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DECEMBER 31st, 1909

No. 18



THE CIVILIAN

A fortnightly journal devoted to the interests
of the Civil Service of Canada.

NEMO SIBI IVVIT.

FEATURES :

- At the New Year.
- At the Sign of the Wooden Leg--by Silas Wegg.
- Civilian Portraits :-- Mr. G. J. Desbarats.
- The Parable of the Three Has-Beens--by Von Ludwig.
- A Tribute to Civil Servants.
- Editorial : - A Programme of Discussion.
- Book Review : - The Civil Service as a Career.
- A Revelation in Theatricals.
- The Relations of Ministers and Deputy Heads under the British System.
- Printing and Stationery Department Banquet.
- Civil Service Cooperation in Victoria, Australia.
- Correspondence.
- From a Woman's Standpoint--by Frea Cannaiad.
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THE CIVILIAN

VOL. II.

DECEMBER 31st, 1909

No. 18

At the New Year.

The Civilian has been criticized more than once by some of its best friends for keeping its nose too closely on the grindstone of what may be termed the "politics" of the service. We have been called over-insistent and over-aggressive on such subjects as the cost-of-living increase, the extension of civil service reform, the reorganization, etc., etc. While our point of view in these matters is admitted to have been sound and productive of good, we are told we talk too much about them. We have even been accused of seeming to wrangle. What is desired of us is that we try more consistently to fill those essentially higher needs of the service in the way of a journal which shall help and stimulate in the day's work in and for the work's sake and the life that the work affords.

Well, we admit the corn — pleading only the difficulties of the situation and the scanty means at our disposal. Give us time, please, for so high a flutter. Nevertheless, we cannot admit that the important series of topics arising out of the changes of Sept. 1, 1908, are not worthy of even more attention than we have given them. Indeed, so unrepentant are we in this respect that in our leading article to-day we outline a programme of further discussion on a single phase alone — that of the new promotion system — which we hope will extend through several issues. Of course, as for wrangling on such subjects—Heaven forbid!

However, at this New Year's season, when a preachment of some sort seems to be demanded and to

gush spontaneously from every journalizer, let us draw attention to one broad feature of the civil service career for which we should be uniformly thankful. That is, its stability. This is sometimes imputed to it as a reproach. A frequent criticism of the service, even to those who know something of the interesting nature of its work, is that it is a cloistered life, free no doubt from jars, but a place, therefore, where the muscles of the spirit are apt to grow a bit flabby. That is not the case — at least it need not be; and it will be more and more difficult to repeat the criticism in the new and better future. The service is a big enough world (when we have improved it in one or two respects) to give all the scope that is necessary for individual ambition and effort. We are a new country, progressing by leaps and bounds. Wealth is being piled up everywhere. To get rich quickly has become so common that it has ceased to startle. The civil servant in the midst of it can easily cultivate a chronic and mordant discontent. But if the push and scramble of ordinary business develop many traits and benefits that are admirable, they develop others that are not. No walk in life can have all the advantages. Rightly interpreted, the stability of the civil service career should represent the highest means to the end for which all on earth are striving — the opportunity of having a try, each in his own way and with the light that is given to him, at that queen of the arts — the art of living.

At the Sign of the Wooden Leg.

There is a clause of long standing in The Human Service Act which reads, to wit: "As soon as possible after December 25th of each year, but not later than January 1st of the next succeeding year, each and every person referred to in the preamble of this Act shall cause a reorganization to be made of his habits, allotting to each its proper scope and function for the following twelve months, and so distributing the powers of each that no one shall unduly harass or interfere with any of the others."

It has been urged, and I will not say without reason, that this section merely authorizes an automatic transfer of one's old year habits to the new year's environment, that the words therein that seem to call for a careful review and analysis of the soul entrusted to the person in question are but a paraphrase of the words of an older statute that reads: "Thou shalt not remove the ancient landmarks." There are others who urge that the section refers to monetary and economic concerns, that the "proper scope and function" of each habit is to be determined by the salary of the habit-maker, that is to say, that we are called upon to consider its cost in dollars and cents, the market price as distinct from the intrinsic value of the thing. Others would interpret the clause as calling for a simple negation of certain things we have found to be evil, as commanding us to cast aside the weights and the sin that doth so easily beset us, but not enjoining us to run with patience, or impatience, or to run at all, the race that is set before us.

However, there is the statute, and here and now is the time set for its formal execution, and what is to be done about it? I asked that question of my pipe, and the pipe

replied, "smoke up." I asked it of my beer bottle, and its answer was, "pop." I asked it of my blasphemous neighbour, and he said it was a — good bit of legislation; and when I put the question to my very heart and soul, behold there arose a calm philosophical discussion of the superstition and idolatry involved in cutting one section of time out of the year and allocating to it alone the decision of those things that can be decided at any time. Then I said to my heart and soul, "Thou art right, O soul. I will reserve judgment until this day six month."

But some will not get over the statute so easily. There will be struggles before many hotels; cork-screws will hang "like rusty mail in monumental mockery" for a week or so; little babies will have the high pleasure of playing with poker chips for a month perhaps; the fires on the altars of Nicotine will flicker for some days and no smoke will arise as a sweet incense to the nostrils of the Virginian god. But in these affairs, as sometimes in the affairs of state, there is the mighty power of Pull to be reckoned with. "Our bodies are gardens to which our wills are gardeners," said Iago, but Iago, special pleader that he was, forgot to speak of him who comes while the gardener sleeps and sows tares among the wheat. He forgot to mention the Man with the Pull.

And so, my dear readers of *The Civilian*, I leave it to you. The editor has asked me to give you a talk on some subject each fortnight, and I have resolved, with certain limitations and at a certain discount per verbum, to do so. Sometimes I may write on frivolous things, as I do now,—on habits, on character, on duty; but I may write at times, for my license is wide, of deep and serious things like Salary and Promotion and the Works of Criticus. Perhaps I may not write again at all, for the statute that I have quot-

ed above does not apply to me, but to you. As I have the habit of dropping at times into verse, and can't be cured, I will borrow for purposes of the pen the name and dignity of

SILAS WEGG.

Civilian Portraits.

Mr. G. J. Desbarats.

The new Deputy Minister of Marine and Fisheries, Mr. George



GEORGE JOSEPH DESBARATS.

Joseph Desbarats, has already a long career of service to his credit. He was born in 1861 at Quebec, and was educated in the public schools of Montreal, at Terrebonne College, at Montreal Polytechnic School, and at Laval University, where he took the degree of Bachelor of Applied Science in 1879. He became Assistant Engineer, Department of Railways and Canals, on the Caribou Canal, in 1878; Assistant Engineer

in the office of the Chief Engineer of Canals at Ottawa, in 1886; Inspector of Railways in British Columbia, in 1892; Engineer in charge of the Hydrographic Survey on the River St. Lawrence, in 1899; and Director of the Government Shipyard, Sorel, in 1901. His elevation to the office of Deputy Minister is therefore of the nature of well-earned promotion. Mr. Desbarats is a member of the Canadian Society of Civil Engineers, on the council of which he has twice occupied a seat. He is at present Vice-President of the Society.

