and though at present the Civil Service is clamoring for a Council, owing to the disrupted state of their organizations, they would be able to do little more than rectify local grievances. It is not a very wide chasm that separates the two schools of thought, and though some call it "East and West," and others call it "Individualism," it is just a degree of belief in the form of association to reach the ultimate, and even though we may consider the separate form as very unpractical, still we must be chary of the chimerical and visionary. Realization lies in the recognition that membership in the movement entails the acceptance of its basic ideas, and that plus your effort to secure better working conditions, you are morally bound to further the efforts of your brother man by all possible endeavors. It is a long stretch from the days of the cave man to the present day, but we are satisfied that the trend is ever upward. Quoting T. R. Manning, "The measure of intelligence as well as the efficiency of groups, is largely the ability of the members thereof to get together and agree on proposals for betterment and their course of action."

I trust that in the near future the various groups will show the latent efficiency contained within their ranks and accept a policy that is practical, clear and inspiring.

### An Argument in Favor of Public Ownership.

(COMING AND GOING)

Government has reduced the bonus of civil servants because the cost of living is coming down and has authorized an increase to telephone rates because the cost of living is going up.

It is valueless to a woman to be young unless pretty, or to be pretty unless young.

### "Curious"

The various spellings of the name Shakespeare have been collected by Mr. J. O. Halliwell-Phillips, and the following list, which gives the result of his researches, "is very instructive," says Mr. A. J. Ellis, "as to the capabilities of the English language to indulge the tastes of those who hold that variety is charming."

Chacsper	Shackspeare
Saxpere	Shackspere
Saxspere	Shackspire
Schackspere	Shagspere
Schakespeare	Shakespeare
Schakespeire	Shakespear
Schakespeare	Shakespeare
Schakspeare	Shakespeare
Shakspare	Shakespeare
Shakispere	Shaxkspere
Shakspeare	Shakyspere
Shakspere	Shakysper
Shaksper	Shaxper
Shakspeyr	Shaxpere
Shakuspeare	Shaxspere
Shaxeper	Shaxsper
Shaxkspere	Shaxpeare

In Scotland the most remarkable instances of the various spelling of surnames are found in Lindsay, Stirling, and Montgomery, which appear to have been written respectively in no fewer than eighty-eight, sixty-four, and forty-four different forms.

### Almost Lost

John Burroughs, the naturalist, was talking about Germany. "It's dangerous to confabulate with the Germans," he said, "for they're too tricky for us. The Germans are the trickiest people in the world. A German at a dinner party took in a lady whose name he didn't catch. During the fish course he saw a man who had showed him up the week before in a crooked business deal, and he muttered to the lady, ferociously: 'Do you see that man to the left of the epergne? Well, if there's one man on earth I hate, it's him.' 'Why,' said the lady, 'he's my husband.' 'Yes, of course,' said the German. 'That's why I hate him.'"

Young women who do not want to appear flirts, and old men who do not want to appear ridiculous, should not talk of love as a matter wherein they can have any interest.

### Public and Private Management

#### A COMPARISON.

#### *The International Harvester Co.*

This is a cold-blooded business, operated by a management that must make profits and pay dividends. It has had councils between management and employees for two years. At Chatham, with only 200 employees, there are five representatives on each side. In larger plants, the rule is one representative for each 200 or 300 employees. Councils deal with wages, hours and all controversial matters. The functions are both legislative and judicial. Agreement was reached on all but one question and that was settled by compromise.

#### *The Canadian Government.*

This is a paternal body composed of men who are not concerned with profit and whose only impulse is the welfare of their fellow-citizens, whom they represent in Parliament. Under the Government, there is a council of two on each side with very limited powers, to represent the complicated problems of 60,000 people. (Note that the hard business monopoly above mentioned allows FIVE representatives on each side for only 200 people in the Chatham plant.)

Conceit causes more conversation than wit.

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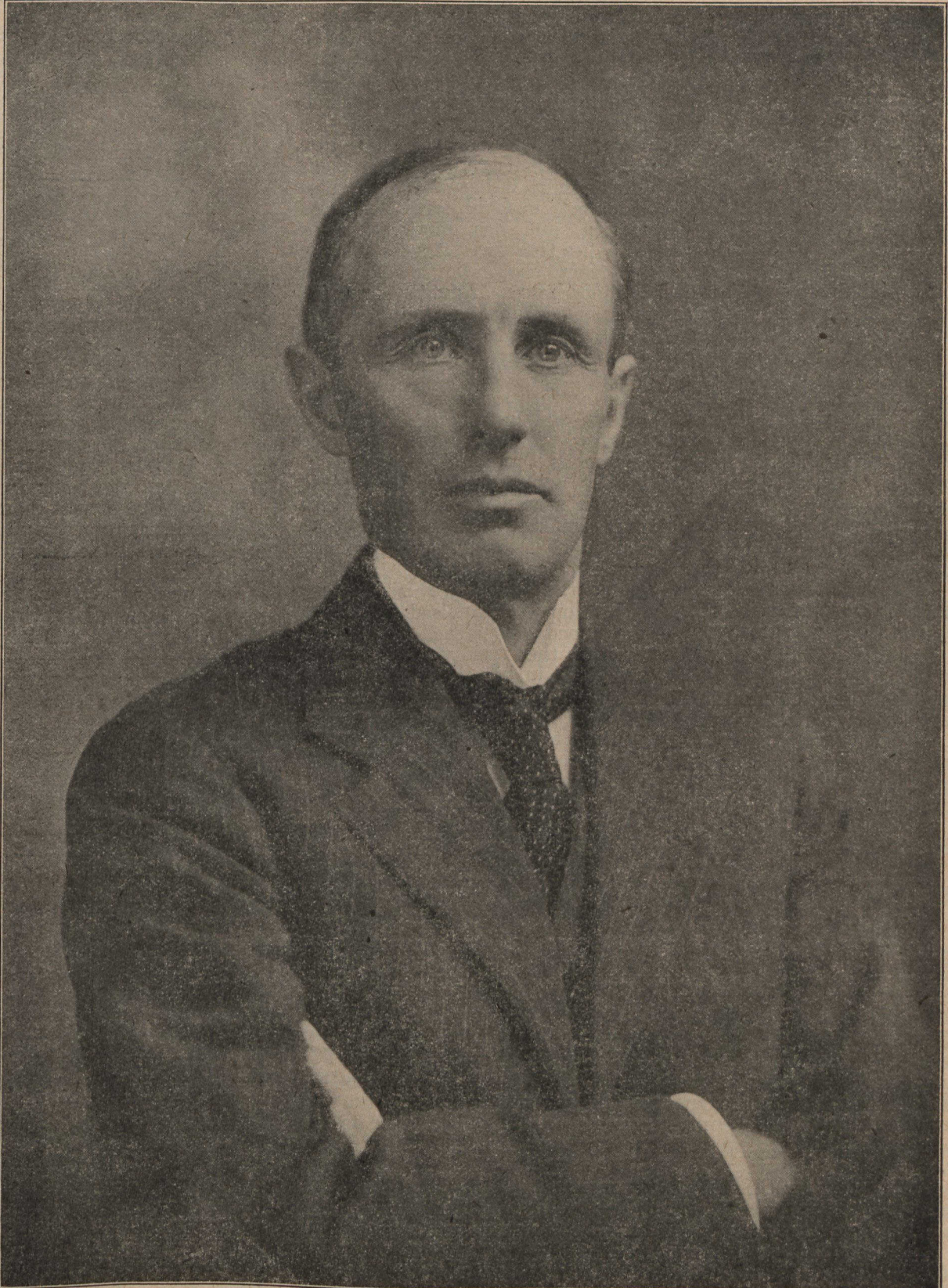
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**"The Merit System must stand."**





*The Rt. Hon. Arthur Meighen*

Prime Minister of Canada, who is disposed to authorize the putting of the Civil Service clock back 100 years by reverting to patronage.



## Team Work

(Statement issued by Associated Federal Employees of Ottawa.)

Canada today would be paying tribute to Germany had not the Allied Governments and Military Leaders learned the vital necessity of united effort under one supreme command. In the realm of sport it is the invariable rule that team-play, that is, well co-ordinated effort under one directing head, will beat individual play much more brilliant.

When the Civil Service of Canada realizes that it is in precisely similar case; that united effort, that team-play in one strong, well-organized and wisely controlled body is essential if the status of the Service is to be raised or, indeed, preserved; when it realizes that petty differences and personal likes and dislikes are killing any prospects of success and are playing into the hands of those who would like to see Canadian Civil Servants reduced to the level of mendicants and party hacks, then, and not till then, will the reasonable representations of the Service meet with consideration and success.

There has been presented to the House, within the week, an amendment to the Civil Service Act, which goes far towards the restoration of patronage. Thinking Civil Servants have fought for years to introduce a merit system. This system is now in grave danger through the inconsiderate action of those who have never studied Civil Service conditions, who have no special desire or ambition either to further the welfare of the Civil Service or to raise its standard of efficiency. This is evident from the fact that instead of reconstructing the Civil Service Commission and the Board of Hearing, of simplifying and largely eliminating the mass of unnecessary and conflicting regulations issued by the former, of arranging for co-operation between Government Departments and the Commission as to appointments and promotions, it is proposed to relieve the present situation by throwing a large proportion of the Service back into the mire of political patronage. Briefly, the Government, in order to cure the Service of a slight attack of measles, is about to infect it with smallpox. As a political expedient such a course, may have its advantages, but not as a system of thera-

peutics. We speak, of course, from the patient's point of view.

During the past year the Service has had brought home to it the effect of divisions in its ranks. The Associated Federal Employees of Ottawa has brought serious charges and complaints against the Board of Hearing, asking for an investigation, which was not granted. In various memoranda, it has called attention to defects in Civil Service administration, and has offered practical remedies therefor. A brief acknowledgment has been received and nothing more. Another organization has held a convention in Ottawa, has met a Member or two of the Government, has presented its views, and finally concluded its sessions with expressions of mutual esteem and high hope. A day or so after, the Government announces the bonus is reduced twenty-five per cent! A third organization recently had an interview with the Government, making further bonus representations which were promised deepest consideration. On, we think, the very day this deep consideration was promised; the Order-in-Council was signed finally confirming the twenty-five per cent reduction in bonus. We are about to have visit Ottawa, representatives of still another body and we venture to predict they will receive the same courteous treatment and the same negative result.

## What is the British Constitution?

One of her Majesty's judges is reported to have said, in a humorous "aside" during a recent case, "According to the old law, you know, the rule used to be, 'what is my wife's is mine, and what is mine is my own'; but under the new law it is rather, 'what is mine is my wife's, and what is my wife's is her own!'"

Let this matter be tried by that criterion—the principles of the English constitution. I have been brought up in these principles, and I know that when the liberty of the subject is invaded, and redress denied him, resistance is justified. If I had a doubt upon the matter I should follow the example set us by the most reverend judge, with whom I believe it is a maxim, when any doubt in point of faith arises, or any question of controversy started, to appeal at once to the greatest source and

evidence of our religion—I mean the Holy Bible. The Constitution, then, has its political Bible, by which, if it be fairly consulted, every political question may, and ought to be determined. Magna Charta, the Petition of Rights, and the Bill of Rights, form that code which I call the Bible of the English Constitution.—*Chatham.*

A Quaker in business in Philadelphia, disliked the "Esq.," to his name, advised a southern correspondent to direct his letters to Amos Smith, "without any tail" and received a reply, superscribed, "Amos Smith, without any tail, Philadelphia."

