

THE CIVILIAN

Devoted to the Interests of the Civil Service, Canada

Vol. XIV

APRIL, 1921

No. 5

DR. DOUGHTY,
ARCHIVES,
OTTAWA, ONT.



The BONUS

Fiat justitia, ruat cœlum.

Let justice be done though the heavens fall.

\$1.00 a Year



10c. a Copy

Systematic Saving is a Duty every
Worker Owes to Himself.

Civil Service Employees

Are cordially invited to take Advantage of
the Savings Department of the

Bank of Montreal

This Bank is for your use and convenience,
no matter how small your Deposit may be.
There are over 300 Branches in Canada, and
any one of these will welcome you as a
customer.

Interest at Highest Current Rates
is paid on Deposits of \$1.00 upwards

Yours to Command

It was an old fashioned courtesy in
correspondence to subscribe oneself
"Yours to command."

We are not exactly old fashioned,
but we are willing and particularly
well equipped to serve buyers and
sellers of Victory Bonds.

May we have the pleasure of
handling your orders?

Wood, Gundy & Co., Limited

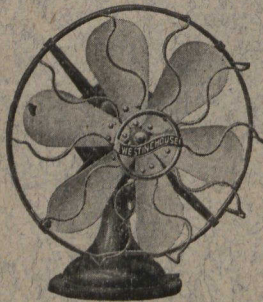
Toronto	Lindsay Building	Saskatoon
Montreal		New York
Winnipeg	Winnipeg	London, Eng.

Westinghouse

*Not too soon to
think of*

FANS

*for the inevitable
Hot Days of
Summer.*



They are quiet, substantial, handsome, and such
a comfort on many a day and night.

HAVE ONE READY.

—
Ask your dealer.
—

Canadian Westinghouse Co., Ltd.
Hamilton, Ontario.

The BROWN BROTHERS, Ltd.

Manufacturing and Commercial
Stationers

ACCOUNT BOOKS—Every Kind and Size.
LOOSE LEAF LEDGERS and BINDERS.
I-P LOOSE LEAF PRICE and
MEMO-BOOKS.
LOOSE LEAF PHOTO ALBUMS.
STATIONERY and OFFICE SUPPLIES.

Agents for

Edison-Dick Mimeograph
The Most Efficient
Duplicating Device Made.

SIMCOE and PEARL STS., TORONTO

The Spanish River Pulp & Paper Mills Limited

HEAD OFFICE: SAULT STE. MARIE

MILLS AT

Sault Ste. Marie, Ont., Espanola, Ont.

Sturgeon Falls, Ont.

DAILY CAPACITY

630 Tons Newspaper, 550 Tons Groundwood
220 Tons Sulphite

The Company is the largest producer of Newsprint in the Dominion of Canada. The quality and quantity of production in these Mills and their efficiency is the result of co-operation between men and management.

Made in Canada

The Well Known

Made in Canada

RAMAPO

SWITCH AUTOMATIC SAFETY STANDS

... Four Styles for Every Purpose ...

Canadian Ramapo Iron Works, Limited

NIAGARA FALLS

CANADA

Made in Canada

Made in Canada

From now on===

- THE CIVILIAN, your Service Journal, is to be conducted under an entirely new and progressive policy.
- The story of THE CIVILIAN for the past fourteen years is the story of the MERIT SYSTEM and the purification of the Public Service.
- During all these years it has fought for YOU and YOUR welfare.
- From the April issue it will continue to do so, and in more aggressive fashion than ever.
- Today the Service is inert, discouraged with the seeming impossibility of securing, not so much pecuniary advantage, but peace, contentment, and promise of a Future.
- It has been “classified,” “bonused,” and is being “reorganized;” but peace and satisfaction reigneth not.
- THE CIVILIAN With every clean weapon in its power, will continue to wage its great fight to secure a permanent peace and satisfaction in the Service
- Secure in the knowledge of its own honesty of purpose, and with the reputation of fourteen honest battling years at its back, it will fight for YOU.
- CANDOUR is its motto, and any instance of injustice, favoritism, faulty administration, neglect or delay, will be given full and fair publicity in its columns
- THE CIVILIAN is out for the merit system and a Square Deal for everyone—including the Civil Service Commission.
- THE CIVILIAN stands solidly for justice for the returned soldier Civil Servant.
- THE CIVILIAN does and will fight the fight of the minimum living wage man.

FEATURES for APRIL

Poultry and gardening sections.

Stories—Special Articles—Cartoons.

OUR GREAT COMPETITION

PRIZES

Ladies—

A New Orme Piano

Gentlemen—

A Trip to Europe—

all expenses paid.

FILL IN FOR
LADIES' COMPETITION

SUBSCRIPTION FORM

FILL IN FOR
GENTLEMEN'S COMPETITION

Subscriber's Name and Address

.....

Entrant's name and address

.....

.....

Subscriber's Name and Address

.....

Entrant's name and address

.....

.....

Single Copies
10 cents.

Subscription:
\$1.00 a year.

The CIVILIAN

DEVOTED TO THE INTERESTS OF THE CIVIL SERVICE OF CANADA.

This Magazine is Published Monthly by
The Civilian Publishing Company, Limited.

MSS. intended for publication should reach the Editor not later than the twentieth day of each month and should be addressed to
JANETTA GRANT, Editor. THE CIVILIAN, P. O. Box 484, OTTAWA. F. GRIERSON, Business Manager.

VOL. XIV

OTTAWA, ONTARIO, April, 1921

No. 5

CONTENTS

The Commission and a Great Reform	149	Correspondence	164
British Civil Service Notes	151	Unemployment Insurance	167
Service Portrait—Hon. G. D. Robertson	153	Mainly About People	168
Cartoon—A Bad Blow-out	154	Poultry	169
Editorial	155	Halcyon Club Notes	170
Well Worth Reading	156	Postal Notes	171
A Hard Winter on Vegetation—(Silas Wegg)	157	Organized Labour in the Service	174
Punctual	158	Civil Service in U.S.A.	176
Gardening	159	Commission Orders and Decisions	177
The "Bonus" Professor (George Bull)	160	Last but Not Least	180
Story—Romance of a Bohemian Glass	162		

"Fiat Justitia Ruat Cælum"

To The Hon. the Members of the House of Commons
and Senate:

Gentlemen:—

The CIVILIAN on behalf of the Civil Service of Canada does ask that you, as the representatives of the peoples' will, do take up on behalf of the Government's employees the question of the reduction in the High Cost of Living Bonus.

The Service is entrusted with the administration of the legislation created by you in Parliament.

Notwithstanding any statements made to the contrary—The Civilian as the organ of the Service for 14 years, knows that there is no more loyal or hardworking body of men and women in Canada than those so entrusted by you with the administrative work of the country.

The Service since 1914, even with the addition of the Bonus, has been the worst sufferer in the Dominion from both war and post war economic changes, and with full confidence that you gentlemen will see that justice is done, The Civilian can assure you that the Service is "On its knees to the Gods".