THE PARABLE OF THE THREE HAS-BEENS.

By Von Ludwig.

Two old widows and an old maid who had existed much longer than was necessary for the comfort and well-being of the community wherein they dwelt, sat beside a comfortable grate fire furnished by Life Insurance, drinking tea, eating muffins and discussing Man.

A young married woman was also present, but she did not count.

"I met that odious Mr. Blank down town to-day," said Mrs. Gabb, the widow who was providing the good cheer, "and do you know he stares every woman he sees out of countenance."

"My dear," said Blabb, the other widow, "Blank is just like all the men, everyone knows him but his poor wife."

"Oh, my gracious goodness," exclaimed the ancient maid whose name was Slabb, "is Mr. Blank such a dreadful man? What did HE do?" And she hoped that poor Blank had done something dreadful and wicked so that she could hear about it.

"He hasn't done anything that I can hear about," said Gabb, "but that does not make him any better; the way he looks is enough for me.

I know him. I know him,—he is a very fast man."

"Mr. Blank seems a very nice man to me," ventured the young married woman, meekly.

"That's it, my dear," said Gabb; "of course he seems nice, lots of them seem nice, but you are young. Wait till you are as old as we are and you will discover that man is not to be trusted because he SEEMS nice.

"Well, I am sure," said the newly married woman, "I can trust my Willie. He tells me everything and is the most truthful man I ever knew."

The Three Has-Beens smiled in unison.

"I thought as you do," said Blabb. "Mr. Blabb was a very fine man in many ways, but he certainly could put Ananias and Saphira in the cold shades when he found it expedient, and he was an awful man. You see they always commence by getting up a reputation for veracity, so they can tell you anything."

"Although I have never been married, thank the Lord, I must say I have seen enough of men to know that they are dreadfully untruthful," said Slabb, and she shivered in a way to suggest that the very idea of a man gave her a cold chill, while everyone knew that her single state was no fault of hers and she would give her eyes to call anything in the shape of man MINE.

The young married woman went home thoughtful, the poison working in her mind. She wept a little and wondered how much truth there was in what she had heard and if Willie was really what he seemed.

Moral:

Blessed are the pure in heart.

A TRIBUTE TO CIVIL SERVANTS

"Few persons are aware," says a recent issue of the *British Civilian*, "of the enormous amount of work devolving on the Treasury and its

sub-departments in preparing such a Budget as the one which is now, it appears, to be hung up for a time. No previous Chancellor of the Exchequer since Lord Randolph Churchill has struck out in so many directions at once, and the fact that Mr. Lloyd George has done so is evidence of the great present-day elasticity of our civil service. For no politician, however popular in the country or influential in Parliament, can afford to be indifferent to the opinion formed of him by the civil servants through whom and by whom he works."

The mention of Lord Randolph Churchill in the above recalls a remarkable tribute paid to the civil service by the Rt. Hon. Mr. Winston Churchill, his son, in the Life of his father, issued a couple of years ago:

"Concealed from the public eye among the deeper recesses of Whitehall," says Mr. Churchill, "seeking no fame, clad with the special knowledge of life-long study, armed with the secrets of a dozen Cabinets, the slaves of the Lamp or of the Ring render faithful and obedient service to whomsoever holds the talisman. Whatever task be set, wise or foolish, virtuous or evil, as they are commanded so they do, yet their silent judgment of their masters and their projects do not pass unheeded. Although the spell still works, it loses half its potency if these spirits are offended or alarmed; and padded walls of innumerable objections, backed by the masonry of unanswerable argument, restrain the irreverent or unworthy from the fullest exercise of the powers they may have won by force or favour."

Reckless ministers, he goes on to say, are protected against themselves, violent ministers are tamed, timid ministers are supported and nursed. He describes how Lord Randolph, having been presented by a Treasury official with some calculations in which decimals were free-

ly used, required them explained, as he "never could make out what those damned dots meant." But in his short reign at the Treasury he issued the famous Minute of 14th September, 1886:—"The Chancellor of the Exchequer states to the Board that her Majesty's advisers desire to satisfy themselves that the clerical establishments of the civil service, of the Naval and Military Departments, and also of the Revenue Departments, are organized generally upon a principle to secure efficiency without undue cost to the revenue."

Organization seems to be a perennial and omnipresent topic for civil servants.

A REVELATION IN THEATRICALS.

The Russell Theatre was filled with an appreciative audience on the 16th inst., to witness the production by the Walters Dramatic Co., of *The Light From St. Agnes* and *The Marriage of Kitty*. Mr. Walters, who seems to have formed his company from the pick of the local artists, excelled himself this time, and gave a production with an almost all-star caste. His may well be called the "Leading Dramatic Company of Eastern Canada."

In *The Light From St. Agnes*,—written by Minnie Madden Fiske,—Mr. Walters was seen to splendid advantage in his old role of "Michel." Of this piece of work adverse criticism is impossible. His conception was perfect, and he worked up to his most thrilling climax in a manner that held his audience spell-bound. Mr. Walters is a character actor of rare ability, and his work in this respect was a treat to witness. Mrs. Walters in the difficult role of *Toinette* was all that could be desired, forming a striking contrast to her succeeding part. By her handling of this role, Mrs. Walters

has made an enduring name for herself in theatrical circles here. Mr. Galpin made a most sympathetic priest, and his work will be looked for again by Ottawa patrons.

"*The Marriage of Kitty*" was in entire contrast to the preceding tragedy. The three leading characters, however, were taken by the same actors. This in itself is a feat unequalled before by Ottawa artists. Mr. Walters kept the audience in roars of laughter. His work was entirely lacking the "stiffness and labor" usually connected with American productions of this kind.

Mrs. Walters in the title role of *Kitty* was most fascinating and captivating. Her beauty and charm was seen to the best advantage in the second and third acts. Between her "*Kitty*" and her "*Toinette*" it is hard to choose. Mr. John Osborne Galpin took the heavy part of John Travers, solicitor, in a splendid manner. His interpretation of both parts was very natural and full of feeling. Miss Pereira, under the guise of *Madame de Semiam*, was the typical adventuress. Her part was well worked out, and she received a deserved ovation. For a first public appearance, Mr. S. Clayton Watson is to be complimented on the handling of his two roles. *Rosalie*, the maid, was played by Miss Clare Walters, who is well known locally both as an actress of no mean merit and a vocalist of standing. Her part was played with perfect grace and ease.

Ottawa would do well to continue its support to Mr. Walters and his company. We sincerely hope to see more plays of a like finish and scope from Mr. Walters in the near future.

LITTLE DAUGHTER (reading)—"In winter every animal puts on a new fur coat."

FATHER—"Don't speak so loudly, my pet. Mamma is in the next room."—*Meggendorfer Blaetter*.