Reform is not to be secured by noise and shouting, by complaints and denunciations, by the formation of parties, or the making of revolutions, but by the awakening of thought and the progress of ideas. Until there be correct thought there cannot be right action; and when there is correct thought right action will follow. Power is in the hands of the masses of men. What oppresses the masses is their ignorance, their shortsighted selfishness.

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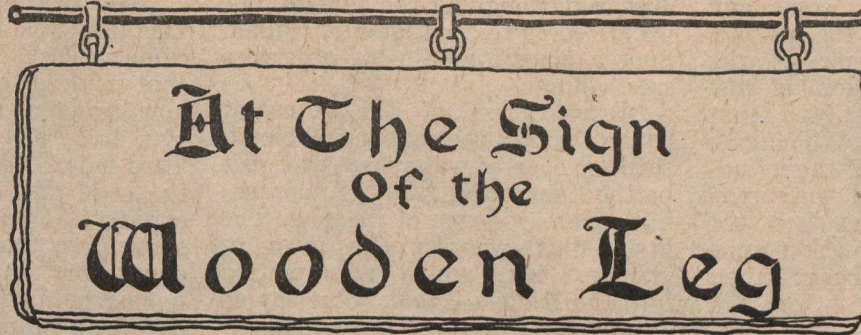
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**"Canada doesn't need Paternalism and Patronage."**





## “The Rise of Irresponsible Government in Canada.”

There may come a day, if the destruction of our archives continues at the hands of efficiency experts, when all that we know now as a fearfully distinct and actual present may be regarded as a legendary past, and Macaulay's New Zealander, seated on a broken arch of the Interprovincial Bridge to sketch the ruins of the Printing Bureau, may wonder if Griffenhagen was a real personage or only a generic term to represent the influences at work in the Capital of Canada at the time of the Great War.

He may conclude, as well he might, if he follow the practice of other delvers in the shadowy depths of antiquity, that the European records were at fault and, instead of Canada remaining an integral part of the British Empire with a paid-up membership in the League of Nations, she became by some unaccountable quirk of fate the fief of the conquered, or at least a sort of Isle of Elba to which the deposed Kaiser was sent and allowed to monarchise under a euphonious name.

But better judgment will prevail. Some Hallam will appear who will be able to separate the accidental from the essential, and he will prepare for all time a clear account of the Rise of Irresponsible Government in Canada. The book may be published about the year 2010. We can imagine the learned critic of *The Moose Jaw Melodeon* expressing himself thus as he hails the new historian:—

“Our gratitude is due to Mr. Hallam for his rescue of the name of Ottawa from the prison house of oblivion. Too long have these small towns that played a not unimportant part in the development of our national institutions been neglected. True it is that the childish imagination, which does not desert a people after all its progress, has coupled the

memory of Ottawa with the name of Griffenhagen, but we must not forget that brave men existed before Agamemnon, and that a subtle Macdonald and a gentle Laurier labored for our land before the establishment of the Chicago Dictatorship. These others must have their meed of praise, a praise not denied them in the scholarly work of Hallam.

“The inception of parliamentary institutions was not their doing, but we see the culmination during the years when these accomplished statesmen directed the affairs of the young commonwealth. Happily they labored in the years of peace and plenty and did not have to adjust their ideas of government, derived from the constitution of England, to the needs which the War of 1914-18 imposed upon their successors.

“Mr. Hallam has not made as clear as he might the record of the early invasion of Griffenhagen. One might infer from a reading of his book that the Dictator, to give him the title by which he is as well known, was asked to come to Canada, as William of Orange was invited to assume the English crown in 1688. This is, of course, fortunately, not the fact. From fragments of history, well authenticated however, we are able to clear the name of our country from the stain of being compelled at any point in its history to call in a foreign prince to maintain law and order.

“That there was a sort of invitation extended to disguised emissaries of the Dictator admits of little doubt, but one would be as much at fault in crediting those who sent the invitation with treachery as he would be in denouncing as traitors those Trojans who admitted the wooden horse of the Greeks into their city. In this connection it may be well to note that in the early part of the twentieth century it was

often stated that it was the Trojans who were taken in. We refer to this as showing how careful one has to be in accepting statements at second hand.

“It appears now pretty generally accepted that in 1918, a resident of Chicago, then a populous city, came to Ottawa and registered at the Laurier Inn as Arthur Young. The story that he strung a high wire from the inn to the tower of Parliament Building, destroyed in 1914 by German air-raiders, is apocryphal, as well as the other story that he showed graphically (we suppose “visually”) how that the “high cost of living”—a phrase now happily forgotten—was a figment of the imagination, proving his contention by balancing himself on the high wire, holding by their hair a civil servant in his one hand and what was called a “profiteer” in his other.

“The only real evidence that connects Arthur Young with Griffenhagen is a reference to them jointly in a line of that wondrous lyric of our early days by Silas Wagg (or Wegg) entitled a “Hymn of Haste,” in which they are represented as departing from the country simultaneously. As, however, the poem's internal evidence places its composition at not later than 1921, and as Griffenhagen still flourished in 1941, the inclusion of the name of Young might have been only for purposes of rhyme, a device often resorted to by the illustrious Wagg, and the ode itself may be regarded as the expression of a pious hope rather than as a record of an accomplished fact.

“Fragmentary evidence in other writings preserved lead us to believe that a certain Telford gained the confidence of the government and had a kind of Doomsday Book prepared, in which were set down most minutely the duties of each public office. The book itself has



long since disappeared, some say being swamped under the glosses, addenda, and corrigenda of the Civil Service Commission of the day. It cannot be doubted that this Doomsday Book of Telford's was the wooden horse of the invading hordes that followed hard upon its publication. It furnished the necessary private information upon which the invaders based their campaign.

"The system upon which the Chicagoans worked in now considered very crude, but in the days when Lydia Pinkham narrowly escaped canonization, and a Dr. Price paraded his Golden Discovery as a gospel of health, the fundamental idea of Griffenhagen was held in high esteem among certain doctors and "efficiency engineers." You persuaded a patient, or a client, or a 'prospect,' as some called their victim, that all was not well with him, either that his blood was turning to india ink or his business was 'on the bomb' (a wartime phrase) and then stepped in and prescribed for him before he could defend himself. The prospect was said to 'sign on the dotted line,' this signifying that his will was entirely broken down.

"All this will seem tame enough to our younger readers who imagined that Griffenhagen was a great giant who carried a spiked club with which he smote Sir George Eulas, the St. George of older English traditions, into unconsciousness. Griffenhagen in fact, used no weapon deadlier than a founting pen, which some say contained a deadly poison, but which archeologists have proved to be no less than a water pistol (see Waterman in the Encyclopædia) the 'water' being an invisible ink that could be made actually visible as the occasion warranted.

"At any rate, this much is certainly true—Sir George Eulas 'signed on the dotted line,' and Griffenhagen with his Associates proceeded to take charge of Canadian affairs. Legend has pictured them as marching under banners with 'Down with the Weaklings,' 'Do It Now' and other fiendish mottos inscribed thereon. The childish fable that a huge juggernaut car, fashioned like the old-time roller-top desks, proceeded along the ancient Wellington thoroughfare, crushing out the lives of elderly government employees who were laid prostrate before it by an intimidated Civil Service Commission,

does well enough for the nursery, but we are sorry to see that Mr. Hallam finds a place for it in his otherwise sane volume.

"Examination of the ruins at Ottawa shows no evidence of bloodshed, or even of watershed, except it be the Laurentian Hills (Humorous) but much evidence of inkshed. The first efflux was in the form of printers' ink, which was poured into the Rideau Canal, some say to darken the waters, after the manner of the cuttle fish, others to introduce Efficient brands of ink made in U.S.A. We cannot pronounce on this point. There is proof of much 'scrapping' going on, but 'scrapping' was in vogue in Ottawa long before Griffenhagen reigned there. Bibliophiles still cherish some of the old 'scrap-books' which the insatiable tooth of time and the book-worm have left for us.

"Suffice it to say that, as a watchman can put a perfectly good chronometer into such a state of disrepair that you cannot afford to take the disjointed parts home with you for fear of losing some of them on the way, and thus he holds a perennial appointment as your watch-fixer, so Griffenhagen and his Associates managed to have the governmental departments always in such a state that nobody wanted to keep the 'experts,' yet nobody dared to take the job off their hands.

"1921, according to the lyric Wagg, saw them leaving. 1925, 1930, 1935, 1940, all saw them in action. Their powers grew as administrations changed. Ministries in fact became the instruments of their policies, until Griffenhagen himself in 1928 assumed the purple and dismissed all governors, judges and employees above the rank of Senior Clerk. Even Senior Audit Clerks and Senior Clerk Book-keepers and Statistical Clerks had to 'take to the tall timbers,' as one of the minor poets said in his alliterative way.

"The Civil Service Commission was allowed to remain, in a perfunctory capacity as provided for in legislation passed as early as 1921, but was kept in close confinement in the Haunted Building. There is reason to believe that the otherwise humane rule of the Griffenhagens was defaced by cruel tortures practised in this building of the ominous name, and that the commissioners were often compelled to sit for hours answering the questions in their own examination papers.

"The day of retribution for the Dictator was long delayed, but it came at last. He was, as it were, shot in the eye by an arrow from a bow drawn at random by one of his own archers. It was like this. The 'card-index' had been installed as the code and charter of the whole country. Everything was done by system, so that there was no need of memory on anyone's part. Griffenhagen himself was indexed, and one day a subordinate while destroying some 'dead' matter on the files accidentally consigned the Dictator's own card to the flames. Of course he could not remember who he was, nor could anyone else. He simply ceased to exist, like him of old who walked and was not. The end came suddenly as when Prince Charming kissed the sleeping princess. Responsible Government began to 'function' again in this land, but that is another story.

"We have traversed the ground covered by Mr. Hallam, imperfectly we will ourselves admit, and are sorry that lack of space will not allow us to consider the philosophical and psychological questions so ably discussed in the volume before us. To those of an antiquarian turn we would especially recommend a reading of Chapter XXXVIII devoted to a profound analysis of the query, 'Was the Civil Servant of 1920 a Fish?'"

The violences we put upon ourselves to escape love are often more cruel than the cruelty of those we love.

There are two kinds of constancy in love, one arising from incessantly finding in the loved one fresh objects to love, the other from regarding it as a point of honour to be constant.

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MINISTER OF MILITIA AND DEFENCE.

**SIR JAMES LOUGHEED**  
WITHOUT PORTFOLIO.

The Men who pledged the Country to the Merit System in 1918.



# Is Civil Service Whitley Breaking Up?

By R. McC. Beamish

(From our English Correspondent)

There are always among us those cheery customers whose chief joy in life appears to lie in predicting the early collapse of the mechanism which has been responsible for any material concessions.

If, as is most frequently the case, there should be no outward and visible sign of collapse, they are not above calling to their aid happenings which have no real connection with their plaint. Occasionally, however, there does occur something which looks a "good thing" for their argument. Then their joy is unbounded. Something of this nature has happened in connection with that cry of theirs that Civil Service Whitleyism is breaking up. Three Departmental Whitley Councils are in a state of suspense. Moral—the Treasury is preventing their fair working of Whitleyism in the Departments. Deduction—the Treasury is, similarly, stultifying the working of the National Council. Final conclusion—Whitleyism is breaking up: what did we tell you?

It is somewhat sad to note that *The Civilian*, the recent renewal of life in which has been noted with the utmost satisfaction by all those interested in sound Service organization, should have fallen a prey even for a moment to this thoroughly unhealthy spirit. Let us hope the lapse is purely temporary. To assist recovery this article is penned.