—The EDITRESS

Pity the Poor

Chap who won't pay a fair price and gets
"stung" season after season.



Wise men know

20th Century Brand SATISFACTION.

Sold exclusively by...

R. McGiffin, Limited

Clothiers and Furnishers,

Jackson Building.

P. S.—This "ad" good for \$5.00 on any
Suit or Overcoat.

Free upon Request

Our 1921 Catalogue

Illustrating

*Jewellery, Leather Goods, Glass,
China, Clocks, Watches, Sterling
Silver, Silver Plate & Stationery.*



MAPPIN & WEBB

CANADA, Limited,

353 St. Catherine St., West,

Montreal

Canada.

Mail Order Department.

"SAFETY FIRST"

National Steel Car Corporation, Ltd.

*Designers and Builders
of*

**Railway Freight and
Passenger Cars of all Types.**

for

Domestic and Export Service.

Office and Works:
Hamilton, Ont.

New York Office:
30 Church St.

Charles Ogilvy, Ltd.

Rideau & Nicholas Streets

DRESS FABRICS

SILK and WOOLLEN.

*We are offering very special values
at present in all Dress and Suit
Materials of Wool or Silk.*

All lines are lower than they were
at the first of the year, some
being as much as 30 per cent lower.

It costs nothing to investigate and it
may be profitable to do so.

Let's Get Organized 100%

The bonus cut shows the need of doing so. We are backed by organized labour; but Civil Servants outside our ranks REFUSE THIS BACKING. Twenty per cent of the Civil Service have labour's support; but our employers conclude that 80% do not want this support. They act accordingly. It's the old story of unorganized workers. We have to become stronger at once, if the cut is to be revoked.

One of our members has the interest of the Service so deeply at heart that he has offered FIFTY DOLLARS to be awarded as prizes for bringing in new members. The executive and general council have accepted his offer. Here is the way the money 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, it means that you get the prize-money in addition to your dollar a member.

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.

Don't forget; American Civil Servants are getting a salary INCREASE.

Let's Get Organized 100%



Can You Write

An essay of about 500 words on "Why I am a Member of Union 66?"

A prize worth

Fifteen Dollars

will be awarded to the fully paid-up member of Union 66 writing the best essay of the above length on this subject.

The second best contribution will earn

A 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 and the News-Letter.

Get your essay in by April 30th. Don't make it too long; make it pithy and full of meat.





The CIVILIAN



OTTAWA, Ontario.

Devoted to the Interests of the Civil Service of Canada.

APRIL, 1921

The Commission and a Great Reform

Promotions to the Higher Positions

A representative of the *Civilian* in search of knowledge directed his footsteps to the Hunter Building, the grey walls of which inartistic edifice enclose the offices of the Commission that functions so largely in Civil Service affairs. The Commission is much in the public eye today. Has it succeeded or is it succeeding?

The magnitude of the task of public administration in the federal arena of a country the size of Canada can scarcely be mirrored even by those who may themselves be most prominently placed in the centre of the stage. Therefore it is the purpose of the present writing to draw attention to but one related feature of the great task in which the Commission—criticisms and attacks to the contrary notwithstanding—may justly lay claim to the achievement of a great success in connection with its recent policy regarding promotions.

There is still fresh in the Civil Service mind, the system under which the term "Patronage" has become suggestive of a hydra-headed octopus. Under this system, strangers and outsiders, in search of the unearned increment, were given places in the national workshop over the heads of those who had spent years in acquiring a knowledge of the methods of conducting public business. This most notorious system found its most despotic and shameful exemplification in the Customs Department where the thing was actually given a name, to wit, the Preventive Service. It did "prevent." It prevented for many, many years in the Customs Department the operation of Justice in one of its most simple forms.

The new promotion policy of the Commission has abolished the "preventive" system absolutely, and barring the human error, common to all mundane affairs, actually provides an all round method to deal with the difficult problem of filling vacancies by promotion from within the Branch, the Department or the Service as a whole.

When a vacancy occurs in a Department and a requisition is received by the Commission asking that it be filled, the first question that is put is "Can it be filled by promotion?" and unless most good and sufficient reasons can be advanced why it should not, and the Commission is satisfied that it is in the best interests of the Service that it should not be so filled, Promotional Competition is insisted upon. The Department may recommend that the competition be confined to a certain Branch, to a certain District, or to a certain class of employees, and, as a rule, the recommendation is approved. In some cases, the Commission may rule that the competition shall be open to a certain class of employees in the Civil Service, but it is only in the last resort that a position is thrown open to public competition.

Publicity is insisted upon: that is posters describing the position vacant and calling for applications from those qualified are exhibited prominently in the Department, the District or Branch to which the competition is to be confined. Thus every employee is given a chance to compete. If it is in the interests of the Service that a written examination should be held, that is provided. If not, promotion is made on an Efficiency report, based on the

seniority, efficiency and fitness for promotion of the candidates. These matters are also taken into consideration even when a written examination is held.

As stated, the three factors on which a promotional competition is decided are (1) Seniority, (2) Efficiency, (3) Fitness for Promotion. Of these, Seniority is given the least weight. That is to say, length of service will not out-weigh evident superiority in Efficiency and Fitness; while at the same time, other things being equal, or even slightly against the senior applicant, length of service will have sufficient weight to turn the scale in his favour. This is as it should be. The top heavy value attached to Seniority in the past that worked undoubted hardship upon able juniors and proved detrimental to the Civil Service (as indeed in other Governmental Services), can no longer be allowed predominance.

The rating of an applicant must as far as possible eliminate personal prejudice, or should it be called the variation of the human equation, that occurs when even the most conscientious of men is asked to give his written opinion and recommendation concerning a number of persons with whom he has been in more or less personal relations. This is the object of the "numerical" or "percentage" system, whereby the Efficiency of an applicant can be expressed in arithmetical terms capable of mathematical weighting and comparison.

With this in view it became necessary to define "Efficiency," that is, to decide of what component parts it is comprised, on what specific factors the "Efficient" em-

ployee must be judged. The factors selected after long and careful survey may briefly be described as (a) Quantity and quality of work, steadiness and application to duty; (b) Adaptability and initiative; (c) Knowledge of work of Department; (d) Conduct in relation to others; tact; personality; (e) Directional ability, judgment and (f) Physical fitness; punctuality; attendance.

It is not argued that this method is infallible, but it has been well tested and proven satisfactory and as far as possible, it eliminates what is known as the human error. 'Fitness' is the next factor to be considered, that is, Fitness for Promotion. The efficiency of the applicant in his present position is ascertained, and if the grade to which he seeks promotion is simply a step higher in the same line, with the same duties or almost such, simply requiring a little larger use of intelligence and placing a little more responsibility upon his shoulders, then the percentage of 'Efficiency' may well be used to determine his 'Fitness.' On the other hand, if the promotion be to a position which will demand more of his personality, initiative, judgment, and exercise of his supervisory powers and quality of leadership, these too can be weighed from the Efficiency rating by leaving out two of the minor factors therein analysed and re-weighting the other four. With all three, Seniority, Efficiency and Fitness thus considered, special information must be furnished by his senior officers which may be taken into consideration should there be occasion.