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Communications on any subject of interest to the Civil Service are invited and will receive careful consideration.

Ottawa, Dec. 31st, 1909

A PROGRAMME OF DISCUSSION.

Lying on our desk are nine letters of goodly length, received during the past three weeks from as many correspondents, in correction of certain mis-statements and misunderstandings that have appeared recently in the local press. We cannot very well publish them. For one thing we haven't the room. For another we do not believe that any concoction of misrepresentation and nonsense, in whatever proportions mixed, is, in civil service matters, worth wasting powder over. Let us remember that at the present moment, with the new machinery still but imperfectly understood in all its bearings, the first duty of discussion is to be constructive, and that until the general point of view is well established, the disputing of details is almost certain to be fruitless.

* * *

The question of classification and promotions (the two are so closely allied that they may be treated as one) is perhaps the most supremely important of any to the rank and file of the civil service. It is also at the present moment, for those who have come under the new legislation, one of the most involved and complicated. By way of following its own advice, and attempting to be constructive, *The Civilian* has placed in hand a series of brief articles upon this subject in which a sincere effort will be made to deal in outline with the leading principles involved, and if possible to so order the discussion that it shall proceed from the general to the particular, and in other ways pursue a consistent and logical sequence.

* * *

The general scope and order of these articles will be about as follows:

First, we shall deal somewhat at large with the classification scheme of the new act. Clearly the first demand upon a classification system is that it shall be capable of classifying the units over which it prevails. Does the present system do this? Does it meet the varying demands upon it of such different branches as, say, the Geological Survey and the Post Office Department? How does it compare with the British and United States systems? Is it flexible enough to meet such a necessity as the incorporation of the various technical officers with which the service is studded? How do the salaries attached to the various sub-divisions approximate to the nature of the services performed by the men ranked in those divisions? In this connection the portions of the Civil Service Commissioners' report on classification (see especially pages 19-20 and 69-70) will be carefully examined and discussed. The whole of this will be by way of necessary

preliminary to the subject of promotions pure and simple.

* * *

On the subject of promotions proper, there are three leading aspects with which in turn, and in the proper order, the present discussion must deal:

I. The first leads directly out of the classification system now in practice. Clearly, from the aspect of promotion, the great feature of the new classification scheme is its rigidity. Promotions between its three main divisions are never, in the ordinary sense, to take place. Transfers from the one to the other are to be in effect re-entrances. A discussion of this very important departure from previous practice lies therefore on the threshold of any attempt to deal with the subject of promotions comprehensively.

II. The various provisions of the Act and of the commissioners' regu-

lations, which deal in broad terms with promotions in general, both under the above and within the several divisions, may very well be made the subject of a separate inquiry.

III. As the third and by no means least important part of the discussion, there falls to be considered the special and specific provisions made in the behalf of the clerks who on Sept. 1, 1908, were transferred from the old service to the new and for whom the transfer involved certain disabilities. Though this part of the discussion must come last as a matter of logic, because it involves what is an exception to a general rule, in intrinsic importance it is at the present moment easily the first on the list.

* * *

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set, and we have given it this much space because of the interest that always attaches to the mapping out process. The first article of the series will appear in our issue after the next. We have succeeded in enlisting the help of several hands in the matter, so our discussion should be discursive and free from any individual bias. We invite the freest expression of opinion from our readers on any point that may seem to need amendment or enlargement.

THE SASKATCHEWAN CIVIL SERVICE ADOPTS FIVE O'CLOCK CLOSING.

Beginning at an early date the employees in the provincial government buildings at Regina, Sask., will lay aside the business affairs of the province at 5 o'clock instead of 4.30 as has been the custom heretofore. The change has been rendered necessary by the inability of a great number of the employees to secure their luncheon within a period of one hour. As a result, an order-in-council has been passed extending the luncheon period to one hour and a half and tacking the extra half hour on the close of the day. It is understood that the change has met with general approval, especially on the part of the lady employees.

Book Review.

"The Civil Service as a Career."

"A manual of information for applicants for positions and for those in the civil service of the nation" is the sub-title of a book called "The Federal Service as a Career," issued by G. P. Putnam's Sons of New York and London. The author, Mr. El Bie Kean Foltz, is an office-holder in the U. S. Treasury Department at Washington, and therefore writes from a knowledge of facts gathered at first hand. The conditions are not so different in Canada that the reading of the manual should not prove of immense value to those wishing for success in the civil service here.

Up to the present, the aspirant to a career in the U.S. civil service has had no book of practical information to consult. This one brings out facts so as to be of practical use to all, particularly (1) to the applicant for a civil service position; (2) to the holder of such a position; (3) to the educator, and (4) to the busy citizen. The latter's ignorance may not be due so much to apathy as to the lack of the concentrated information which Mr. Foltz's book supplies.

Prior to the Civil Service Act of 1883, the Federal Government of the United States was administered under what is known as the "spoils

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system," so called from Andrew Jackson's famous remark, according to which a petty politician could demand appointment to a Federal post of which he might be entirely unqualified, in recompense for his services to the successful party. The Civil Service Act of 1883 provides, in brief, for the filling of subordinate positions in the executive civil service through efficiency considerations. Although it created emphatic protest at first, the merit system was not long in proving itself a success. It covers all positions in the executive departments and independent establishments, as a rule, of a clerical, sub-clerical, mechanical, technical and sub-executive character. There are 350,000 positions in the U. S. service, of which nearly two-thirds are in the classified service.

The merit system of making appointments, as provided by the act, is in the direct control of the Civil Service Commission, composed of three members appointed by the President, one of whom must be of a different political party from the other two. Its work relates to examining and certifying applicants for executive positions, and instituting suitable action in cases of alleged violation of the statute governing the executive civil service.

All first-class foreign governments retire civil employees on a pension at a state age, but the States are a conspicuous exception to this prac-

tice. However, public opinion is being educated on this point, and begins to realize that superannuation in some form as a business proposition pays.

There are useful chapters on preparation and examination. Other interesting parts treat of women in the government service, of the college graduate in public life, and of the service as a stepping-stone to success.

The Civil Service Commission of the United States is on record as saying, "There is no sufficient inducement for applicants as they can do better by seeking employment in large corporations, trusts, and other institutions, where they can in time command much higher salaries than they can ever hope to secure in the government service." To which Mr. Foltz gives the answer: "Compared with the careers open to the average young man in other fields of endeavour, the government offers more in the amenities that make up life than may be found elsewhere—not money reward, which is not a proper gauge of successful life, but in usefulness, honour and good living. It is a noble ambition to serve the State, and a choice privilege to help execute the policies of a great political party."

We propose to give in future as space permits some extracts on important points from this very interesting work.