The suspension of the three Departmental Whitley Councils no more implies the breaking up of Whitleyism in the Civil Service than does a punctured tyre imply that transit by motor-car is impracticable. To anybody taking the

trouble to understand the basis on which such a system as Whitleyism can be applied in a State Service, it is clear that there must be considerable difficulties resulting from divergence in development of opinion as between (1) the Government of the day; (2) the Treasury as a Department; (3) the Heads of other Departments. This divergence is, to the writer's mind, really at the bottom of much of the trouble that has been encountered in the three Departments in which the Councils are in suspense. The Treasury, strange though it may sound, is ahead of the Departmental Official point of view, but owing to the fear of the "Government of the day," is reluctant to lay down the law to the reactionaries. The result is that the Staff Side of the Departmental Councils in question are up against a temporary stone wall.

It may be alleged that the Treasury is secretly pleased at this state of affairs, but of this there is no real evidence. Action by the Treasury in certain connections recently, which to some people would appear to be in favour of such a theory can much more reasonably be ascribed to the influence of a Government completely careless of sound administration, but frightened by a clamorous public into effecting "savings" at a large cost.

There is, frankly, a danger to Whitleyism from divergence of development of opinion of the three-fold character mentioned, but this danger, the existence of which the pessimistic brigade do not trouble to understand, is largely in the power of Civil Servants to avert by systematically educating public opinion, whence the vagaries of the Government of the day spring, as to the

large saving that can be effected by a really efficient Civil Service. Much can also be done by educating Heads of Departments out of their childlike fear for their responsibilities which they imagine Whitleyism threatens.

But the greatest danger of all to Service Whitleyism lies in the clamant shout of the unthinking that it is not working; that it is breaking down. If that shout is sufficiently prolonged it may reach the ear of a government that would be only too glad to be rid of an instrument, which, in a lucid moment, it had agreed to institute. And in a few years the same people will be shouting that whatever organizations the Civil Servant may then possess should be directed solely to the revival of that Whitleyism which they, by their ignorant clamour, so materially assisted to disrupt.

The Civil Service must never forget that in the two years of the working of Whitleyism more has been done to get rid of abuses than in the whole previous history of the Civil Service. There may be instances where the Whitley machine has been unsuccessful. But consider what has actually been accomplished, not only by the National Council but by the alleged ineffective Departmental Councils. It is no exaggeration to say that as a result of that work the Service is a totally different Service from what it was even a few years ago, that it is a Service nowadays of which one might, at least, begin to be proud. The Civil Servant knows in his heart this to be true. Let him therefore, do his best to ensure that the machine by which such a result has been achieved shall not be prevented from continuing to operate.

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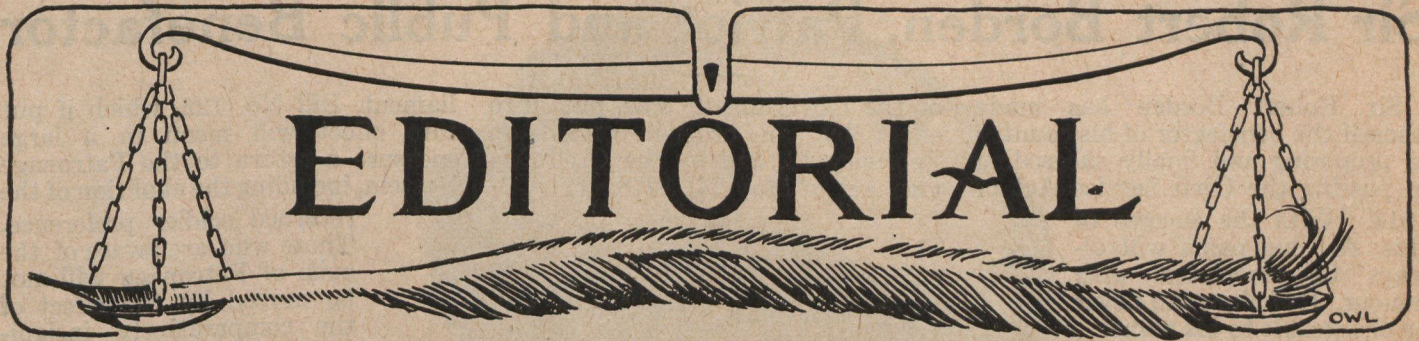
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## Decentralization, Not Patronage

When the Civil Service Act of 1918 was passed, it was acclaimed all over Canada as one of the most progressive laws created by any Canadian Government.

The Act was all the more praiseworthy, as it was created during the throes of the war.

The Service, the people and the Government were solidly in favour of the Act and the work of putting it into operation was commenced with much enthusiasm, and to civil servants it seemed that at last their remuneration, work, status and future were to be put upon a sane and equitable basis.

Nearly three years have passed, and to a large number in the Service, hopes built on the passing of the Act and the progress of Classification, have been doomed.

The cause of so many being disappointed is a complication of many factors—some of which were the methods employed by the American Organization Branch of the Civil Service Commission, the unsatisfactory method of hearing appeals, and the lack of unity of purpose in the ranks of the Service itself.

With the best intentions in the world and with a sincerity that few people in Canada doubt, the Civil Service Commission, with the help of the Arthur Young Co. of Chicago, started on its task of merging into one organization, 50,000 employees in practically every line of business from Halifax to Vancouver.

The Commission's only big mistake was to attempt at short notice to centralize the work created by the enormous number of employees with their diversity of interests into the Commission's own head offices in Ottawa. Three Commissioners, two of them entirely without a pre-knowledge of Civil Service problems attempted to classify and satisfy the employment problems of the employees of a Government whose ramifications spread over an area as large as Europe. What was the result? Instead of complaints, criticism and discontent from the Outside Service being localized, as it was, invariably, when the Department had con-

trol—any trouble was sent direct to the Commission at Ottawa, inevitably causing delay and dissatisfaction. The Commission ITSELF had no time to perfect its organization to cope with the deluge of work caused by Classification and the unrest due to the economic condition of the Service. Unavoidable delay and minor errors of judgment were magnified by those 1,000 miles away, and without a knowledge of conditions and the task before the Commission.

Members of the Government and of Parliament were appealed to by many, and even its best friends began to have doubts as to the work of the Commission. The culmination was—the framing of Bill 122 and the appointment of a Parliamentary Committee to report.

*The Service does not want this Bill, the country does not want it, nor does it want any law that will favour a return to patronage in any form. It is a reflexion on the honesty of purpose and work of the Civil Service Commission and its staff, who have worked night and day for three years, doing its best (at a period of the world's history when there is unrest and dis-satisfaction everywhere) to accomplish the impossible task of pleasing everybody.*

*There have been faults and mistakes on the part of the Commission, but certainly none that warrant the present Government curtailing its power in any manner to please politicians who have axes to grind.*

*The Merit System is a pledge of Sir Robert Borden, Mr. Meighen and their respective Governments and the only just and sane report that the Committee can make to satisfy the Service and to expedite the completion of the Commission's great task is—that the work of the Organization, Examination, and Assignment Branches be decentralized and localized in stated districts in the provinces and that the administrative work of the Commission be carried out in Ottawa only.*

*Departmental or Political Control of appointments will never again be acceptable to the Service or the Public in any form.*



# Sir Robert Borden, Patriot and Public Benefactor

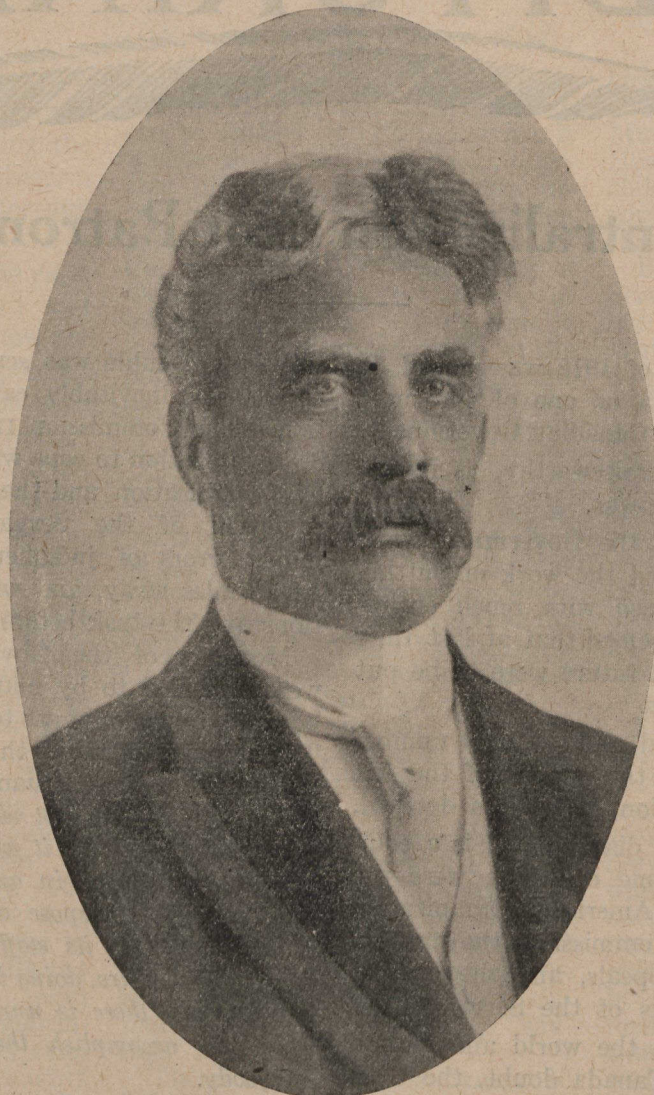
Sir Robert Borden has made himself the benefactor of his country in proposing and finally succeeding in passing the Civil Service Act of 1918. With the success of this Act his name will always be associated with honour. Its failure can never be chargeable to his name.

In 1911, Sir Robert, then Mr. Robert Borden, proposed in the Halifax platform of the Conservative Party to abolish Patronage and to introduce the Merit System into the Government Service. After the success of the Conservative Party at the election] of that year opposition arose to the carrying out of this pre-election pledge of a great political party. So powerful became this opposition that the carrying out of the pledge was never even mentioned in Parliament.

In 1917 the Union Government appealed to the country. Sir Robert Borden again introduced into the platform of his Party a strongly worded affirmation in favour of the abolition of Patronage and made this declaration of faith the plank of importance second only to the winning of the War. The Union Party won the elections in December, 1917. Again opposition arose to the carrying out of this pledge. However, as a result of the emotions aroused by the war, stimulated by an aggressive publicity campaign which resulted in strong support by the public press, the pledge

of the Government was put into effect by an order-in-council on February 13, and by the Civil Service Act of May 24, 1918.

liament, Bill No. 122, which if put into effect will mean in a large measure a return to the Patronage System, including the abolition of the



THE RT. HON. SIR ROBERT BORDEN,  
The man to whom the Service owes much.

On April 29th, 1921, there was introduced into the Canadian Par-

returned soldier preference. Those who are aware of the evils of Patronage will not be moved by the effect of the comparatively insignificant failures of the Civil Service Commission in the administration of the Public Service. "Patronage is responsible for 99% of the viciousness in public life." The failures of the Commission are responsible only for inconveniences, regrettable but almost unavoidable.

Canada can boast of its wonderful resources and of its grand record in the War, but now if this Bill becomes law, it can proudly proclaim the fact that it is the only country in the world that, once having emerged from the charnel-house of Patronage, has decided to return to it.

Not the industrious Beaver or the Maple Leaf pure and undefiled, shall now be the symbol or the badge of Canadian nationality, but the Pork Barrel and the Trough shall signify to future ages the accepted standards of Canadian Citizenship. In a country where church spires rise, Olympus-like, there may be placed upon the Statute Book with only a passing protest, one of the most

reactionary and vicious edicts of our times.