Weights then, are allotted to these three factors, and the resultant percentage obtained will give an absolutely fair and unbiased value to the candidate.

Thus, every phase of the question is carefully considered; the competency of the applicant in his present position, his personality, industry, intelligence, initiative, cooperation with others, in fact; his real value to the service. So that the man most fitted for promotion shall receive it.

In some cases, particularly in highly technical positions, examinations may be considered necessary. If so, proper papers are set by expert examiners. Not academic, by the way, dealing with matters such as literature, history, geography, those

so well loved by examiners in days gone by; but practical, dealing with the things that have to be met and settled in the daily work of the Department. But, even when such papers are set, it is not forgotten that 'Seniority,' 'Efficiency' and 'Fitness' are the three main factors, and they are so weighed.

Perhaps there is no difficulty confronting the human race so onerous as that of psychologic research into the records and the capabilities of men. How often is "reputation" at fault. "Reputation is a false and most unjust imposition, oft got without merit and lost without deserving"—so wrote the great dramatist. Some plan has to be devised as nearly as possible to mete out justice to those who are testing their skill for that most worthy of motives—the betterment of one's position in life. This is the object of the Examination Branch of the Commission.

The value of this newest contribution to the administrative machinery of the Commission will not be fully realized unless considered in conjunction with any of the methods that have preceded it. Mention has already been made of the system in vogue under Patronage which has only to be mentioned to meet with reprobation. In the plan originally devised by the Commission, competition was thrown open to the general public at the outset. This plan has been displaced by the method briefly outlined, which gives every opportunity for promotion from within the ranks of the Service to all the higher positions.

This system will certainly apply some slight check, at least, to the old-time condition of overmanning, so that insofar as it is within the powers of the Commission at this time to prevent overmanning, it has done so. Departments may continue to apply to the Commission for eligibles for entrance to the lower grades, and the Commission must supply the demand. The day may come when the Commission will have overcome the congestion of work thrust upon it in May, 1918. It may then become possible for the Commission to possess a knowledge of the work of each Department or Branch, to appraise the establishment necessary to perform that work and so discuss intelligently the need or otherwise of new requisitions and new assignments.

Policy of The Civilian.

In *The Civilian* of August, 1920, the attention of our subscribers was drawn to certain relationships between *The Civilian* and the organizations of the federal Civil Service. It appears to be desirable at this time to offer a re-statement on this subject. During the past thirteen years, *The Civilian* has been an official organ for three years and an independent organ for ten years. Its present status is one of freedom and independence—owing allegiance to no particular group. In the political atmosphere of the Capital the truth is oftentimes withheld, concealed or buried because of the effect or the penalty of giving offence. *The Civilian* will pursue an independent journalistic course, unfettered by official affiliations and will give publicity to any and every matter that affects the interests of the Service or the members thereof.

The Civilian believes that even the most minor deviation from the Merit principle must be sternly checked, as even the slightest lapse from virtue in this regard will lead to more serious injury to the cause of good government and the right of every man or woman to Justice in the course of their work as servants of the Crown. No violation of Truth, Justice or the square deal will be condoned by this publication either from lack of courage or from motives of political expediency. *The Civilian* will (1) Defend the Merit System against attack, (2) Vigorously defend the members of the Service from abuses in their working conditions, especially those who are weak and defenceless, and (3) Strive earnestly to compose the differences that are dividing our ranks and to speed the coming union of the several groups into one great fraternal central unit.

F. GRIERSON.

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.

British Civil Service Notes

War Bonus Adjustment

The figure taken for the war bonus settlement for the four months ending February 28th was 155, based on the average figure for the previous four months (158). The actual figure on October 1st was 164, and subsequent figures have been November 176, December 169, January 165, and February 151: giving a total of 661 points for the four months and an average of 165.25. Thus Civil Servants are entitled to the benefit of a further increase of two twenty-sixths of basic bonus during the six months commencing 1st March, in spite of the fact that the cost of living is going down; this being due to the fact that under the scheme, civil servants are gaining now what they lost when the tendency was in the upward direction.

As an example of the "day-to-day" business performed by the Civil Service Whitley Councils in London, the following announcement posted recently by the Ministry of Labour:—

The tenth meeting of the National Council for the Administrative and Legal Departments of the Civil Service was held at the Ministry of Labour on Friday, the 28th January, Sir Malcolm Ramsay, K.C.B., in the chair. Several changes in the membership were announced.

The final report of the Committee on the Organisation of the Civil Service was received, and it was agreed that the report should be printed. This report recorded *inter alia*, disagreement in regard to the basis for the calculation of overtime, and the Council took formal notice of this disagreement. A further disagreement on the Cost of Living Committee in regard to the pay of temporary clerical classes was also formally recorded.

The Council agreed to set up the following Committees:—(1) A Standing Committee to examine and report from time to time on any questions of general principle not covered by the recommendations of the Interim Report of the Reorganisation Committee which may emerge in the course of applying the revised scheme of reorganisation throughout the Civil Service; (2)

A series of Committees to consider certain classes of Professional, Technical, and Scientific Civil Servants. The exact scope and constitution of these Committees was left over for settlement between the Secretaries; (3) A Special Committee to elucidate the conditions, and the consequences of those conditions, which constitutionally underlie the application of the Whitley Procedure to the Civil Service.

In addition to the above formal business the Council dealt with the following matters:—1, *Receipt Stamp for Wages*.—The Official Side stated that, while there appeared to be serious difficulties in waiving the requirement of a receipt stamp for wages, no final decision had been arrived at. 2, *Acting Appointments*.—The Official Side were unable to accept certain amendments proposed from the Staff Side in regard to the arrangements for the remuneration of officers appointed to acting rank embodied in Treasury Circular E 1668 of the 9th October, 1920. 3, *Travelling and Subsistence Allowances*.—The Official Side stated that they had considered the memorandum circulated by the Staff Side and were making further enquiries into the matter. The importance of an early settlement was emphasised. 4, *Disciplinary Entries on an Officer's Record*.—The Council was unable to agree to a proposal that disciplinary entries should be expunged after a fixed period of approved service. It was stated that both for promotion and superannuation purposes it was the practice to disregard minor offences after a certain number of years' approved service, but the Official Side felt that the ultimate discretion must be left to the Head of the Department or the Treasury. 5, *Grade Committee for Staff Clerks*.—The Council considered a proposal to get up a Grade Committee to consider the application to Staff Clerks of the Reorganisation Committee's Report and the Assimilation Agreement. No agreement was reached. 6, *Communication of Treasury Circulars to the Staff*.—The Chairman stated that it was already the practice of the Treasury

to send to the Staff Side Secretaries of the National Council copies of Treasury Circulars of general interest to the Civil Service, and that in future these Circulars might be published or circulated by the Staff Side on condition that if so published they were reproduced in full.