M. C.

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The Relations of Ministers and Deputy Ministers in Great Britain.*

The theoretical relation between the political chief and his permanent subordinate is a simple one. The political chief furnishes the lay element in the concern. His function is to bring the administration into harmony with the general sense of the community and especially of Parliament. He must keep it in accord with the views of the majority in the House of Commons, and conversely he must defend it when criticized, and protect it against injury by any ill-considered action of the House. He is also a critic charged with the duty of rooting out old abuses, correcting the tendency to red tape and routine, and preventing the department from going to sleep or falling into ruts; and, being at the head, it is for him after weighing the opinion of the experts, to decide upon the general policy to be pursued. The permanent officials, on the other hand, are to give their advice upon the questions that arise, so as to enable the chief to reach a wise conclusion and keep him from falling into mistakes. When he has made his decision they are to carry it out; and they must keep the department running by doing the routine work. In short the chief lays down the general policy, while his subordinates give him the benefit of their advice, and attend to the details.

It is easy enough to state a principle of this kind, but in practice it is very hard to draw the line. The work of a public department consists of a vast mass of administrative detail, the importance of which is not self-evident until some strain is brought to bear upon it; and all the acts done, however trifling in themselves, form precedents, which accumulate silently until they become as immovable as the rocks of the geological strata. To know how far the

opinion of an expert must be followed, and how far it may be overruled; to know what is really general policy, and what is mere detail; to know these things is the most valuable art in life. The capacity of an administrator on a large scale depends upon what he attends to himself, and what he commits to others. But the political chief of a department is so situated that it is difficult for him to determine what questions he will reserve for himself and what he will leave to his subordinates. To understand why that is the case it is necessary to know something of the procedure in the government offices.

The method of doing business in a public office is of necessity more elaborate than in a private concern. There is more responsibility for the work done; more subjection to public criticism in small matters; and a stronger obligation to treat every one alike, which means a more strict adherence to precedent. All this entails a complicated machinery that is less needed in private business, where a man can say that if he makes a mistake the loss falls upon himself and is no other person's affair. In a public office, therefore, more writing is done, more things are preserved and recorded, than in a private business, and there are more steps in a single transaction. Now although the procedure in the English departments varies somewhat in detail, the general practice is much the same throughout the public service.

The point to which deconcentration is carried is not the same in all branches of the public service. Mr. Gladstone declared that the Chancellor of the Exchequer could not take as active a part as other ministers in the current business of his department; while in the Foreign Office,

* Excerpts from Lowell's "Government in England."

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on the other hand, it has been the tradition that the Secretary of State ought to see almost everything. No doubt this is in part due to the very nature of diplomatic relations, but there can also be no doubt that in the past it has been carried much too far. When Mr. Hammond was under-secretary for foreign affairs he insisted on making the first minute on all papers in the office. A change has been made in this respect, and the practice brought more into accord with that which prevails in other departments; but the Foreign Secretary is still expected to give his personal attention to a greater mass of detail than other ministers.

Now any subordinate who determines what questions he may decide himself, and what he will refer to his superiors, and who prepares the materials for a final judgment in the cases that he does refer, is certain to exert a great deal of influence. The permanent under-secretary, holding his position, as he does, for an indefinite period, devoting his whole time to the work, and becoming thoroughly familiar with the affairs of his department, can, no doubt, regulate the class of questions that shall be referred to him, and can acquire complete control over the administration. But the minister, who is usually unfamiliar with the department to which he is assigned, who remains at its head a comparatively short time, and whose attention is largely engrossed by the more exciting scenes enacted in the cabinet, in Parliament, and on the platform, must, unless gifted with extraordinary executive capacity, be to a considerable extent in the hands of his permanent subordinates.

The smooth working of a system of this kind evidently depends upon the existence of mutual respect and confidence between the minister and the permanent under-secretary. If the minister, knowing that the under-secretary does not share his own political views, fails to treat him

with perfect frankness, or, if, after one party has been long in power, the permanent officials have little the other party, and do not give it their active and cordial help, then mistakes are certain to be made, the sympathy with a new ministry from efficiency of the service suffers, and the plans of the government are likely to miscarry. The permanent under-secretary ought to feel, and in fact does feel, a temporary allegiance to his chief, although of a different political party. He gives his advice frankly until the chief has reached a decision, and then he carries that out loyally. Confidential communications he treats as sacred even from the next parliamentary chief. If one minister prepares a measure which never sees the light, the permanent under-secretary might refuse to show the documents to the succeeding minister, and the latter would recognize the propriety of such a course. The minister on his part seeks the advice of the under-secretary on all questions that arise, making allowance for bias due to preconceived political or personal conviction. This does not mean that if a government comes into power pledged to a definite policy, such as Home Rule or a preferential tariff, the under-secretary would be consulted about the general principle. In a case of that kind the policy has been settled in Parliament or by a general election, and the advice of the permanent officials would be limited to the details of the measure proposed.

The system has, of course, its limits. There are cases where the known opinions of the under-secretary would make it almost impossible for him to conduct a certain policy effectively. When the Conservatives, for example, came into office in 1895 with a policy of coercion for Ireland, they found as permanent Irish under-secretary Sir Robert Hamilton, who was known to be a strong Home Ruler, and believing that it would be very diffi-

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cult for them to govern the country through his agency, they promoted him out of the way; such cases must sometimes occur, but they are extremely rare. It is, indeed, astonishing how far the system can be carried; to what an extent an under-secretary can act as the loyal adviser and administrator for chiefs of totally different political opinions.

The actual relations between the minister and the permanent under-secretary depend in any particular case very much upon the personality of the men. Peel and Gladstone, for example, maintained a close supervision and control over the departments under their charge, while John Bright felt that his real field of usefulness was in the House of Commons, and left the affairs of the Board of Trade almost altogether in the hands of the permanent officials. The system naturally works at its best when minister and under-secretary are both strong, good-tempered men, when each is active, but recognizes clearly the province of the other. The saying has become almost proverbial that the most valuable minister is one who knows nothing about his department when appointed, and like most paradoxes it contains a distorted truth. A good minister must be a good administrator, but he must look to results, and not suppose that he knows as much about the technical side of the work as his permanent subordinate. For, as Bagehot quotes Sir George Cornwall Lewis, "It is not the business of a Cabinet Minister to work his department. His business is to see that it is properly worked." If he attempts to go beyond his province, to be dogmatic and to interfere in details, he will cause friction and probably come to grief.

The permanent officials have, indeed, several means of controlling a minister who ventures to disregard them. They have been heard to say that a fool, if given rope enough, will hang himself. If he does not care for their advice they need not

tender it, and then he is sure to make mistakes for which he alone will be held responsible. If, on the other hand, he tries, with the best intentions, to go too much into detail, nothing is easier than the trick, familiar, probably, to every bureaucracy, of overwhelming him with detail. He wishes to decide questions himself. The papers bearing upon them are brought to him in ever-increasing piles, until he finds himself hopelessly unable to cope with the mass of documents, and virtually surrenders at discretion. Then there are the means of control arising from the audit of accounts and from questions in Parliament. The permanent under-secretary points out to his chief that an expenditure he proposes is likely to be disallowed by the auditor, or that an action he suggests may very well give rise to an embarrassing question in the House of Commons, and to these things a minister is highly sensitive. Questions afford, indeed, a means of mutual control, for the permanent officials are usually far more afraid of the House of Commons than the minister is himself, and tend to be reticent in preparing answers.