Bold, cheerful leadership, not denunciation, is the need of the day.

Mathematically and financially it costs more in money to be an average sinner than it does to be an average Christian.

All the instruments of discipline under our civilization—home, school, workshop, have for their one transcendent object the production of the highest type of manhood.

The fundamental fact of human nature is that the direction of its activities is determined by incentives. The dominating incentive controls. And incentives are determined by environment. Change the environment so as to make the dominant incentive that of merit instead of wealth and power, and then equality of compensation for time spent in productive exertion will be the accepted ethical standard.

*Master:* "What does Condillac say about brutes in the scale of being?"

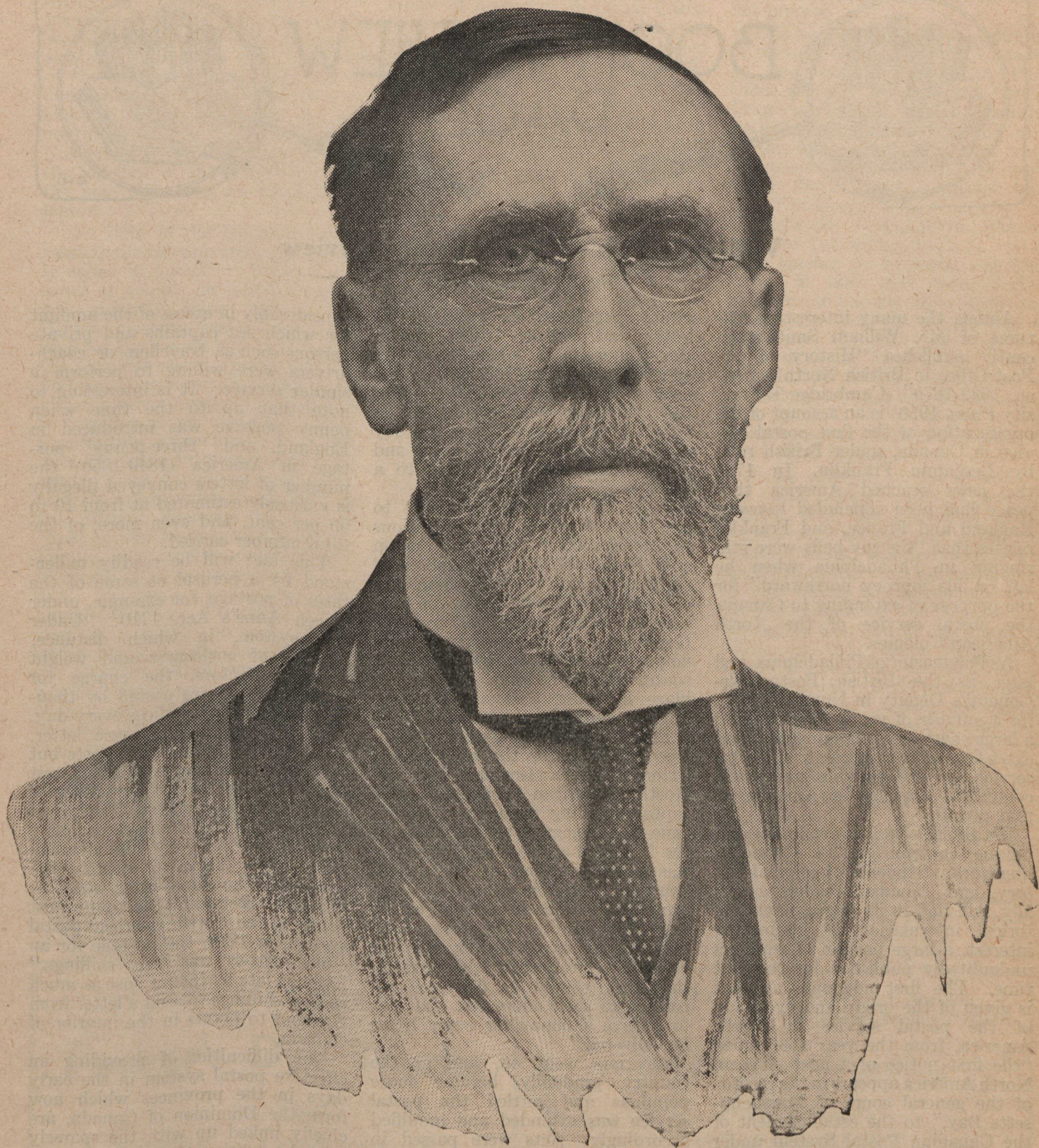
*Scholar:* "He says a brute is an imperfect animal."

"And what is a man?"

"Man is a perfect brute."

It is of little avail to overthrow an existing form of privilege if one does not know how to establish freedom in its place.





*The Rt. Hon. Sir George Foster*

The man who receives the Service delegations with his silvery tongue—and gives them nothing.





## William Smith's Postal History Review

By B. T. Sangster.

Among the many interesting features of Mr. William Smith's recently published "History of the Post Office in British North America, 1639-1870" (Cambridge University Press, 1920) is an account of the organization of the first postal service in Canada, under British rule, by Benjamin Franklin. In 1763 the news reached America that peace had been concluded between England and France, and Franklin relates that "the joy-bells were still ringing in Philadelphia when he left on his journey northward" for the purpose of extending to Canada the postal service of the North American Colonies.

As Postmaster of Philadelphia, and later as the British Postmaster-General's Deputy in North America for a number of years, Franklin had a large share in the organization and extension of as efficient a postal service as was possible under the conditions existing in America at that period.

Mr. Smith's book is a valuable and unique contribution to Canadian literature. Students of colonial history, and Canadian readers generally, will find in its pages much historical information of fascinating interest, a large portion of which is undoubtedly published for the first time. The first adequate account is given of the origin and evolution of the postal service in North America, from the year 1639 when "the first notice of a post office in North America appears in the records of the general court of Massachusetts Bay," to the establishment of the Canadian Postal System under Confederation, with a brief account of its subsequent growth and progress.

Consider for a moment the post office as we understand it today, with its vast and far-reaching organization, the sureness and speed

of its operations, the multitude of letters and packages transported in the course of a single day. Its effective operation is a primal necessity of modern life; deprived of the channels of communication afforded by the post office for a day or a week modern business, and social intercourse, would be, to a large degree, paralyzed.

It is an interesting contrast to look back from existing conditions to the days when New York, Boston and Philadelphia were outposts of civilization, not even the semblance of a road connecting them, the mail courier being provided by the Governor with an expert woodman who would guide him by the easiest route, which he was directed to blaze in order that a good road might eventually result from it.

Prior to 1639 there was no effective provision for the exchange of letters between England and the North American Colonies. Sea captains, sailing from America from time to time, gave public notice of the fact, and a receptacle for letters was placed in one of the coffee-houses. By public ordinance it was provided in America that "all letters from beyond the seas were to be taken to the tavern kept by Richard Fairbanks, in Boston, who engaged that they should be delivered according to their addresses. He was to receive a penny for every letter he delivered."

As time went on, and as the country gradually became more populous and settled the postal service was extended and modified accordingly. Acts were passed in Parliament, patents granted, and rates of postage fixed by law. There was much popular resistance to the idea of the post office as a government monopoly, due to the fact that the postage charges fixed by law were, as a general rule,

considerably in excess of the amount for which sea captains and private persons such as travellers or coach-drivers were willing to perform a similar service. It is interesting to note that up to the time when penny postage was introduced in England, and "three-penny" postage in America (1840-1850) the number of letters conveyed illegally is variously estimated at from 10 to 50 per cent, and even more, of the total number carried.

This fact will be readily understood by a perusal of some of the rates of postage, for example, under Queen Anne's Act, 1710: "Under this system, in which distance, number of enclosures and weight were all factors, the charge for letters such as are posted by thousands in our larger offices every day, were very high. An ounce letter, which at the present time costs but two cents to convey to the remotest post office in the North-West of Canada or to Southern Mexico, in 1710 cost three shillings to carry from New York to Philadelphia. From New York to Boston the charge on the same letter was four shillings. Between the outermost points of the North American postal system, in 1710, the postage for an ounce letter was ten shillings." Even as late as 1840 it cost as much as four shillings to send a letter from England to points in the interior of Canada.

The difficulties of providing an effective postal system in the early days in the provinces which now form the Dominion of Canada, are chiefly linked up with the sparsely settled condition of the country, the great distances to be traversed, the absence of roads, and in addition, the fact that the Deputy Postmaster-General was responsible not to the colonial legislatures but to the Postmaster-General in London, who



rigidly discountenanced any expenditure for extension of service not provided by the revenue which would result from such improved service. This latter fact was one of the greatest stumbling-blocks to the development of the post office in Canada, in early days. In the long continued struggle for Constitutional Government, which culminated in the rebellion of 1837, the control of the post office was an outstanding factor.

The right of the British Government to tax the provinces was warmly called in question. Many thousands of pounds, in postal revenue, was annually being sent to the British treasury instead of being used for the benefit and extension of the Colonial postal system and the building of better roads. The several Legislative Assemblies protested to London in no uncertain terms. Committees were formed to conduct enquiries into the whole system. It was found, in some cases, that the exorbitant rates charged for the various distances in Canada (fixed by the Postmaster-General in London) were erroneous and actually in excess of those authorised in the Act. In Upper Canada the Lieutenant-Governor, Peregrine Maitland, lent cordial support to the representations of the Assembly, but the usual opposition was offered in England, and it was not, as a matter of fact, until 1847, that the British Post Office reversed its former attitude, possibly due to the fact that in that year the introduction of cheap postage in Canada gave rise to the debatable possibility of the Colonial Post Office "producing" a deficit instead of the customary surplus.

In 1825, William Lyon Mackenzie, who made it his business to agitate against the political abuses of the

country, presented a petition to the House of Assembly, in Upper Canada, to have the affairs of the post office investigated. "He established a newspaper, *The Colonial Gazette*, in 1824, and in 1828 secured a seat in the House of Assembly. These vehicles of publicity he employed in ceaseless attacks on the governing clique ("The Family Compact"). " . . . The Post Office, as then managed, incurred his unremitting hostility."

Mr. Smith gives an interesting account of the first trans-Atlantic steamships in 1838, and of the first contract with Samuel Cunard of Halifax for a steam packet service between Canada and the motherland. As a point of exchange for mails passing between Great Britain and Canada, however, in spite of every effort, no Canadian port was able to successfully compete with New York and Boston until many years later, when, in 1889, the C.P.R. was constructed across the State of Maine, between Montreal and St. John. An extensive and adequate account is given of the development of ocean mail service, and, incidentally, the facts in connection with a series of disastrous mishaps to Allan Line Steamships in the period, 1857-1863.

In 1851 the postal system passed definitely under the control of the Canadian Legislatures. The rates of postage were reduced to a uniform charge of three pence per half ounce, and postage stamps were introduced for the first time. There was, at first, considerable opposition to the stamps owing to the necessity of prepaying the postage, which had not formerly been the custom. But the public attitude was gradually changed by the introduction of a "fine" in the form of additional

postage collected when letters were not prepaid.

This period marked the beginning of railway development in Canada, an epoch-making event in Post Office history. In 1853 the Grand Trunk Company started building its line from Quebec to Sarnia, and at the same time other lines were commenced—the Great Western across the Niagara Peninsula, and the Northern, from Toronto to Collingwood. "In 1853 the ordinary time for the winter mails to travel from Quebec to Kingston was four days; in 1857 they were carried between the two places in thirty-one hours. To Toronto the saving of time was the difference between seven days and forty hours." Railway Mail Service, the leading feature of mail conveyance and distribution, was, by 1857, "in full course in this country, seven years earlier than in the United States."