In answer to questions from the Staff Side the Official Side made a general statement as to the progress in dealing with the departmental schemes of reorganisation, and indicated that, while they were not yet in a position to make any definite suggestions in regard to the method of dealing with the allocation of particular border-line classes as between the Industrial or Administrative Councils, they hoped that an agreed procedure would result from the informal consultations which were taking place between the Secretaries.

Mark Tapley.

The examinations for temporary officers in the Civil Service, with the idea of choosing the best for permanent employment, have not been severe, but the "general knowledge" paper brings out some curious answers. One man scored heavily through a curious incident. He had been a gardener in civil life, but, having been wounded, became a temporary clerical assistant. He was so cheerful that the others christened him "Mark Tapley." He could never understand why he had earned this name, and at Christmas, 1919, his colleagues gave him "Martin Chuzzlewit." This he read, and taking a liking to Dickens, studied his writings during 1920. The examination came, and quite a number of the questions referred to characters from Dickens' works—and "Mark Tapley" is now a permanent officer of the Crown.—*Civil Service Gazette*.

Give a man brains and riches, and he is a king.

Give a man brains without riches, and he is a slave.

Give a man riches without brains, and he is a fool.

Whitleyism on Its Trial.

It is the fashion nowadays to criticise Whitleyism: and the process has been occupying the minds of small and great within and without Parliament, industry and the Civil Service. Mr. W. J. Brown, a member of the National Whitley Council and General Secretary of the Clerical Officers' Association, has added to the number of publications dealing with the subject by issuing "A critical Examination of the first year's working of the Whitley System in the Civil Service." He justifies the pamphlet by asserting that it breaks new ground. The attempt is to examine the utility and disadvantages of Service Whitleyism from the point of view of the Staff, to analyse the weaknesses which have been revealed and to suggest ways and means whereby these weaknesses may be overcome.

After tracing the origin of Whitleyism to the system of collective bargaining practised by Trade Unions for decades past and enumerating the successive steps which led to the adoption of the principle in Civil Service negotiations the author summarises "The Credit Side." Contrast is drawn between the ancient and modern forms of Service agitation, the advantage secured by Whitley methods being stated thus:—(1) A machine has been provided whereby the elected representatives of the staff are in close and continuous contact with those responsible for Service administration; (2) The staff has been compelled to put its own house in order (3) It acts as a useful deterrent to the administration; (4) It is steadily welding the Service into something like a conscious whole. As to the tangible results achieved, whilst we are urged to adopt the "long view," attention is directed to the Reports on Cost of Living and Reconstruction and to the settlements effected in respect of Assimilation and Temporary Staffs. Passing to the Debit Side, Mr. Brown admits that it would be idle to pretend that the work of the National Council has given universal satisfaction either to the Staff Side members or the bodies they represent: but attributes this largely to

the exaggerated hopes originally entertained. Nevertheless, the cause of a good deal of the discontent has a reasonable basis in the weakness revealed in the work of the year, these being, briefly: (1) Shortcomings of Disposition, and (2) Shortcomings of Machinery—on both both Staff and Official Sides. These defects of disposition and machinery are dealt with at length, and general Service opinion will, we imagine be with the author when he states that "the most striking of the defects of the Staff Side—which appears to be paralleled on the Official Side—is the absence of adequate machinery for making known the decisions reached." Again, it is most encouraging to lay critics to read "the second defect is the unwholesome secrecy which in Whitley matters has developed into a sort of cult, and which does a lot of harm." We have often heard the complaint "too much machinery." In this matter the author agrees that "the passage of a motion from the rank and file to the Staff Side of the National Council resembles nothing so much as a switchback." What an opportunity the Service humorist, if such a thing exists, has missed in this matter! Imagine such a gentleman explaining the intricacies of the Whitley "velocipede" to an interesting circle of admiring relatives.

However, we cannot do more here than refer the reader to the pamphlet under review. The Service owes a debt to Mr. Brown for his frank and lucid exposition, which should find a ready sale amongst all grades. "*Whitleyism on its Trial*," by W. J. Brown, Clerical Officers' Association, 12, Buckingham Street, Strand, W.C.2. Price 6d.

Social 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.—*Henry George.*

Good men must not obey the laws too well.—*R. W. Emerson.*

Civil Service Reform in U.S.A. Forty Years Ago.

The subject of our Civil Service remains, in effect, just where it was on the opening day of the session. This is a subject of the highest importance. A considerable proportion of the party in power demand a most radical and sweeping change in the manner of appointment, term of service, gradation and payment of the administrative officers of the government. A portion of the minority have also espoused, professedly at least, the same view. Another class, with the President at its head, persists in doubting the applicability of the principles of the English Civil Service to our own, and declares its conviction that a fixed tenure of office, with restrictions on the manner of appointment, is the more desirable method of reform. The growth of our Civil Service makes this question of the greatest moment. To each of the classes above mentioned the course proposed by the other is fraught with the utmost danger to the republic. To the so-called Civil Service Reformer anything less than the English system is simply an extension of a corrupting influence which he believes bids fair very soon to undermine all public morality and put afar off the millennium. To the other class, the system proposed by the "Reformers" is the beginning of the end of Republican institutions. Both are undoubtedly sincere and there are facts which tend to support the views of both. It is a subject demanding the fullest consideration, but, except as a cloak for a fight of factions which has prevailed in the majority, the session has done nothing toward securing a solution.

There is no wealth but life. Life including all its powers of love, of joy and admiration. That country is richest which nourishes the greatest number of noble and happy human beings; that man is richest who, having perfected the functions of his own life to the utmost, has also the widest helpful influence, both personal and by means of his power, over the life of others.

The blindness of men is the most dangerous effect of their pride; it seems to nourish and augment it, it deprives us of knowledge of remedies which can solace our miseries and can cure our faults.



Senator Hon. Gideon D. Robertson

(Copied from "Representative Canadians".)

ROBERTSON, HON. GIDEON DECKER, P.C., Federal Minister of Labour, was the first actual representative of organized labour to be called to either the Dominion Cabinet or the Senate of Canada. He was born at Welland, Ont., on August 26, 1874, the son of Gavin E. Robertson and Laretto Goring, both native Canadians. His paternal grandfather was a native of Scotland, who became a member of the bar and later went to Jamaica, where he took an active part in the agitation for the abolition of slavery, which became a fully accomplished fact in 1838. In this movement Robertson was in correspondence with Clarkson, Macaulay (father of Lord Macaulay), Wilberforce and others active in freeing the British Empire from this reproach. Later, he came to Canada, where Gavin Robertson, father of the subject of this sketch, was born, and where he became a farmer and school teacher on the Niagara peninsula. Gideon Decker Robertson was educated at the public and high schools of Welland and as a youth took up telegraphy in connection with railroad work. A strong believer in trades unionism, he soon became active in the Order of Railroad Telegraphers, an international body, of which he was some years ago elected Vice-President, an office he still holds. His duties brought him in contact with the chiefs of organized labour on this continent, and he won a high reputation for clear thinking and executive ability. In 1917, when Sir Robert Borden decided to abolish party lines and form a Union Government, he offered Mr. Robertson a position in the Senate and a seat in his Cabinet. The offer was