If the permanent officials can restrain a minister from interfering overmuch, there is no similar means of preventing him from neglecting his duties. Yet in that case the service suffers. It is apt to become numbed and bureaucratic. Permanent officials tend to follow precedent, and, indeed, the force of precedent furnishes the basis of their power, but the tendency to be too rigid in their rules is the curse of all their tribe. They shrink from innovation, rarely making a new precedent themselves. This is particularly true in the lesser offices, giving rise, at times, to complaint; and the political chief has to insist upon the need of making exceptions in hard cases, without allowing the hard cases themselves to make bad law. The surest remedy for an excess of routine is a parliamentary head who

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is interested in the department, and with him a permanent under-secretary of large calibre and wide experience in affairs.

PRINTING AND STATIONERY DEPARTMENT BANQUET.

The first annual banquet of the staff of the Department of Public Printing and Stationery was held at the Russell House on the evening of December 16th. The spacious dining hall of this hotel has been the scene of many a notable function of this nature, but it is doubtful if ever a more enjoyable one from every point of view has been held within its walls.

Mr. C. H. Parmelee, King's Printer, presided, and the guests of the evening were Hon. Charles Murphy, Secretary of State, and Dr. J. G. Rutherford, President of the Civil Service Association. About ninety were seated at the tables, which were beautifully decorated with potted plants. Both the repast and the service were excellent, and the speech-making and music of a high order indeed.

The first toast was that of "His Majesty the King."

The Honourable Mr. Murphy, in responding to the toast of "The Minister," proposed by Mr. F. J. Farrell, expressed great pleasure at being present, and stated that he was delighted to learn that it was proposed to make the banquet an annual event. Mr. Murphy took advantage of the opportunity to thank the staff on behalf of the government and himself for the loyal and efficient manner in which they had co-operated with the King's Printer (to whom he paid a high tribute) in making the operations of the Bureau such a great success during the past year. He commented upon the fact that the annual reports had this year been gotten out in shorter time and at an earlier date than ever be-

fore. By a number of illustrations he indicated his interest in the department, and his knowledge of its workings. Mr. Murphy made a very complimentary reference to the personnel of the staff, which in his judgment compared very favorably with that of any department of the service. In no uncertain terms, however, he condemned the building in which the staff was housed, and expressed the hope that before his term of office as Secretary of State expired, he would be able to convince his colleagues, the Minister of Finance and the Minister of Public Works, of the necessity for providing a building constructed upon modern lines and designed to meet the demands of a printing plant and stationery office of the magnitude of the Department of Printing and Stationery. In conclusion, Mr. Murphy assured the officers, staff and employees of a continuance of his hearty sympathy and support.

Mr. C. H. Parmelee, in responding to the toast, "The King's Printer," proposed by Mr. J. C. Shipman, thanked the Honourable Mr. Murphy for his presence and for the deep interest he had taken in the affairs of the department. With characteristic modesty he disclaimed credit for the success of the past year, attributing it to the zeal and efficient co-operation of the officials and employees of the various branches of the department. He expressed himself as being under a sense of personal obligation to each member of his staff for the loyal and energetic manner in which they had assisted him during his first year in office, and his references to the ability of the officials and of their devotion to the interests of the department were extremely complimentary. Mr. Parmelee also expressed his deep interest in the affairs of the Association and of the other civil service activities, all of which, in his judgment, are calculated to raise the standard of the service and to en-

hance its value to the country.

Dr. J. G. Rutherford responded to the toast of "The Civil Service Association," proposed by Mr. J. O. Patenaude. He paid a glowing tribute to the good work accomplished by the Association prior to his connection with it, and declared his faith in the future of one of the greatest movements with which the service had ever been identified. He believed that the Association would not only continue to advance the interests of its members, but that it would be of very great assistance to the government as well. He confessed that up to the time of his election to the Presidency he had had but slight knowledge of the importance of the organization, but that he had become so thoroughly enlightened that he was seriously considering the advisability of resigning his official position and devoting his entire time to its affairs. The rest of

the Doctor's remarks, which were in an entirely humorous vein, contributed much to the enjoyment of the evening and, incidentally, established his reputation as a prince of after dinner speakers.

Other toasts were "The Department," proposed by Mr. G. S. Hutchinson, responded to by Messrs. Wm. McMahon, F. Gouldthrite, J. A. Frigon and P. M. Draper, and "The Civil Service Club," proposed by Mr. A. E. Chamberlain, and responded to by the President, Mr. G. S. Hutchinson.

Too much cannot be said as to the excellence of the musical programme which, with the exception of Valentine's orchestra, was contributed entirely by the staff of the department. The numbers (all of which were heartily encored) included songs by Messrs. Geo. Ardouin, J. H. Foley, A. E. Chamberlain and A. T. Gunn, and a piano selection by

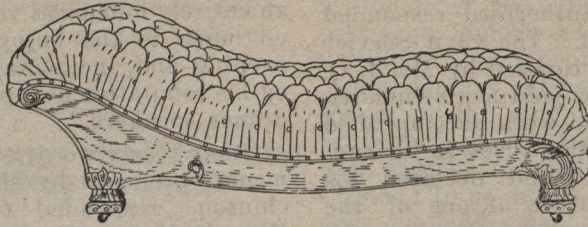
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Mr. Geo. Arbique. The accompanist was Mr. Geo. Ardouin.

It is noteworthy that this is the twentieth anniversary of the establishment of the Printing Bureau, which was opened in the year 1889.

A very great deal of the success of the banquet was due to the efforts of the committee, which was composed of the following: Messrs. F. J. Farrell, R. E. Cook, A. A. Grison, F. G. Bronskill and G. S. Hutchinson.

A grunt,
A growl,
Some language bad;
A bang,
A clang,
An angry dad;
A cloud
Of dust;
A yell, a shout,
Proclaim
The fur-
Nace fire is out.

Detroit Free Press.

A CIVIL SERVICE SUPERANNUATION CONFERENCE.

Civil servants in the United States as in Canada are doing all in their power to induce the government to adopt the superannuation principle. An Association with this specific end in view has been organized, and a committee, representing its various branches, will meet in Washington next January, to consider and agree upon the most desirable and practical Civil Service Retirement Legislation.

By action of its Executive Committee this "Civil Service Retirement Association" has withdrawn all support and approval of any particular bill previously introduced in House or Senate, the Conference Committee having full power to act and disregard any one idea or plan of retirement, if found impractical.