As an example of the growth of the post office under Canadian control, with the advent of cheap postage and railway and steamships transportation, the following facts are illuminating: In 1851 the number of post offices in Canada was 601. In twelve months the number increased to 844, and in five years, to 1375. In 1861 there were 1,775 offices in operation, and at Confederation, in 1867, 2,333 post offices in the Dominion. (There are today [1921] 12,251 post offices in Canada.)

In 1851, the last year of the high rates of postage, the revenue was \$335,208.00. In 1852, under the reduced rates, the revenue fell to \$239,608.00, but the number of letters posted increased over fifty per cent. In 1855 the revenue was \$368,168.00; in 1861, \$683,035.00; and in 1867, at Confederation, \$914,784.00. (Last year's revenue, 1920, was \$24,449,916.97.)

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In connection with the appointment of two travelling inspectors, or surveyors, as they were then called for the postal system in 1835, the following amusing account of a robbery is given: "In February, 1835, on a stormy night, the mail bag dropped off the courier's sleigh somewhere in the neighborhood of Prescott, and it could not be found. As the contents of the bag included bank-notes to the value of £10,000 to £20,000, a reward of £200 was offered for the conviction of the thief and the recovery of the money."

"Within half an hour after the placard was on view in Prescott, a man who heard it read exclaimed excitedly, 'I know all about it, I have the bag at home.' It turned out that this man had found the bag, rifled it, and used part of the money, and carried away with the prospect of the large reward had actually informed on himself!"

It is obviously only possible, in the scope of an article of this kind, to touch briefly on a few phases of the mine of uniquely interesting historical information contained in Mr. Smith's notable contribution to the literature of Canada. Civil Servants should feel pride in the fact that the author was for thirty-six years associated with the Canadian Post Office Department at Ottawa, during a considerable proportion of which period he fulfilled in an able and efficient manner the functions of Secretary of the Department.

B. T. SANGSTER.

Although men flatter themselves with their great actions, they are not so often the result of a great design as of chance.

So live, that when thy summons comes to join  
The innumerable caravan that moves  
To that mysterious realm, where each shall take  
His chamber in the silent halls of death,  
Thou go not, like the quarry-slave at night,  
Scourged to his dungeon; but sustained and soothed  
By an unfaltering trust, approach  
Like one that draws the drapery of his couch  
About him, and lies down to pleasant dreams.

—Bryant.

### Mutual Benefit Elects Officers.

The Civil Service Mutual Benefit Society of Ottawa has elected the following officers for the current year:

*President*—A. G. Kingston (Public Works).

*Secretary*—W. J. Lynch, I.S.O. (Patents Office).

*Treasurer*—A. W. Grant (Immigration and Colonization).

*Auditors*—J. B. St. Laurent (Public Works), P. E. S. Brodeur (Customs and Inland Revenue), and H. P. Howell (Bureau of Statistics).

The Board is composed of the three first-named officers and Messrs. W. S. Gliddon (Interior), A. F. Bill (Post Office Dept.), A. H. Brown (Audit Office), H. A. May (Privy Council Office), J. R. O'Malley (Marine), T. Lawson (Finance), A. E. Powell (Agriculture), T. W. Alexander (House of Commons staff), Geo. Ardouin (Printing Bureau), J. J. McGill (Customs), Gustav Emond (Railways and Canals), P. E. S. Brodeur (Inland Revenue), D. F. M. Rogers (Militia and Defence), C. H. Jones (Senate), G. B. S. Gow (Trade and Commerce), G. C. Gardiner (Insurance), H. G. Andrews (Labour), J. Stevens (R.C. M. Police), J. H. Hooper (Indian Affairs), Norman Fee (Archives) and L. P. Teevens (Department of Health).

During the first quarter of the year the Committee was very busy considering applications for insurance, and these are still coming in freely. The officers anticipate a marked increase of membership this year.

I shall pass through this world but once, any good thing therefore I can do, or any kindness I can show to any human being, let me do it now, let me not defer it, or neglect it, for I shall not pass this way again.

THE CIVIL SERVANT IS A  
POWER  
DOES YOUR—MERCHANT—  
KNOW IT?

When shopping mention that you  
are a Government employee, and  
that you saw his ad in the

"CIVILIAN"

The moral effect is tremendous.

### The Dangers of Delay.

Very few civil servants own automobiles. The most of them must rely on public conveyances for getting to their offices and back again. As Ottawa extends its boundaries in response to the need of finding homes for its people, the trolley problem becomes more and more important to the men and women in the government offices.

What is the pivotal point of this problem? It lies in the fact that the O.E.R. franchise has only two years to run, and no decided step has been taken toward the drafting of a new agreement between the city and the company.

Some say, "Oh, we can wait until 1923. There is no need of hurry." Do they realize what this delay means? The O.E.R. is operating now at its utmost capacity. No car stays in the barns a moment beyond the time needed for repairs. The company is straining its equipment to the utmost in order to handle the traffic.

Back comes a second question: "Why not build more cars?" The answer to that is simple enough, "Because cars cost money." And—to whom is the company to turn for money when all it can offer in the way of a permanent investment is a two years' franchise?

There you have the problem in a nutshell—on the one hand, a need of more cars—on the other hand, a company operating under an expiring franchise and therefore unable to bid in the money markets for capital. Are you satisfied to allow this state of affairs to continue for two years? A year hence the service will not be as good as now, because the same number of cars will have to take care of a greater number of passengers. The Company is ready to talk business at any time, and is not committed to any one form of contract, although Service-at-Cost is offered as a solution with full confidence that it will meet all requirements and secure the lowest fare compatible with good service.—(Adv.).





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and in tins of 50 & 100

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Now is the time to get ready for that garden.

**Kenneth M'Donald**  
**& Sons Limited**  
**Seeds Ottawa, Can.**  
18 Market Sq.

### A BETRAYAL

A lineal descendant of Machiavelli, the great master of intrigue, has drawn up an amendment to the Civil Service Act, called Bill No. 122, introduced into Parliament on April 29th.

It required an expert in the black art of deception to insidiously abolish in three sections of Bill No. 122, practically the whole principle of the Civil Service Act, under the pretext of minor amendments. This Bill leaves scarcely anything of the Merit System. Promotions will in future be awarded to favourites. The well known opera "Pinafore" will again be re-enacted. Political appointments to "professional" positions, etc., may be stretched to include all the higher positions in the Service. As the Bill gives to Political Patronage supremacy in fixing certain salary schedules, we may have a revisitation of the well known "preventive service" of the Customs Department, by which outsiders were introduced over the heads of experienced civil servants at higher salaries.

Thus under the provisions of this Bill political manipulation may alter the rate of pay in the classification to satisfy the favourites of the party in power. Even the returned soldier preference is wiped Italian hand so that it is felt but not seen in the text.

The Feudal System is administering Canada's Civil Service—The Mounted Police now deflated in value have terrified the organized representatives of the Civil Servants. The leaders of the Service are convinced that if they express indignation at the perfidy of the politicians — at the German-like throwing up of the pre-election pledge of the Union Government and return to patronage—they will be liable to instant dismissal.

The justification of the present Government in holding office is that it is the same government that was elected in December, 1917. If that be so, it inherits the platform of the Union Government, including the abolition of patronage.

Canadians may boast of their great natural resources and virile manhood. Canadians now may boast that Canada is the only country that, once having abandoned Political Patronage, has a mind to return to it. Still further Canadians now may boast that, since the Germans stultified their honour at the Belgian border in 1914, Canada is the first nation to violate a specified pledge—to treat its national honour as "a scrap of paper."



## Two Columns with a Moral

### Amendments to Civil Service Act.

(BILL No. 122)

Postmasters were taken out of the jurisdiction of the Civil Service Commission as to appointment, but a certificate must be issued by the Civil Service Commission six months after appointment. Professional, scientific and technical officers and manual labourers are entirely removed from the jurisdiction of the Commission or from the operation of the Civil Service Act either as to appointment, promotion, transfer, etc., (Section 1 [2]) and they may be paid any sum that may be determined by Order-in-Council (Section 3).

Promotions are made by the Governor-in-Council on the nomination of the head of the department and the report of the deputy head. The Civil Service Commission will act as a rubber stamp and certify that the nominee has the minimum qualifications required (Section 2 [1]).

There is no competition.

Transfers between departments are entirely removed from the portion of the Act. This does not seem to be a serious matter.

At present the Classification has been initiated by the Commission and must be either accepted or declined in toto by Council. Hereafter the situation is reversed, certain classes or rates of compensation are entirely under the control of Council. (Section 2 [3]).

All persons appointed permanently or temporarily under this Act may be classified in any place the Governor in Council may determine. (Section 2 [4].)

Under section 3 mentioned above the Governor-in-Council assumes full authority in regard to the classification in all respects subject only to a nominal expression of opinion from the Civil Service Commission which it is understood is merely for the information of the Governor-in-Council.

### A Hindoo Fable.

It was six men of Indostan,  
To learning much inclined,  
Who went to see the elephant,  
(Tho all of them WERE BLIND)  
That each by observation  
Might satisfy his mind.  
The First approached the elephant,  
And happening to fall  
Against his broad and sturdy side,  
At once began to bawl,  
"God, bless me, but the elephant  
Is very like a wall."  
The Second, feeling of the tusk,  
Cried, "Ho, what have we here,  
So very round and smooth and  
sharp?

To me 'tis mighty clear,  
This wonder of an elephant  
Is very like a spear."  
The Third approached the animal,  
And happening to take  
The squirming trunk within his  
hands,  
Thus boldly up and spake,  
"I see," quoth he, "the elephant  
Is very like a snake."  
The Fourth reached out his eager  
hand

And FELT about the knee;  
"What most this wondrous beast is  
like  
Is mighty plain," quoth he,  
"Tis clear enuf the elephant  
Is very like a tree."  
The Fifth, who chanced to touch  
the ear,

Said, "E'en the blindest man  
Can tell what this resembles most.  
Deny the fact who can;  
This marvel of an elephant  
Is very like a fan."

The Sixth no sooner had begun  
About the beast to grope,  
Than, seizing on the swinging tail,  
That fell within his scope,  
"I see," quoth he, "the elephant  
Is very like a rope."

And so these men of Indostan  
Disputed loud and long,  
Each in his own opinion  
Exceeding stiff and strong,  
Tho' each was partly in the right,  
AND ALL WERE IN THE WRONG.

#### MORAL—

So oft in theologic wars  
The disputants, I ween,  
Rail on in utter IGNORANCE  
Of what each other mean,  
And prate about an elephant  
NOT ONE of them has seen,  
But has only felt and felt and felt  
Part only, of the elephantine pelt.

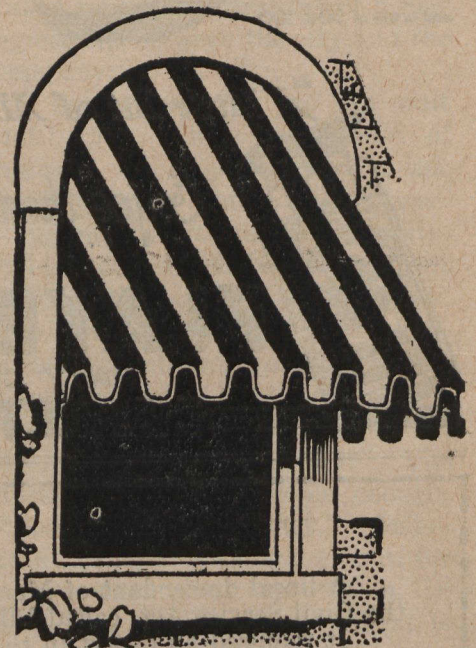
—By JOHN G. SAXE.