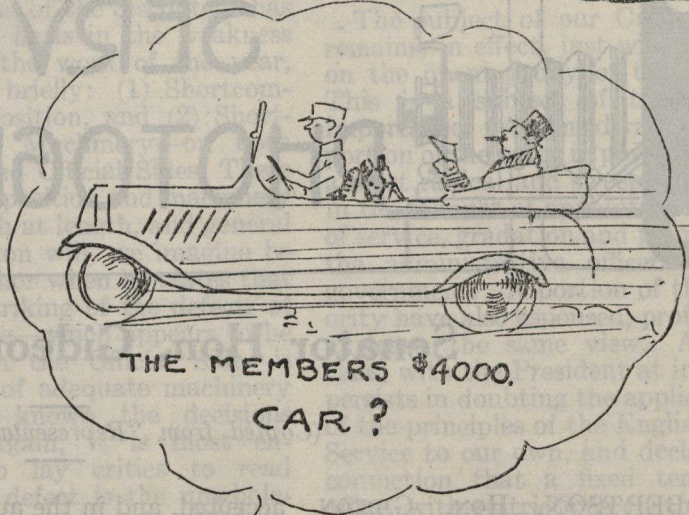
accepted, and in the autumn of that year he was sworn in as a member of the Privy Council and a Minister without Portfolio. In May, 1918, he was appointed Chairman of the sub-Committee of the Council on



Labour Problems, and also Chairman of the National Registration Board in connection with the war. On November 7, 1918, he was sworn in as Minister of Labour in succession to Hon. T. W. Crothers, who had announced his intention of retiring some months previously. The appointment was made just at the psychological moment, for the armistice, which had been signed just one week previously, created a host of labour problems more serious than

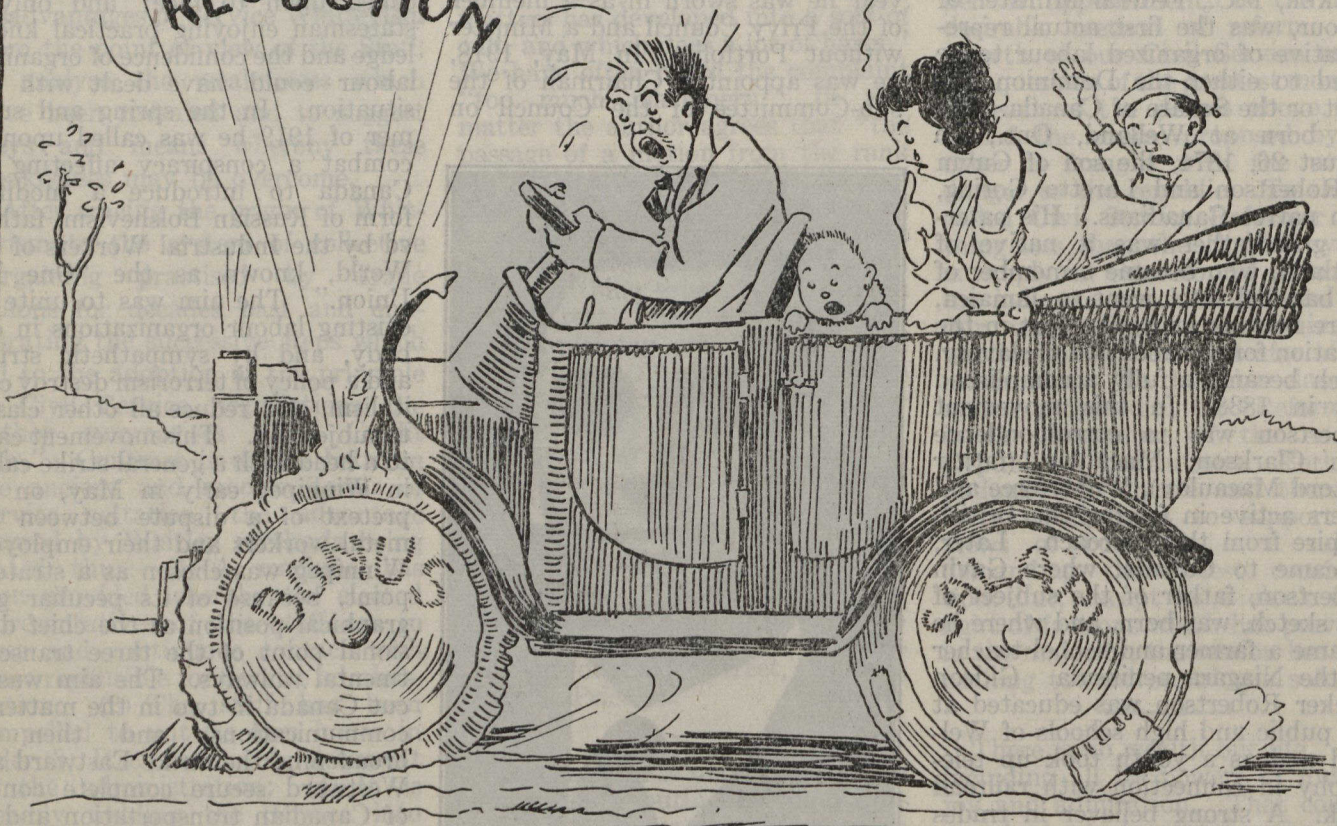
Canada had ever previously been called upon to face; and only a statesman enjoying practical knowledge and the confidence of organized labour could have dealt with the situation. In the spring and summer of 1919 he was called upon to combat a conspiracy affecting all Canada to introduce a modified form of Russian Bolshevism, fathered by the Industrial Workers of the World, known as the "One Big Union." The aim was to unite all existing labour organizations in one body, and by sympathetic strikes and a policy of terrorism destroy capitalism, and reduce all other classes to subjection. This movement came to a head with a general strike called in Winnipeg early in May, on the pretext of a dispute between the metal workers and their employers. Winnipeg was chosen as a strategic point, because of its peculiar geographical position as the chief divisional point of the three transcontinental railways. The aim was to cut Canada in two in the matter of communications, and then by broadening the strike Eastward and Westward secure complete control of Canadian transportation and industry, after which the movement was to be carried into every section of the United States. Senator Robertson himself went to the scene of operations, and by his fearless, though moderate handling of the situation, and his influence with the saner labour elements, rendered the conspiracy abortive so far as the rest of Canada was concerned, and fruitless in Winnipeg. He thus secured a triumph for legitimate trade unionism, of which he is the chief sponsor in Canada. He is a Freemason and a Presbyterian.

OWL
/ 21.