No one issue has ever been so grossly misrepresented in the United States as the project of providing

for superannuated and disabled employes in the service of the government. The Civil Service Retirement Association has performed a useful task in educating at least a portion of the employes in the Classified Civil Service as to the urgent need of a practical retirement measure. Congress is utterly opposed to civil pensions, and the most desirable and feasible substitution proposed is the granting of annuities to superannuated employes with as little drain as possible on the purses of employes, thus providing for the December of life, when mental as well as physical faculties are less evident than in former and more active years.

The approaching conference is being well advertised, and some interesting results are sure to follow.

From a Woman's Standpoint

When the possibilities of expansion of the civil service begin to attract one's attention, it is very interesting to learn that the civil service of Portland, Oregon, has now under its supervision the position of policewoman. Mrs. Baldwin, who was recently appointed to this position, was first employed as Travellers' Aid, and her services proved so valuable that they were recognized by the state. Her duty scarcely corresponds to that of policeman, for it is not that of searching for criminals, but rather that of making Portland a safe place for women and girls. In Canada there are police matrons, and women employed by some detective agencies, but these positions are not held by police-women in the same sense. And yet, similar work has been taken up in Canada by religious organizations and carried on extensively. In a most unobtrusive way, the Canadian Young Woman's Christian Association, through its Travellers' Aid, has been rendering valuable service to

the country. This work is carried on in Halifax, Montreal, Winnipeg, Brandon and Vancouver. In Winnipeg, two women devote their whole time to the work, and last year they met over four thousand trains and assisted some two thousand women and girls. In Vancouver, one agent is always employed, and there, as in Winnipeg, a room is devoted to this department of the work. Miss Ostler, the agent stationed at Montreal, is especially active during the navigation season, when she meets the women who come in from overseas — many of them friendless. Brandon is another centre where great activity in this respect has been displayed. Last year its Travellers' Aid agent spent 248 hours at the station, helping the women in various ways. Those who are ill are taken to hospitals, children cared for, foreigners who cannot speak English put on their right trains, — and many an act of kindness done for those unaccustomed to travelling.

These facts show that the women of Canada have not failed to realize to some extent at least, their responsibilities in protecting the strangers within their gates from harm. This work, and indeed all that arises from a desire to serve humanity, is true civil service. Further, it is perhaps doubtful if any more would be accomplished were it directly under government control. As soon as such a project has a sure financial basis, then departs much of the spirit of self-sacrifice which makes such effort truly great.

* * *

In the midst of December festivities, a wordy controversy has been taking place in the Woman's Page of the Regina "Leader," over the "Woman Civil Servant and her Needs." The people of the West have always been progressive, but in this respect they are far behind. For they have only got as far as the 'increased cost of living,' which,

time has told, is merely the first number on a long programme of problems. They seem to have devoted many words to the comparison of the cost of living of the woman civil servant with that of the man. Often the latter has a wife and family to support, whereas a young woman, responsible only for herself, may get an equal salary. Why, therefore, should she complain?

Setting aside the broader issue — the general increase in salaries — it seems hard to see why a woman of the civil service in Regina should be supposed to get as salary merely what she needs. A young woman who goes to an office every day has to meet many expenses which the woman in the home has not; she has, further, no time to practice the many economies by which the latter can keep down expenses. I think the civil service of any province should set a good example in the matter of salaries, so that every woman may get not merely enough to supply her needs, but enough to enable her to live comfortably, and in addition to enjoy some of the opportunities of culture which come her way. In doing otherwise, a state cannot fail to lower the standard of education and refinement of its people, — a thing which Canadians cannot afford to let happen.

* * *

The election manifesto which Marie Corelli has been considerate enough to issue to the voters of the United Kingdom reveals her deep and even passionate interest in the great struggle now in progress. It was very good of her to inform the people that the very life of England trembles in the balance, and that the empire itself "is standing like a vic-

'tim on the rock of suspense, waiting 'to be either hurled down into the 'devouring waters of socialism or 'rescued and led back to the security 'of home with peace and honor.'" It is superfluous to say that Miss Corelli is fighting the government and supporting the House of Lords.

Commendable as is her interest in the election, however, Miss Corelli's course is decidedly puzzling, for she confesses to downright detestation for the woman suffrage cause. She opposes votes for women with all the tropical intensity of her nature, deeming her sex "out of their sphere" in dealing with questions of government and naturally unfitted to pass judgment upon the great issues involved in a parliamentary crisis. Yet here she is telling men how to vote! She does not hesitate to stand Asquith on one side and Balfour on the other, and pronounce the verdict. Miss Corelli even warns the men of the kingdom that the country will be ruined unless they follow her advice.

If women are not fitted to vote, are they fitted to advise others how to vote? This is the question which Miss Corelli ought to answer. Logically, no one is fitted to tell another how to do a thing which he cannot do intelligently himself; and it is understood that Miss Corelli's opposition to woman suffrage is of that uncompromising sort which places women entirely outside the sphere of politics and government, leaving her enthroned with queenly majesty in "the home." To make an exception of herself, in this manner, to dissociate herself from her sex and rush headlong into the political fray, must be deemed by many a piece of inconsistency as shocking as it is delightful, for her performance demonstrates that she, Marie Corelli, a mere woman, has a political instinct which is bound to express itself in defiance of all her beautiful theories of home and mother.

FREA CANNAIAD.

Athletics.

For whose benefit should prizes be distributed? Such was the question which the Executive was asked to decide the other night. In the days of our weakness we felt compelled to limit the players in our league to those who were not members of so-called senior teams, but this year we confessed our strength and now allow all members of the service to play. But should they get all the prizes? It was decided to hold a smoking concert on the 21st of January at some place to be decided on for the purpose of securing funds for prizes to be given to the ordinary bowlers, and a system of handicaps will be adopted based on the averages of the first half of our schedule.

Mr. J. L. Payne's score won the turkey at the Christmas Day tournament in the O.A.A.C.

The last half of the schedule has been prepared and will be published in the next issue.

The following list of games completes the first half of the schedule:

- Jan. 3—Customs etc. vs. East Block and Audit.
 4—Post Office Dept. vs. Mint.
 5—Interior Langevin vs. Savings Bk. Branch.
 6—(2) Customs Statistics vs. Interior Langevin.
 6—(4) Customs Statistics vs. Militia.
 7—Railway Com. vs. East Blk. and Audit.
 8—(2) Bureau vs. Customs etc.
 (4) Bureau vs. Public Wks. and Rys.
 10—Mint vs. Interior Outside.
 11—Agriculture vs. Customs etc.
 12—Customs Statistics vs. Railway Commission.
 13—Post Office vs. Interior Outside.
 14—Interior Langevin vs. Mint.
 15—Customs Statistics vs. Customs etc.

Bureau vs. Savings Bk. Branch.

17—Militia vs. Railway Commission.

ADVICE TO CORRESPONDENTS.

By *The Editors.*

If you've got a thing that's happy,
 Boil it down;
 Make it short and crisp and snappy,
 Boil it down:
 When your brain its coin has minted,
 Down the page your pen has sprinted,
 If you want your effort printed,
 Boil it down.