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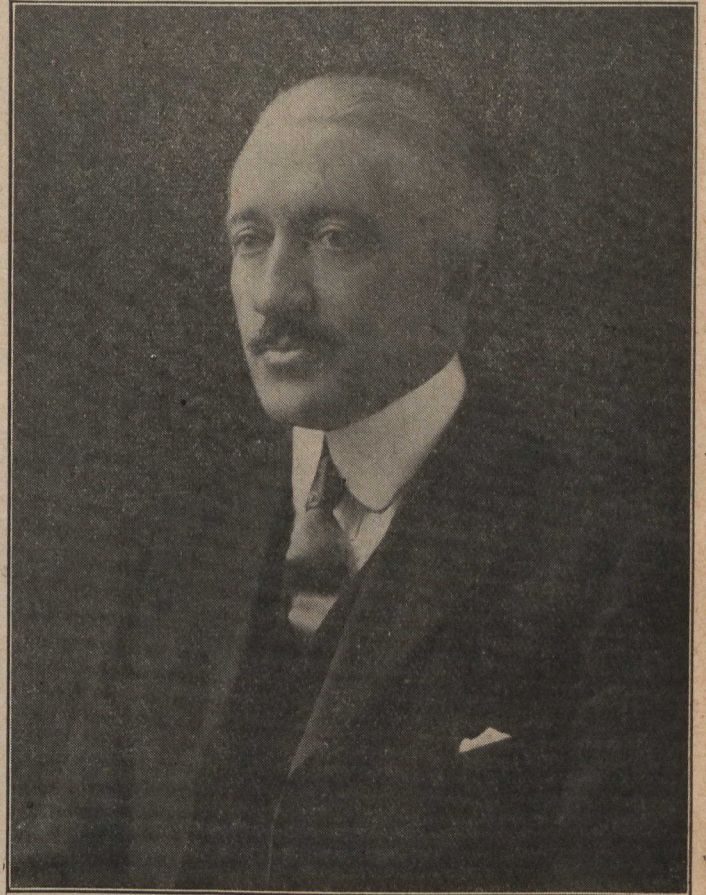
## Men who are fighting to retain the Merit System

MR. F. W. PATTERSON, the President of Associated Federal Employees of Ottawa, Federal Union 66, through his Association, has been the strongest supporter of a "real merit" system in the Service.

Union 66 has so often and so forcibly expressed itself both to the government and in the press, as to their views on Bonus, Classification, Board of Appeals, Reorganization, and especially in the treatment of the returned and temporary men that the Government and the Civil Service Commission have caused the work on these matters to be considerably expedited.

If all Civil Servants were like Mr. Patterson in his desire for Unity and Peace in the Service conditions would be different as it is undoubtedly a fact that present conditions within the ranks of the Service itself, and the many and diverse representations made by the numerous Associations to the Government, have had much to do with the proposed return to Patronage.

A unified Service would be strong enough to say 'we will not have Patronage', as it is to-day each Association can only protest in its own fashion and the Government knowing there is dissension in the ranks of the Service, ignores one and all alike.



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Room 323 Jackson Building.



## Men who are fighting to retain the Merit System.



J. C. O'CONNOR,  
President, Civil Service Federation  
of Canada.

No three men have worked harder than Messrs. O'Connor, Burns and Cantwell to further the interests of the Service in matters concerning Classification, Bonus, Superannuation and Whitley Councils, the



T. BURNS,  
Secretary, Dominion Customs Association,



W. J. CANTWELL,  
President, Canadian Federation of  
Postal Employees.

Government's decision as to Bonus, Percentage, Increase and the proposed return to patronage has been keenly felt by them, but notwith-

standing set-backs their determination to continue to urge the demands of that portion of the Service they represent is unweakened.

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# The Men who are engaged in administering the Merit System



The amount of work thrown upon the Civil Service Commission since 1918 through

Classification,  
Appointments,  
Examinations,  
Superannuation,  
Reclassification and  
Appeals

has been enormous.



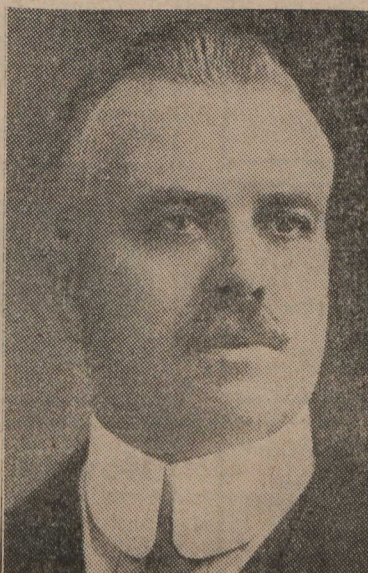
The administration of \$12,000,000 per year in the form of Bonus too has been a task of some magnitude; errors have been made, but there are but few that would impugn the good faith of any body that is presided over by Dr. W. Roche.



W. ROCHE, Chairman.



CLARENCE JAMESON,  
Commissioner.



W. FORAN,  
Secretary.



M. G. LAROCHELLE,  
Commissioner.



# Commission Orders and Decisions

From March 3rd to April 17th, 1921.

The following list of appointments, promotions and transfers from March 3rd to April 17th, by the Civil Service Commission:

## APPOINTMENTS

*Archives.*—Mrs. L. Blondin, clk.

*Agriculture.*—H. W. Pearson, seed insp.; B. McKay Whyte, fruit insp.; Miss B. Hedley, assoc. chemist; Miss G. B. Ramage, seed analyst; H. H. Gogins, L. P. Bastien, clerks.

*Board of Pension Commissioners.*—J. G. B. Chene, off. boy; Miss H. M. Gould, jr. file clk.

*Civil Service Commission.*—Misses F. F. Pearson, M. E. Donovan, T. P. M. McDonald, clk. stens.; Miss J. Y. Vallee, jr. clk. typist; H. R. McNaughton, C. S. Examiner; H. J. Killeem, A. E. Percival, off. boys.

*Customs & Inland Revenue.*—W. J. Whitney, exciseman; F. J. Diver, W. C. Herd, cus. clk. examiners; W. J. Bachus, cus. patrol off.; B. S. Cusack, H. Watson, cus. gauard; G. C. Henderson, truckman; W. E. Sutton, sub-coll. cus.; A. W. Mcintosh, cus. examiner; D. D. Legault, watchman; G. W. Rutland, cus. rec. clk.; L. B. McLean, clk.; A. J. Gibbard, jr. stat. clk.; F. A. Scott, acct. clk.

*Governor General's Secretary's.*—Miss M. M. Edwards, jr. clk. sten.

*Health.*—Mrs. A. DeWolf, cook.

*Immigration & Colonization.*—J. A. Jepps, A. Jones, L. Barker, H. Crump, Imm. insp.; Miss C. G. C. Morrice, clk. sten.; J. A. Dyer, caretaker.

*Interior.*—Misses E. E. Harrison, E. A. Murphy, E. G. Ormond, R. I. McCracken jr. clk. stens.; Misses E. O'Connell, A. M. Drew, clk. stens.; W. G. Brisley, u. P. Reed, asst. forest rangers.

*Justice.*—C. S. VanAlstyne, off. asst. to warden; Miss M. J. Armstrong, clk. sten.; G. McIver, A. J. Everitt, prison guards, St. Vincent de Paul Pen.; J. J. Leiter, D. Campbell, guards, Manitoba Pen.; B. Hamilton, G. F. Bocking, R. H. Wathcorn, W. Bushey, J. A. Grant, guards; G. R. Dennison, asst. steam power plant eng., Kingston Pen.; J. S. Rowley, J. D. Cameron, J. Matthews, guards, Sask. Pen.

*Marine.*—G. L. Robinson, G. P. Phillips, wharfinger clk.; J. A. McLennan, J. C. Gray, J. Sutton, F. Gobeille, lightkeepers; D. D. Greenwood, hatchery helper; J. Marchant, wharf patrolman; A. J. Murphy, fishery overseer; J. A. Roy, harbour master; V. Matthews, weather obs.; J. W. O'Brien, storm signal agt.

*Naval Service.*—Miss M. Crawley, kitchen help; W. E. Ember, W. T. F. Johnston, jr. radio oper.; E. W. Kelk,

H. W. Stinson, sr. radio oper.; A. St. Amour, W. J. Pollock, river observers; J. J. Bond, housekeeper.

*Post Office.*—Miss L. Michaud, H. D. W. Thorne, jr. acct. clks.; J. Jobidon, J. O'Connor, letter carriers; H. Rowan, A. MacAulay, J. W. Arel, E. H. Tucker, E. E. Jenner, ry. ml. clks.; W. W. Hawley J. S. Bryant, postal clks.; J. James, porter; S. E. Proudman, packer & helper; W. A. Swimmings, jr. file clk.

*Public Works.*—Miss E. M. Fry, clk. sten.; Miss N. A. Woodburn, tele. oper.;

*Railways & Canals.*—J. Addison, labourer; H. Alton, oiler; L. H. Wotherspoon, acct. clk.; W. Poirier, blacksmith.

*Trade & Commerce.*—J. Hazelton, dep. grain insp.; Miss M. I. Duggan, jr. clk. sten.

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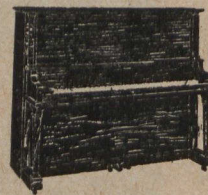
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MONTREAL



# Organized Labor in the Service

News of Union 66

## Questions Asked in the House

### THE FIRST ANSWER

The questions relating to Civil Service Reorganization were answered on April 27th, as follows:—

MR. McDONALD:

1. Were any members of the firm of Griffenhagen Associates formerly employees of the Arthur Young Company?

2. If so, how many, and what are their names?

3. Have the Griffenhagen Associates furnished the Government with any progress reports or recommendations on their work so far?

4. If so, have these reports been made available to the House and to the service? If not, why?

5. At what monthly rate were the Griffenhagen Associates paid under their contract with the Government for reorganization work?

6. What has been the total cost of their services up to the time when the cancellation of their contract became effective?

7. When did, or does the cancellation of their contract, become effective?

8. Is it the intention to retain any individuals of this firm or of their employees, either by taking them into the Canadian Civil Service or otherwise? If so, what remuneration will they receive and will the position be opened for competition?

9. Have any representations been made by any Civil Service organization as to the reorganization of the service by the service itself?

10. If so, what consideration has been given these representations, and by whom?

Right Hon. Sir GEORGE FOSTER:

1. Yes.

2. Nine, as follows: W. G. Bailey, F. O. Everett, R. E. Goodell, W. A. Grove, C. Gusler, G. E. Jaquet, P. J. Nelson, H. J. Reber, C. M. Tipton.

3. Yes. These reports have been made to the Sub-committee of Council and to the Council, and have been acted upon by both.

4. When and as approved, they are made known to the heads of the departments and the Civil Service Commission who co-operate in effecting the organization thereby sanctioned.

5. \$10,000 per month.

6. \$114,008.15.

7. April 3, 1921.

8. Yes. The Sub-committee have secured the services of certain of these employees on temporary basis for such time as may be necessary to effectuate the reorganization already begun in the Departments of Post-Office, Customs and Inland Revenue. The remuneration is based on the payments made under the former contract.

9. Yes.

10. Full consideration has been given to these representations by the Sub-committee and by Council itself.

Thus, the Government admit having thwarted the will of Parliament in regard to the Arthur Young Co. They admit treating with contempt the views of the Civil Service, and the public, as reflected in the press of Canada. Answers to Mr. McDonald's other questions will be awaited with interest.

MR. McDONALD—

Inquiry of Ministry—1. Have any criticisms or charges against the Board of Hearing of the Civil Service Commission been received by the Government from any Civil Service Organization during the past year?