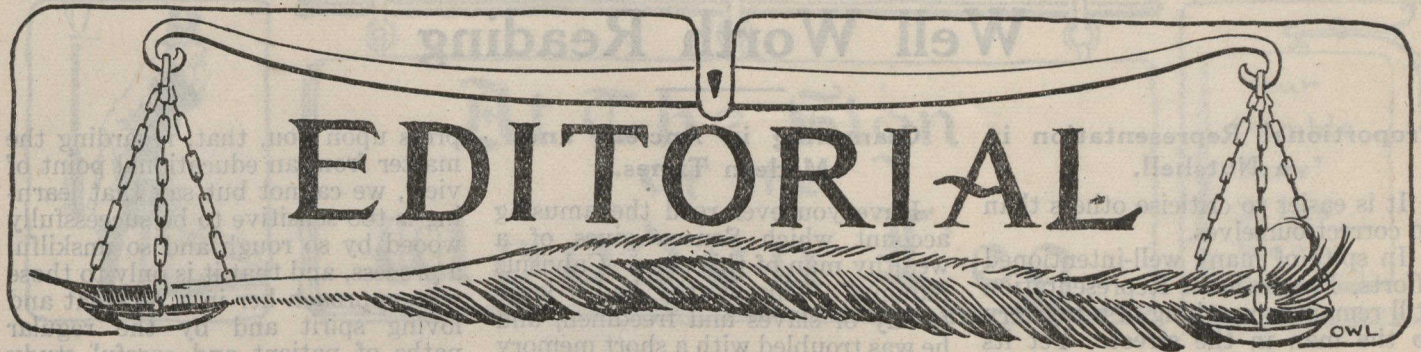


THE MEMBERS \$4000.
CAR ?

25%
REDUCTION



A BAD BLOW-OUT!



Much favourable comment has been aroused in the Service regarding the system of promotions which is now being administered by the Civil Service Commission in co-operation with the various departments. The important and pleasing point in this method, particularly from the point of view of the service, is that wherever possible, vacancies are being filled by promotion from the junior ranks instead of by the appointment of a person outside the Service, who has obtained a place on a general eligible list. This is in effect the intention of the Civil Service Act, but it was only recently that it has been found possible to extend it to the wide degree now in operation.

The practice is as follows: When a vacancy occurs in the Service, the Deputy Minister of the department in which it occurs is asked to state whether or not in his opinion the position can be advantageously filled by promotion from within the Service. His statement is given consideration by the Commission and, if possible, a promotion examination is arranged, publicity being given to the vacancy in the unit or department in which it occurs and applications being invited from permanent members of the Service who consider themselves qualified.

The rating of these candidates depends upon three factors: First, their record of efficiency in the Service; second, their seniority; and third, their qualifications and fitness for the new position. The first factor is determined from the efficiency records of the department, the second factor from the candidate's service record, and the third factor from a comparative test, which need not involve a written examination, but must be so designed as to show the relative qualifications of the candidates for the new position.

The results so far have indicated that the great majority of positions, except those in the lowest ranks, may be filled by the promotion of deserving civil servants in lower grades, who have prepared themselves by industry and application for the positions next above them on the departmental scale. Where formerly a civil servant was subjected to the discouragement of having an outsider placed above him, though he himself had served long years in his department, he now may feel that he has an opportunity to achieve a promotion by merit and that he will be given a fair field with no

favours when a vacancy occurs. The practical effect is shown by the fact that where six months ago, reports of the Commission indicated far more appointments than promotions, these are now approximately equal in number with the indication that the scale will vary very materially in the near future in favour of the promotion of the permanent civil servant.

A most unfortunate discrimination against Returned men has been caused on account of the inelasticity of the Classification, especially in regard to those who were in the unclassified outside services before going overseas to save Democracy. Returned men have been informed by their departments that the discrimination under which they suffer, occurred whilst they were overseas. The effect of it is that a man who deserted his family in order to do his duty, finds a slacker in his office taking a higher place in the range of salaries, though the two were on equal terms before the war. This is the kind of thing that is causing the unpopularity of the Classification and what is much worse, is putting the iron in the heart of those red-blooded chaps who fought against international injustice only to find themselves the victim of it at home in Canada.

We are in receipt of a letter from a subscriber stating that "it is unfair that officers who have been many years in the Service should have to wait six or seven years before reaching their maximum under Classification." This complaint is aimed at the five-year rule by which everyone five years or more in the Service shall go the second figure in the range of salaries. Thus, a man with only five years service to his credit is placed at the same place in the range as a man of thirty years' service. As there are from three to five stages in many of the salary ranges, it would be only fair to allot a graduated status in the range according to length of service in excess of five years. This is one grievance against the Classification that might easily be removed by the application of the simple rules of justice and equity, and thus there would be one anomaly less of the many that are making it so extremely difficult for the Departments to maintain law and order in the ranks of various branches.

Well Worth Reading

Proportional Representation in a Nutshell.

It is easier to criticise others than to correct ourselves.

In spite of many well-intentioned efforts, Proportional Representation still remains something of a mystery to the man in the street. Yet its meaning is quite simple.

Suppose in the election of seven representatives for a Parliamentary area containing 70,000 electors there were fifteen candidates, and electors (each having one vote only) chanced so to vote that seven candidates received each 10,000 votes, and the others no votes at all, these seven candidates would be elected, and the result would be a full and fair representation of all.

Actually, electors will not at the first attempt group themselves so evenly. All candidates will have some votes, certain candidates will get many more votes than they require. But the same even grouping can be obtained if there is any means of making the vote *transferable*.

This is easily effected. Voters, instead of marking the old-fashioned X against the candidates of their party, have to number off these candidates with the figures 1, 2, 3, and so on, in the order of their choice. The vote is first counted to the candidate marked with the figure 1, the first preference. If, however, a candidate gets the support of a larger group than will ensure his election, his surplus or excess votes are passed on to the candidate marked as the next preference.

Or again, after all surplus votes have been dealt with, the candidate then lowest on the poll is declared defeated; but his votes are not wasted. They are transferred to the other candidates marked as next preferences. By striking out the lowest candidates one after the other and transferring their votes as indicated by the voters, we reach eventually the seven even groups, each concentrated in support of one candidate.

The result gives a proportional representation of the parties in the contest, and the combination of similar results all over the country gives a House of Commons in which every important section of opinion is adequately represented.—*From "The Educator."*

Cramming in Ancient and Modern Times.