Take out every surplus letter,
 Boil it down;
 Fewer syllables the better,
 Boil it down;
 Make your meaning plain—express it
 So we'll know, not merely guess it;
 Then, my friend, ere you address it,
 Boil it down.

Cut out all the extra trimmings,
 Boil it down;
 Skim it well, then skim the skimmings,
 Boil it down;
 When you're sure 'twould be a sin to
 Cut another sentence in two
 Send it on *and we'll begin to*
Boil it down.

ON THE SIDE.

By *Democritus.*

Some new year's resolutions:
 G. E. F-st-r—"I will not criticise the next budget adversely,—that is, unless it is, well,—perfect."

A-d-t-r G-n-r-l—"I will no longer try to emulate Maud Allan and cut fine figures".

C-r-t-c-s—"I will spend three hours each day in the Carnegie reading room where silence is enjoined (and enjoyed)."

Th-Fr- Pr-ss—"I will try to be serious for one edition, even though I have to change my color and get the 'blues', and even though one is apt to feel 'yellow' after Xmas festivities."

M-r-c-t-o—"I will write some more verses
for the Civilian
V-n L-g—"So will I."

* * *

"And what is your name?" asked the Judge
severely,

The prisoner answered "my name is Brierley"
"Your full name?" asked the Judge quite
wrathful;

"Just the same, my Lord, be I sober or full."

* * *

"What's in a name?" A great deal in Dr.
Cook's.

* * *

We might with benefit take a lesson from
the Ottawa Electric Cars and be more soci-
able. They always travel in bunches—it does
one's heart good to see them, three or four
at a time disappearing into the distance, and
to wait for the next contingent to arrive.

* * *

"And what is your age?" the Counsel said;
The lady stammered and hung her head.
"Tell the Court; and the case, I'll win it.
And do be quick, for it's worse each minute".

* * *

The question now in Ottawa is not who
reached the Pole—Peary or Cook? but—who
will get to the top of the Poll? And anent the
the same question we hope the name By-
election has no pecuniary significance.

* * *

We hope the Club of the C. S. will be a
weapon of defence and not offence.

* * *

Jefferies and Johnson are to have it out for
the heavy-weight championship of the univer-
se. It is said that a certain grocer in Ottawa
holds the light-weight championship.

* * *

Another one says "Honest Tea is the best
policy".

By arrangement with the Deputy Postmaster
General, copies of all notices respecting civil
service examinations will in future be sent
regularly to the postmasters throughout the
Dominion, for the purpose of having the same
posted in their offices.

Postmasters will cooperate with the Com-
mission in its endeavour to afford the widest
possible publicity to the notices respecting
these examinations. Persons applying to the
postmasters for information regarding ap-
pointments to the service will be advised to
communicate with the Commission.

Correspondence.

We do not hold ourselves responsible for
opinions expressed under this heading.

Looking for Trouble.

To the Editors of *The Civilian*:

Dear Sirs,—Apropos of the dust
that is being kicked up in certain
quarters about the reorganization
feature of the memorial (which I
may say seems to me the best part
of that document), I would like to
make an enquiry of you.

When was the superannuation
part of the memorial endorsed by
the civil service at large? I venture
to state that not two hundred mem-
bers in the civil service have read
the report of the Royal Commission
and the draft Bill that the C. S. As-
sociation has now adopted. In my
own office this morning I asked
eleven clerks before I found one
who had read the Bill and he had
nearly forgotten it and was very un-
decided what it called for.

Now I have very decided objec-
tions to one or two features of the
Bill. I think a much better pro-
posal could have been made. Also
(talking about "slaps" and "slurs")
I think the Public Works and Fin-
ance Departments who manage the
buildings must feel there is a
"knock" at them in the part of the
memorial that pertains to sanitation.

Yours truly,

A. F.

* * *

The Romance of a Requisition.

To the Editors of *The Civilian*:

The promotor of a Requisition is
a man who wants some improvement
to his office.

He sits, let us say, in a rare mo-
ment of leisure, near the window.
He encounters a draught and he
catches cold. It is natural that his
mind should turn to some improve-
ment in the window.

His wishes are endorsed by the head of his branch, recommended by the Deputy Minister, and approved of by the Minister, and, set in proper official style, the document sails off to the Secretary, P.W.D.

When the latter gets it, his first act is to acknowledge its arrival and modestly state that he has the honour to be somebody's obedient servant. Afterwards, in the mass of correspondence which daily reaches him, Mr. Secretary may lose the Requisition, or he may put it in some remote pigeon-hole and his whirling brain forgets that it ever existed. But, normally, nearly everyone has a shot at that Requisition, and makes remarks on it and it goes from office to office, meeting scorn in one and approval in the next. The years pass until a golden day arrives, when a man with tools and material comes unexpectedly to do the work at the window. But, alas! in the time that has passed the department has forgotten just what it wanted and the promoter has died.

RIDEAU.

* * *

Shade of Drummond!

To the Editors of *The Civilian*:

Dear Sirs,—I do not know for what purpose you allow the publication of such articles as "Pompier Nombre Tree," by Von Ludwig. What do members of the civil service, subscribers to your paper, care about the way some French-Canadians express themselves in the English language? What they want is an honest fight for the amelioration of the service.

Permit me, nevertheless, to devote a few minutes to Von Ludwig's literature. A German, trying to laugh at a French-Canadian speaking English! The boys on the streets would say: "It is too funny for anything." What, then, should the educated public say? What should members of the civil service say?

Between you and me, Mr. Editor,

would it not, perhaps, be a little funny to hear you or Von Ludwig speak in our beautiful French language? Could you, in fact, each and both of you, acquit yourself in French as well as the poor "Pompier" did in English?

Why should the French-Canadian be laughed at if he does not know the English? In the Province of Quebec, except in the cities and in a few townships, the knowledge of English is as useless as is that of the French in Ontario.

The French educated class of Quebec has generally a fair knowledge of the English. Can we say as much of the Ontario educated men, Mr. Ludwig included, with regard to their knowledge of the French!

It is to be hoped that this fancy of trying to belittle the Frenchman or men of other nationalities will be discontinued.

Let Von Ludwig mimic his German friends, if he has nothing else to do, and he will find ample stock to draw from, but I do hope that he will leave the French-Canadians alone in the future.

One Drummond is enough in a century.

Your humble servant,

A FRENCH-CANADIAN.

London, Ont.

* * *

From Overseas.

To the Editors of *The Civilian*:

Dear Sirs,—I beg to send you herewith copy of a letter just received from our Canadian Trade Commissioner in Melbourne, which I thought would be of interest to *The Civilian*.

Yours, &c.,

F. C. T. O'HARA.

Dep. Min. of Trade and Commerce.

Melbourne, Nov. 20th., 1909.

F. C. T. O'Hara, Esq.,

Deputy Minister of Trade & Commerce,
Ottawa, Canada.