2. If so, have these criticisms or charges been investigated, and by whom?

3. Was the organization making such charges, if any, represented at any investigation made? If not, why?

4. Was any report of the investigation sent the organization referred to? If not, why?

5. Is it the intention of the Government or the Civil Service Commission to reconstitute the Board of Hearing, giving the whole service adequate representation thereon?

6. Are any members of the Civil Service, now on the Board of Hearing, paid or to be paid any additional salary or honorarium for their services on the said Board?

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1. Have any representations been received from any Civil Service organization re men in the Service classed as paid prevailing rates?

2. If so, have these representations received consideration and by whom?

3. What recommendations have been made and what action is being or will be taken in this matter?

4. What opportunity has been given this class of men to present their case, either to the Government or to the Civil Service Commission?

5. Were the prevailing rate men of all Departments represented at any conference which may have been held? If not, why?

6. Has the Civil Service Commission any data as to prevailing rates of various classes of labour in the several parts of Canada?

7. If so, where was the data obtained?

8. Have the various Departments interested been advised by the Commission that prevailing rates must be paid and that data is available?

9. Are permanent men classed as coming under prevailing rates regarded as Civil Servants?

10. If so, are they entitled to holiday and sick leave?

11. If not, why, and what body made the ruling excluding them from these privileges?

1. Have any representations been received from any Civil Service organization on allowing to returned soldiers Civil Servants the statutory increases they would have received had they spent in the Civil Service

the period they were on active services overseas?

2. If so, have these representations been given consideration, and by whom?

3. Have any recommendations been made, and is any action to be taken in this matter?

1. Has any action been taken by the Government during the past year to forbid meetings of Civil Servants in Government offices after working hours?

2. If so, why was said action taken?

3. Has the ruling, if any, been applied impartially to all Civil Service organizations and groups?

4. Have any representations been made to the Government by any Civil Service organization that this privilege of meeting in Government offices be restored to the Service.

5. Is it the intention of the Government to restore this privilege? If not, why?

1. How many temporary employees were released or given notice of release during the fiscal year ending March 31, 1921?

2. How many temporary employees were engaged during that period?

3. How many temporary employees were transferred from one branch office or department to another during that period?

4. Of new temporary employees taken on, how many were returned soldiers?

5. Have any returned soldiers

been released from the Service since the "blanketing in" order was prepared or passed? If so, how many?

6. How many new employees have been engaged to replace the said returned soldiers, how many of these new employees were returned soldiers, and in what departments and branches did this take place?

7. What notice, if any, is given temporary employees likely to be released, of other opportunities in the Service?

8. Has the Government or the Civil Service Commission any data as to the cost to the country of labour turnover due to the training of new employees and the loss on the inevitable percentage of inefficient?

9. If so, what was the total amount of this cost during the past fiscal year?

1. Have any representations re the establishment of Whitley or Joint Councils in the Civil Service been received by the Government from any organization, either within or without the Service?

2. If so, what consideration has been or will be given said representations?

3. Has any recommendation as to the establishment of these councils in the Service been laid before Council by any member of the Government?

4. If so, when and what action has been taken thereon? If no action has been taken, when may it be expected?

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*Halt! Civil Servants.*

**W. LANE,**

*Ladies' and Gentlemen's TAILOR.*

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1. What was the total amount (a) voted, and (b) paid out, for bonus during the past fiscal year?
2. Have any representations been received from Civil Service organizations on the subject of bonus?
3. Have these been considered by the Government and have the said organizations been given opportunity to support their views?

4. If so, have these reports been made available to the House and to the Service?

5. At what monthly rate were the Griffenhagen Associates paid under their contract with the Government for reorganization work?

6. What has been the total cost of their services up to the time when the cancellation of their contract became effective?

7. When did, or does, the cancellation of their contract become effective?

8. Is it the intention to retain any individuals of this firm or of their employees, either by taking them into the Canadian Civil Service or otherwise? If so, what remuneration will they receive and will the positions be opened for competition?

9. Have any representations been made by any Civil Service organization as to reorganization of the Service by the Service itself?

10. If so, what consideration has been given these representations, and by whom?

**Open Letter to Prime Minister**

OTTAWA, April 16, 1921.

The Honourable,  
The Prime Minister of Canada,  
Ottawa.

SIR:—

Some little time ago the Associated Federal Employees of Ottawa forwarded to you, for your consideration, their recommendations as to bonus to the Civil Service for the current fiscal year. In your acknowledgment of this communication, you advised us that it was being forwarded to the Civil Service Commission. As the Commission has given no evidence to us of having considered our communication, we presume that, like other matters which have been referred to them, it has been pigeon-holed. I am instructed by the Associated Federal Employees to say that recent action by the Government in connection with the bonus in no way affects the position taken by this Association in its previous communication to you on the bonus question. We still consider the principles underlying the present bonus system to the Canadian Service are entirely erroneous and that no satisfactory solution of the difficulty can be reached until the Government adopts the principles we have laid down.

However, the present communication is not intended to recapitulate our arguments but is forwarded as an emphatic protest on behalf of this organisation against the action

1. Is it the intention of the Government to introduce a permanent superannuation bill for the Civil Service during the present session?

2. Have any representations been received from any Civil Service organization as to the need of such Bill and submitting a draft of same?

3. If so, have these representations been considered?

4. If not, will they be considered and will the said organization be given opportunity to present its views?

5. Is it proposed to dismiss aged civil servants, under reorganization, before such Superannuation Bill is passed?

Pride will not owe, self-love will not pay.

If we never flattered ourselves the flattery of others would not hurt us.

It would seem that even self-love may be the dupe of goodness and forget itself when we work for others. And yet it is but taking the shortest way to arrive at its aim, taking usury under the pretext of giving, in fact winning everybody in a subtle and delicate manner.

1. Were any members of the firm of Griffenhagen Associates formerly employees of the Arthur Young Company?

2. If so, how many, and what are their names?

3. Have the Griffenhagen Associates furnished the Government with any progress reports or recommendations on their work so far?

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recently taken by the Government in reducing by 25% the bonus to the Civil Service for the current year. The statement was made in the House that, as costs of living had fallen some 15%, it was felt that a reduction of 25% in the bonus seemed justifiable. We beg to quote figures obtained from the Department of Labour, giving the weekly budget for a family of five, as averaged from figures obtained in sixty cities in Canada.

## 1920

February.....	\$24.71
March.....	25.01
April.....	25.34
May.....	26.44
June.....	26.81
July.....	26.92
August.....	26.50
September.....	26.38
October.....	26.46
November.....	26.13
December.....	25.67

## 1921

January.....	\$25.30
February.....	24.85

These figures cover the period from February 1st, 1920, to February 28th, 1921. The figures for March of this year are not yet available.

The bonus granted the Service for the fiscal year just closed was passed, or at least decided upon, we understand, some time in February, 1920. At that time the weekly budget, as you will note, was \$24.71. In February of this year it was \$24.85, an increase of 14c. per week. This organization fails to see how a reduction in bonus can be justified in the face of these figures. If a weekly budget of \$24.71 justified the bonus payments of last year, how is it that a weekly budget of \$24.85 in February of this year justifies a 25% reduction.

Again, the sum voted for bonus last year was \$12,500,000.00. Of this only 75%, approximately, has been spent up to the close of the fiscal year. It is to be regretted that the regulations, prepared, we presume, by the Civil Service Commission, governing last year's bonus did not permit of the paying of the full amount voted by Parliament for the purpose. Had that full amount been paid, it would still have been entirely inadequate.

We understand that the amount voted for bonus for the current year is practically 75% of that voted last year. Obviously, then, it is entirely unnecessary to cut

individual bonuses down by 25%. They can be paid on just the same basis as last year and keep within the total voted for the purpose. It was done last year for that total when the number in the Service was considerably larger than there will be this year, owing to the dismissal of large numbers of temporary employees now taking place and the probability that, under reorganization many more dismissals will occur during the year.

We trust that the following additional argument will not be taken as indicating that we consider our people's representatives are too highly paid; we do not think so, but we beg to remind you that last year Members of the House of Commons were given an increase in indemnity of \$1,500.00 per Session. It was voted by the House almost unanimously and if one reads Hansard on the subject, one is struck by the arguments brought up by Members in favour of this increased indemnity.

They are precisely the arguments which we put forward in favour of the Civil Service bonus; namely, the high cost of living and the fact that the previous indemnity, like Civil Service salaries, was based upon the costs of normal times. Now, Sir, we submit that if conditions are such at present as to warrant a decrease in bonus to Civil Servants, such conditions apply with equal force to the increase in indemnity given the Members of the House. The use of the word "indemnity," in the case of Members, does not alter the fact that it was an extraordinary action taken to meet extraordinary circumstances and hence is nothing more nor less than a bonus under another name. We submit, therefore, that if Civil Service bonuses should be reduced, Members' bonus or indemnity should be reduced in equal proportion. We might even say that the reasons for reducing Members' bonus are still stronger, inasmuch as the great majority, if not all of them, have other sources of income, are engaged in business or something of that kind, which they are still able to carry on, notwithstanding their duties in the House, and to which they may devote their full attention, when the House is not in session; whereas Civil Servants, on the other hand, are entirely dependent upon their earnings as public employees.

You have doubtless noted, in the press of the last few days, that the Ontario House is granting an in-

crease of \$600.00 in Members' indemnity and that the New Brunswick House has just increased the indemnity of its Ministers. These instances seem to be a very clear evidence that these Provincial governments recognize that the high cost of living is still with us in all its force.

We trust, Sir, that further consideration will be given this bonus matter and that the Government will see its way clear to granting the same bonus as was paid last year, if nothing more.

What this organization is anxious to secure is sufficient money for the rank and file of the Service to keep them from privation and hardship and to reduce bonus expenditure by a flat 25% is to penalize most severely the very class of Civil Servant upon whom the present cost of living falls the heaviest, namely, the low-salaried Civil Servant with a family to support.

Without wishing to show any disrespect to the Civil Service Commission, may we express the hope that the Government will find it possible to consider this question without reference to the Commission. The regulations either framed or accepted without protest by that body last year subjected the Service to deep and unwarranted humiliation and deprived it of over \$3,000,000.00 of very much needed money voted by Parliament. The same should not be permitted to occur again.

I have the honour to be, Sir,

Your obedient servant,

F. W. PATTERSON,

President, A.F.E. of O.

## "The CIVILIAN"

UN PIANO ET UN VOYAGE  
EN EUROPE VALENT LA  
PEINE D'ETRE  
GAGNES

Si un couple de fiancés gagnent  
les deux, pourquoi pas?

L'Editeur est prêt à faire quelque  
chose de bien, et de  
faire du voyage.

UNE LUNE DE MIEL.