Have you ever read the amusing account which Seneca gives of a wealthy man of this class—Calvisius Sabinus? This worthy had a large family of slaves and freedmen, and he was troubled with a short memory so short indeed, that he would confuse Achilles with Ulysses, and hopelessly forgot Priam. Still he desired to appear learned, and he had the wit to discover means. He laid out a large sum in the purchase of slaves, one of whom knew Homer from beginning to end, another Hesiod equally well, and nine others who were thoroughly acquainted with as many great lyric poets. When he could not buy them ready made he bought the slaves and had them trained, and when once he had got his forces in order he took to worrying his friends and making their supper miserable by turning the conversation into channels which enabled him to show off his learning, for, as he justly argued, learning which he had bought and paid for at so high a price assuredly was his own. Such was cramming in the days of the Roman Empire. In our own day it is not quite the same in form, though, perhaps, there may be more resemblance in substance, between the crammer and the crib on the one side and the learned freedmen on the other, than we should at first be inclined to admit. But it would be unjust to deny that—given the necessity of preparing for an examination upon the results of which the whole career of a young man probably depends—it is natural, I may almost say it is inevitable, that special preparation should be made, and that preparation should take the form of a rapid storage of the memory with as many salient pieces of knowledge as possible, due regard being had, not to the education of the mind of the student, but to his being prepared to gain the largest number of marks in the shortest time. I do not desire now to enter into the great question of competitive examinations. It is one on both sides of which there is a great deal to be said, and I am far too sensible of the advantage of the system to use hasty words of a deprecatory character. But this I wish to im-

press upon you, that, regarding the matter from an educational point of view, we cannot but say that learning is too sensitive to be successfully wooed by so rough and so unskilful a process, and that it is only to those who approach her in a reverent and loving spirit and by the regular paths of patient and careful study that she will open the portals of her abode.—*Iddesleigh.*

Union 66 State Bonus Expenditure Less by 25% than Amount Voted for 1920

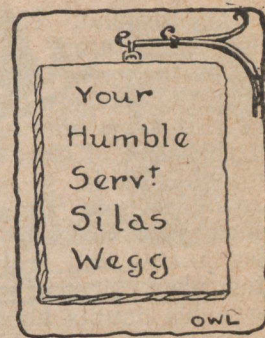
At the executive meeting of the Associated Federal Employees' Union No. 66, held on March 30th, criticisms were made of the "ambiguous character" of the government's recent announcement in regard to the 25 per cent reduction in bonus.

It was pointed out that while \$12,500,000 had been voted for payment of civil service bonus for the current year, some \$9,350,000 only had been spent, leaving 25 per cent unused.

It was stated that it was thus possible to reduce the estimates for bonus next year by 25 per cent, and yet pay the bonus upon a scale at least equal to that of the year just closing.

The hope was expressed that the above was really the government's intention, and that it is not proposed to reduce the bonus, already far too inadequate, to meet the abnormal cost of living and which bonus has fallen 25 per cent below the amount recognized as necessary.

The secrecy apparently surrounding the regulations governing the bonus was also criticized by members of the executive. It was felt by those present that all facts in relation to the bonus question should be made public before the house of commons adjourned to permit of full discussions and adjustments where necessary. The present policy of forming such regulations secretly and imposing them upon the service, the executive members stated, especially when there is no opportunity of discussion or redress, was felt to be the reverse of fairness and democracy.



A Hard Winter on Vegetation

It was ever a sickly thing—this Bonus plant of ours—reared, to quote a phrase of other days, in the “backyard of Chicago” with its subsoil of coal-ashes and tomato cans. Now, that it has begun to wither, however, it assumes an unwonted beauty, even as our cross-eyed and snub-nosed Jims and Jacks seem almost angelic when the grim fact comes home to us that the whooping cough may prove fatal.

We may keep its tenuous life still a-going for a season, watering the ground with our tears, but we are struggling against the laws of nature, and no care on our part, no fostering care on the part of the ministry even, will avail to make our poor plant yield its natural crop of plums or send forth its foliage, glorious with green backs, to comfort us, as of yore, in the heat of noon-day. Let us be thankful that the blight has not yet struck the grand old Salary tree, for the Bonus is only an auxiliary plant as the engineers say.

For years there was only one evergreen on our estate, a tree of slow but steady growth, sufficient for our needs in a way until the blasts of 1914 and succeeding years began to play havoc with its branches. How delightful was its shade, how solacing its fruit, in those other days of five-cent sandwiches and fifteen-dollar overcoats!

I remember, I remember
 The fir tree dark and high;
 I used to think its slender tops
 Were close against the sky:
 It was a childish ignorance,
 But now 'tis little joy
 To know I'm farther off from Heaven
 Than when I was a boy.

The old tree grew slowly, as we said, but everything else went up much faster. At last the lord of the estate was constrained to listen to the entreaties of those whose life and welfare depended on that tree. He looked at its mutilated trunk and lopped branches—and sent

southward for experts! In this he showed consummate wisdom, for who knows better about the ways of restoring the vigor of fir trees than chaps who have spent their lives in banana groves?

Now, my children, attend carefully to the story. The experts came and brought with them many new instruments for measuring the girth of the tree and the height and spread of its branches. They established the existence of another tree, a phantom fir, which grew by proper and scientific increments under the guidance of what they called “the normal curve.” This tree, they averred, was sufficient at any time and all times to furnish shade and subsistence for those who dwelt under its branches. The only defect in its nature was its absence of root, or the existence of what in mathematics is called an imaginary root. The tree of the experts' fancy had no ground connections, no fibres which could penetrate the hard steel of the national treasury.

An attempt was made to adapt the old Salary tree to the outward form and semblance, at least, of the ideal tree in the experts' minds. You know the result. A few branches were grafted on here and there, but the general effect was like that of all Dutch landscape gardening—a merciless trimming, and the appearance in our garden of something that had no counterpart in the heavens above or the earth beneath or the waters under the earth.

While we were not so enamored of the old trunk that we were led to cry out,—

Woodman, spare that tree,
 Touch not a single bough,

there was little comfort in knowing that it had attained scientific proportions while losing in height. Our murmurings were met with an assurance that the magicians' task

was not complete. Children and civil servants, you know, should never see work when half done. Wait, we were told, until the magic wand was waved, as Indian jugglers wave them, over the dry earth. A new tree would issue forth from the sunless caverns of the underworld to supplement the niggardly supplies of the old Salary tree. This was the genesis of the Bonus Bush—alliteration and truth alike demand that it be given no grander appellation.

Mrs. Phinney, we were told in our infancy, had a turnip which grew behind the barn—“and it grew—and it grew—and it grew.” That would have been the history of our Bonus Bush had the experts been exact and the king's ministers logical. The trimmed and dainty Salary tree was to stand in its proper place, an immutable agency for providing the absolute minimum at which services to the state should be rewarded, while the yearly and daily increasing exactions of landlords and merchants should be automatically taken care of by the succulent Bonus. The theory was excellent, but the gardeners did not have that keen appreciation of arithmetical processes which was so much in evidence when the Prime Minister detected a “diminishing cost of living.” Something went wrong. The poor Bonus Bush from the first never responded to the influences which quickened the pulses of trade. Perhaps its exotic origin had something to do with it in this regard.

My friend Quidnunc has a weather vane on the peak of his hen-house which acts in somewhat the same way. Whether due to rust or the natural perversity of all amateur contrivances, it never answers by an inch in its oscillations to the wildest wind from the North, but let the gentlest of zephyrs rise in the south, the weather-cock at once

swings around. Need I make a close application? You know how stiff in the joints the bonus cock was when the northern blasts were blowing. It takes only a ten cent drop in the price of eggs to make it an infallible guide.