Dear Mr. O'Hara,—

The last mail brought forward a copy of

"The Civilian" of September 24th, containing an unabridged report of the address delivered before the Public Service Association of Australia by Mr. Nicholas Lockyer, Assistant Comptroller General of the Commonwealth Customs.

Mr. Lockyer has been away in Queensland on special business since the Canadian journal came to hand, but on his return to Melbourne I will present him with the paper and feel sure that it will give him pleasure to find that his address has been favourably received by the Canadian Civil Service.

Yours faithfully,
(Sgd) D. H. ROSS.

* * *

A correspondent asks: "How far does the regulation barring Civil Servants participating in politics extend, e.g. (1) Does it allow a Civil Servant to question a Parliamentary candidate; (2) to canvass; (3) to work on a candidate's committee; (4) to appear on a public platform and speak in support of a candidate?" The political disability of the Civil Servant was very clearly described by Mr. Asquith in his recent reply to Mr. Snowden on the question. Speaking generally we should say that as regards question one, yes; and, as regards the other three, no. The question of political disability is a very delicate one and must seriously engage the attention of Civil Servants in the near future. It is well known that different views are taken in different departments of the Service, which makes the matter more complex.

The British Civilian.

CIVIL SERVICE CO-OPERATION IN VICTORIA, AUSTRALIA.

Acting under sudden impulse, and inspired by the State government's policy of retrenchment in 1902, the Civil Service Co-operative movement of Victoria was inaugurated and came into practical operation in 1904. The start of the society was faulty, for the members as a body were not conversant with the principles of co-operation. Originally, only civil servants in the employ of the State or Commonwealth govern-

ments were admitted; now, subject to the approval of the Directors, any person may become a shareholder.

A departmental store, which was at once attempted, has been passing through various vicissitudes, caused in chief by conducting too large a business on a limited capital. The opening up of branch suburban stores (with one exception now closed) also proved impracticable. A bakery which was opened also caused a heavy loss. The land and store building cost the society over £33,000, and the bakery buildings and plant nearly £23,000, while horses and vehicles represented an outlay of £3,700, to which figures may be added furniture and fittings representing a further £9,600. The buildings and entire plant are valued in the society's books at £69,300 as against a paid-up capital of only £63,250. There was no margin for stock, and the society had to be financed by debenture loans to the extent of nearly £25,000 and by its bankers to over £13,000, otherwise it would have been unable to do business at all.

The errors made, however, are being rectified, and the business placed upon a sound basis. There are 13,176 members. According to a rule recently adopted, which has had the effect of increasing the sales over £1,000 daily, each member is compelled to purchase goods at the store to the value of £12 annually. This alone ensures the sales reaching the substantial amount of £158,111 yearly.

The sales last year totalled £151,640, and it is estimated that the rule which forces members to be loyal to the store or forfeit a portion of their paid-up capital will result in the sales being increased to at least £180,000 in the current year.

Aggregating the business accomplished by the society from its inception in 1904 to 1909 the following results are given:—Total sales, £703,752; net profits, £19,400; interest on

capital, £4,884; bonus on purchases, £8,351; written off as depreciation, £5,580. While there has been a loss in trading during the last 18 months the Civil Service Co-operative Society is expected, now the business is centralized and branches abolished, to overcome its difficulties by the assured trade its large clientage affords.

The Co-operative Credit Bank of Victoria, Limited.

As an adjunct to the above Society, a Co-operative Credit Bank came into operation two years ago with a nominal capital of £5,000 in shares of £1 each. The paid-up capital in August, 1909, was £2,501, all of which had been loaned; and an endeavour is being made to increase the capital to provide funds for those whose legitimate necessities exceed their credit. Loans negotiated in the last half year varied from £2 to £140, indicating the widespread influence of the Bank and the beneficial purpose which it is fulfilling. After two years' experience, the manager of the co-operative stores found that the strictly cash basis upon which the sales were made induced many civil servants who had hitherto made their purchases on credit to become ardent advocates of the cash principle. On the other hand, a considerable number of storekeepers and others sums averaging from £10 to £20 which they were unable to pay off. An examination of their accounts proved that the prices charged them by the storekeepers were, in some cases, from 15 to 20 per cent. higher than the Society's standard rates. It was also ascertained that a number of civil servants were in the hands of money-lenders, a fact which, through worry and anxiety consequent upon years of struggle, decreased the efficiency of the services rendered to the State. The bank advanced the money to pay off the storekeepers and money-lenders, and in this way secured customers for the store.

Great care is exercised to avoid making advances to unworthy persons and to give practical encouragement to good men who are struggling against temporary adversity. The Bank paid interest at 4 per cent. to its shareholders. There is little expense in conducting its operations as the office is in the Co-operative Store. The services of the Board of Directors (all civil servants) are purely voluntary and without fee or reward. The Bank has justified its existence and only requires more capital to extend its usefulness.

Personals.

General.

Mr. D. J. O'Donoghoe, popularly known as "D. J." bids his friends in the Customs Department good-bye this week, and is followed by best wishes for success. He intends to engage in the lumber business.

Mr. A. M. Lafontaine of the Customs, who has been confined to the house, through illness has returned to his duties.

The sympathies of a wide circle of friends are extended to Mr. G. J. McGill of the Customs Dept. in his recent sad bereavement.

Mr. L. B. Cahoon, of the Finance Dept., has returned to his duties after several weeks absence, due to an injury to his shoulder caused by a fall.

Appointments.

Customs—C. H. Kullbeck and G. O. Kemp, to Division 3 B.

Edward A. Ghysens and Gordon L. Crichton, to Division 2 B.

Post Office—J. S. C. A. Pigeon, sorter, and J. A. E. Hebert, messenger.

Victor Gaudet, to be Inspector at Montreal, vice J. W. Bain, deceased.

On Approbation.

Customs—P. A. Nood of Toronto, and J. E. Derry, as stenographers.

Transfers.

Customs—Albert Campeau, from outside to inside division.

Superannuations.

Post Office—W. E. McNair, Letter Carrier, Toronto, has retired on superannuation from November 13th.

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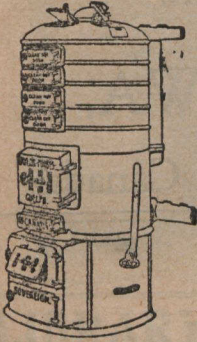
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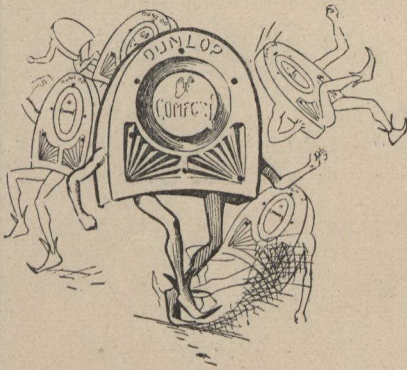
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