**Cost of Labour Turnover.**

According to a statement of the Industrial Bureau of the Merchants' Association of New York, in Greater New York, October 11, 1920. "It costs \$30,000,000 a year for American manufacturers to exchange employees with each other." An estimate, based on reports from individual firms, places the cost of labour replacement for a semi-skilled worker at \$50.00; \$42.00 was quoted by one manufacturer as the cost of replacing a hand tool maker, while a tobacco establishment stated that it cost from \$200.00 to \$250.00 to train a cigar maker. These estimates include such items as maintaining idle machinery, advertising, interviewing prospective employees and investigating references, medical examinations, and clerical work incident to discharging and hiring; also the cost of training and fitting the new worker for his job which covers a flat rate of pay until the worker becomes skilled enough to do piece work, wastage and breakages, and the tendency on the part of the new employee to increase the frequency and severity of industrial accidents. Comparisons appeared to show that labour turnover was twice as large in factories employing unskilled workers as in those employing skilled workers. In New York City, the report states, the average rate of labour turnover in plants employing skilled and semi-skilled workers is approximately 125 per cent. An analysis is given of the training cost of 235 new workers

in a tobacco manufacturing plant which gives the cost for training an inexperienced operative as follows:

No. of weeks of training	Cost* per week	Cumulative Cost
1st week	\$20.00	\$20.00
2nd "	12.00	32.00
3rd "	9.00	41.00
4th "	6.00	47.00
5th "	3.00	50.00

It is significant to note that while the greatest cost of training is incurred the first two weeks, it is during that time that the turnover is also the greatest, 22 per cent. of the total turnover of the plant in question having occurred among workers employed two weeks or less. This company, which employs about 1,000 workers, the majority of whom are semi-skilled, has succeeded in reducing its replacement cost from \$61,000.00 in 1918 to \$32,500.00 in 1920. Its annual rate of turnover during these two years was reduced from 122 per cent. to 65 per cent. This improvement is attributed more to the methods adopted by the company in handling its personnel problems than to the amount of money expended. The company wrote: "We believe that the careful selection of workers by our employment department as well as the inauguration of a competent training school for new employees, is responsible for the improvement in our labour turnover." The report states that the company feel that any additional cost incurred in operating the employment and training departments on an efficient

basis are more than offset by savings affected.

**A False Basis.**

Just as soon as the question of the amount necessary for the maintenance of the worker enters into the question of the amount which should be paid for the work, the whole matter is perverted and disastrous results follow. Theoretically, no one disputes that the laborer is worthy his hire, but if capital can get labor at low rates and labor is satisfied, everything seems to be fair enough. Still when, as in our Civil Service, the scale of compensation is made on the basis of an abundant supply of labor, we begin to bid for the lower class of work. The question is—who will do it for the least money, and not who will do it best. We are much too rich as a people for this sort of economy, and it is a vice and not a virtue. There is no need of our being either uncertain or niggardly in our payment. What we want is judicious expenditure, and that implies economy at the proper points. All this is very trite as applied to the Civil Service question, but as long as we complain of an evil, so long must we regard the causes for it, and if we are resolved to take this question of maintenance into the matter, and use a worker because, like the Chinaman, he can live within limits made for him, so long we proceed on a false basis, and must accept the consequences.

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## A Co-operative Society formed in the Capital

The Ottawa Co-operative Society came into existence last night and a beginning made to establish on firm ground a co-operative movement in the city that will serve all classes of workers.

A provisional board of twelve directors was chosen and given authority to go ahead. The meeting where the nucleus of the new society was formed was in St. George's Parish Hall, and it was called under the auspices of the Trades and Labor Council of Ottawa. The originators of the movement, however, were members of Associated Federal Employees, Federal Union 66, who brought the matter before the Trades Council and asked that a committee be appointed to look into the matter. As a result the meeting last night was called. There were not a great many present, but definite things were accomplished. The speaker of the evening was Mr. George Keen, Brantford, general secretary of the Co-operative Union of Canada, who told of the movement in England, on the continent and in Canada.

The twelve directors chosen were as follows: A. Johnson, Hugh McGillivray, E. Nottingham, J. L. Kenney, Arthur Odum, H. C. House, Frank Jammes, L. F. Duffy, F. Sculley, Controller John Cameron, W. Pasch and W. E. McCagherty. Capt. J. A. P. Haydon, president of the Trades and Labor Council was in the chair. The meeting on a motion decided to call the new organization the Ottawa Co-operative Society.

### PROGRESS IN CANADA.

Mr. Keen in his address outlined the progress of the movement during the past decade in Canada. Going further back he told of economic conditions in England out of which grew the co-operative movement known to history as the Rochdale plan. That plan was evolved by 28 working weavers in the city of Rochdale, England. They were not in such a movement to get something out of it, but to improve the living conditions of their fellow workers and to create a new social order.

One of the indispensable principles needed in the co-operative movement was self-help and self-reliance. It took the Rochdale weav-

ers a year to save up \$140 with which they opened the little grocery store which was based on service and not profit. They agreed to the principle that capital was entitled to rent for its hire, but was not entitled to profit. After the first year, certain sums had been set aside for certain contingencies, and then the remainder of the surplus divided among the purchasers, according to the amount of their purchases. Thus the more a family bought the more it saved.

### BENEFIT ALL.

It was in the interests of Canada as a nation to see every citizen well fed, well clothed and well housed. It was in the interest of the state to bring such a condition about. It was not right to have excessively rich and excessively poor in the land. The co-operative movement by giving goods at little more than cost, and enabling men to clothe and feed their families was doing something which should meet with every one's approval. Out of the little Rochdale society grew other societies and in time the movement so developed that it entered the wholesale co-operative business. And there was established the Co-operative Wholesale Society, operated by workmen. It was the sanest, soundest and most comprehensive business the world had seen.

The Co-operative Wholesale Society was now doing a huge business. It had 65 factories in operation, and ran its own line of steamships. Last year its nett sales were \$446,746,000. It had 187,500 employees. What was the position in Canada. The consumer was helpless because the consumer was not organized in a co-operative movement. In Canada the minister of finance consulted the manufacturers, the wholesalers and the retailers if he wanted to put a tax on commodities. The consumer paid, but he was never consulted. He illustrated the case of the sales tax. The manufacturers said that this tax must be applied at its source. Thus a dollar sales tax, by the time it had passed from the manufacturer through the wholesaler and the retailer to the consumer, became \$1.68. What would they say if a man charged 68 per cent. for collecting a bill in Ottawa? They would want to put him in jail.

Mr. W. F. O'Connor, former chairman of the Board of Commerce, had given a clean sheet to the wholesalers because they were able to distribute goods with a spread of only 13 per cent. But the co-operative movement did the same distribution for one per cent.

Thrift is not only a precaution against a rainy day; it is a moral virtue. Apart from the financial advantage accruing therefrom it develops habits of self-control and capacity for showing an intelligent and discriminating interest in the rational expenditure of money. Thrift does not mean the cultivation of penurious habits which develop selfishness, and in other respects have a demoralising influence on the mind. Thrift means the careful expenditure of money, an intelligent discrimination between outlay on things which really contribute to personal or social comfort, happiness or advantage, and money spent through carelessness, or to gratify a passing whim, or which does not insure adequate value in exchange. Thrift also implies, at times, the sacrifice of passing personal convenience and the satisfaction of desires, in order regularly and systematically to create a fund to provide for future contingencies so that under the stress of misfortune the self-respect and independence of the individual may be maintained. Among the many beneficial objects of the co-operative movement the encouragement of thrift on the part of the people has from the commencement been one of the most important. Its practice by thousands of working men and women co-operators in Britain enables them, under the acute industrial depression now prevailing, still to maintain a reasonable standard of comfort, and is one of the principal contributing factors to the better employment of the work-people in co-operative factories compared with those of capitalism.

The people of Canada must get together. The waste which went on today by the duplication of stores was alarming. He instanced the case of one village with three grocery stores. The proprietor of one told him that he could do the work of all three and still have time to spare. The consumers of the village



paid the rent, wages and overhead charges of three stores where one would be ample.

Co-operation was sound in principle. It was altruistic in motives and based on a great philosophy. Had co-operation been in operation throughout the world, there would have been no war, there would be better environment for the people and a new social order would be brought into being. The movement was growing and he saw the time when it would reach every community.

The speaker was heartily thanked. Some questions here asked. One was regarding co-operative banking, and Mr. Keen emphasized the importance of this to remove the excessive charges of bankers.

### CONSUMER OF CANADA!

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SELVES

*By Self-Help in Association with  
Your Neighbors in the*

ORGANIZATION OF CO-OPER-  
ATIVE SOCIETIES?

There can be no profiteering where the people control and direct by democratic vote their own institutions for the purchase and distribution of the necessaries of life, and divide the surplus, or profit, made in proportion to purchases. If there is a Co-operative store in your community join it, give it all the trade you can, and induce your friends and neighbours to do likewise; the greater the trade, the greater the saving. If you have no Co-operative store, and you and your friends wish to organize one, for information and advice, write to

THE ORGANIZATION DEPARTMENT  
THE CO-OPERATIVE UNION OF  
CANADA

215 Nelson Street  
BRANTFORD, ONTARIO

### In New Quarters

The Associated Federal Employees are now installed in their large new offices on the second floor of the Butterworth Building, Rooms 24 and 25. (The Butterworth Building is on the north side of Sparks Street, near Bank Street.) Members are invited to visit the new offices, and bring with them applications for membership from their friends.

The coming summer months should be a period of preparation for effective work next winter. And there is just one way to prepare for work that will get results;

### GET STRONGLY ORGANIZED.

A twenty per cent organization has done its best; we need every Civil Servant in Ottawa, and then we shall get results, all right. Eighty per cent of Civil Servants reject the backing of organized labour. That has got to stop, or—we shudder to think how the Civil Service is going to be treated.

One of our members has offered Fifty Dollars to be awarded as prizes for bringing in new members. Here is the way this sum will be spent:—

(1) Twenty-Five Dollars in gold to the member of Union 66 who brings in the largest number of new members during April, May and June.

(2) Fifteen Dollars in gold to the member of the union who brings in the second largest number of new members during the same period.

(3) Ten Dollars in gold to the member of the union who brings in the third largest number of new members during the same period.

In addition, every member who brings in one or more new members will receive one dollar for every new member brought in. Whether you win a prize or not, you will get this dollar per member, anyway. If you win a prize, you will get the prize-money in addition.

Every fully paid-up member of the union is eligible to compete, and any new member brought in during the contest is at liberty to get into the game, too. Ask for application forms at the union offices, and sign every application you take, on the "Organizer" line. It is your signature on this line that entitles you to credit for the new member.

Also, for the best essay on "Why I Am a Member of Union 66," about 500 words in length, a prize of

Fifteen Dollars will be awarded. The second best contribution will earn One Year's Dues paid. The third best will be rewarded with Six Months' Dues paid. All prize-winning essays will be published in *The Civilian*. It was originally intended to terminate this contest April 30th, but it has been decided to extend it to the end of May. Don't make the essay too long; make it pithy and full of meat.

Above all, don't forget that we must have a strong organization. Look at the Typos; look at the railway brotherhoods! Do you think those workers would neglect their unions? Well they know that they owe their power and their success to their solid close-knit organizations. Will Civil Servants never learn the lesson? Just keep your eye on some of those other unions for awhile; then ask yourself why Civil Servants cannot do the same as THEY have done and are doing.

Civil Servants CAN! All they need is to say determinedly and as one man, "WE WILL!"

### When Will the Civil Servants Be United?

When reading the above heading an outsider would wonder that such a question is necessary, but from one who is at all familiar with the the different branches within the service, it would bring before them two exceedingly important factors; namely, the difference between branches according to distance and climate, and the all too prevalent trait of individual selfishness and ingratitude.

Jealousy is in a manner just and reasonable, as it tends to preserve a good which belongs, or which we believe belongs to us; on the other hand, envy is a fury which cannot endure the happiness of others.

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*Transfer Houses at Vancouver and Kamloops.*



# A MESSAGE FROM UNION 66



## CAUSE ——— EFFECT

Many people mistake Cause for Effect

★★★★

To make it worse, they take Effect for Cause

★★★★

Their point of view is up-side-down

★★★★

Some Civil Servants are that way

★★★★

They say "Get Results and We Will Join"

★★★★

They should say, "We Will Join and Get Results"

★★★★

For JOINING is the CAUSE

★★★★

And RESULTS are the EFFECT

★★★★

The Greater the CAUSE

★★★★

The greater the EFFECT

★★★★

*Think it over!*