Holmes said something to the effect that nothing keeps its age like a tree and truth. If a tree, then, shows signs of wilting one may have his doubts about the immortality of the other thing thought to be so permanent. I do not wish to resign myself to pessimism, and so I have looked about me to see if I could find some tree which had maintained its verdure untainted by the blight of lower prices. Well, there is the Indemnity Tree, which grew from the mustard seed of the legislators' faith. At one time it was only a thousand hands high. I don't know whether they measure trees by hands or not, but we will use that standard as the tree in question grows by a show of hands, you know. From one thousand hands high it grew, all of a sudden in 1900 or thereabout, to 1500 hands in height, and then later to 2500. Last year it responded more effectually than did the poor Bonus Bush to the changed conditions arising out of the war and added to its height another 1500 hands, this involving an increase of sixty per cent.

The sensational drop in prices which made the Bonus Bush lose a quarter of its height has, up to the moment of going to press, had no appreciative effect on the vigor of the Indemnity Tree. Like the oak beloved of poets it gathers strength from the storms with which it wrestles. I have sometimes in my visits to the Gatineau Hills observed a pine growing on a high rock on which there is no sign of loam or even gravel. The stateliness of a tree thriving on such a spot has appealed to me as almost miraculous. The rock is the national treasury as pictured to civil servants when asking for a readjustment of salaries. "How can you grow anything there?" says the Lord of the Treasury. I point to the noble pine—the Indemnity Evergreen—and ask how that manages to keep alive. It is a deep mystery.

There is a law which controls all life in all forms, the law of the Survival of the Fittest. A dozen trees striking root in a certain limited space fight silently among themselves for the privilege of using the

subsistence that the soil affords. The best may not win out, but the fittest always will. Sometimes an organism appears that has vitality enough to absorb all the nutriment in its primal sphere and to extend its roots into neighboring plots, so that in course of time nothing remains to testify to the existence of its early companions but a few dwarfed or spindling trunks.

This law acts as inevitably as the law of gravitation. It affects the growth of the Bonus Bush. It may, when conditions are appropriate, mould the history of the Salary Tree. Let us look the facts in the face. At one time we had no competitors on our fertile plain, or rocky hillside, as you may be pleased to call our habitat. Lately there have been transplanted from the commercial fields a great host of Railway Hickories, which possess a marvelous aptitude for holding their own, and which had a power of absorption of the juices of the land far beyond what their native soil could satisfy. These trees are now in competition with our Salary Tree and Bonus Bush for the scanty nutriment afforded by the Treasury Lands. Already the Bush shows signs of disappearance. What about our Tree? Is it fitter to survive than the Hickories, that great Brotherhood of Perennials whose desires have heretofore been instantly translated into demands, and their demands as instantly into dollars? Sometimes they loom so large that the Reeds look very small beside them.

Quidnunc, who sits near me as I write, remarks that this thing has always been a bonus of contention anyway, and the Government is thus slowly removing one of the civil servants' grievances. "You will have your grouches just the same," says he, "for a good Whine needs no Bush. To hear you clerks yelping one would think the only feature about the Salary Tree, as you call it, is its Bark." Such is Quidnunc at his worst.

Pride has a larger part than goodness in our remonstrances with those who commit faults, and we reprove them not so much to correct as to persuade them that we ourselves are free from faults.

Our self-love endures more impatiently the condemnation of our tastes than of our opinions.

PUNCTUAL

I come most regular at Eight,
My punctuality's unswervin';
I'm sure I do not wish to prate,
But still my record's most deservin'.
While others come at half-past nine,
It's always bin my great ambition
To be the Very First to Sign
The Book, an' hold that high position.
The offices an' corridors
Is owned, when I arrive, by ladies,
A-mopping of the stairs and floors,
An' generally raisin' Hades.
So, seein' there's no room for me
To work (if I'd the *ink*lination),
I turn my steps regretfully
Unto my *other* destination.
I've got the marketin' to do,
An' if the mornin's fine and sunny,
It's pleasant, an' it's payin', too,
When you've a little ready money.
I like to nose around, an' find
The price o' meat an' truck and so on.
There's money saved, if you've a mind
To spare the time, an' cash to go on.
By nine, unless I get a ride,
With all that I can carry handy
I foot it home. I've not false pride
I ain't no "Rideau calling" dandy.
An' maybe, half-way home, I'll meet
Some fellows to the office dawdlin',
Who grin like fools across the street.
An' air their witticisms maudlin.
"What! workin' extra for the Chief?
"He's ruined, if it's by the hour.
"An' what's the price of lamb an' beef,
"An' cabbage, corn, an' cauliflower?
"But won't he let you 'cab it' there?
"I'm sure the Auditor would pass it.
"Contingency of travelin' fare,
"Account of *Maintenance*, he'd class it."
At twelve, quite punctual as is due
To family rules, I'm off to dinner.
I try to be on time there, too,
An' regularly I'm a winner.
Then, after dinin' at my ease,
A nap, a gossip with my neighbor,
An' smoke, as punctual as you please
I'm off again to office labor.
I'm through quite punctual at four.
But sometimes, without provocation,
Just as I've closed my office door,
Some clerk will want "some information."
And I just give him some, you bet!
"Young man", I says, "I give you warnin',
I've *reg'lar* hours; an' don't forget
I signed the Book at Eight this mornin'!"



Plan and Results of Garden 33x30 feet

Row	Kind of Vegetable.	Seed required for 30 foot row.	Distance apart of rows.	Depth to sow seed.	Distance to thin plants.	Time required to develop for use. Based on results at Ottawa.	Yield per 30 foot row.
<i>Sown or planted early.</i>							
1.	Parsnip	1 pkt.	18 ins. from boundary.	½ inch.	2 ins. apart.	107 to 112 days.	60 to 80 lb.
2.	Beets	1 oz.	12 ins. from Row 1.	½ inch.	2 ins. apart, or thinned as ready.	53 to 70 days.	50 to 60 lb.
3.	Carrots	1 pkt.	12 ins. from Row 2.	½ inch.	1½ ins. apart or thinned as ready.	64 to 76 days.	65 to 75 lb.
4.	Onions	¼ oz.	12 ins. from Row 3.	½ inch.	1 in.	93 to 120 days.	40 to 60 lb.
5.	Onion Sets	1½ lb.	12 ins. from Row 4.	2 ins.	Plant 2 ins. apart.	56 days.	40 to 60 lb.
6.	Early Cabbage and Cauliflower	12 plants of each.	15 ins. from Row 5.	Roots well covered.	Plant 15 ins. apart.	102 to 121 days.	3 to 5 lb. per head.
7.	Spinach, Mustard and Cress ...	1 pkt. of each.	15 ins. from Row 6.	¼ inch.	4 to 6 ins. apart.	60 days.	Weight varies much.
8.	Lettuce and Radish, followed by Squash and Melons (3 hills of each, 5 feet apart)	1 pkt. of each.	12 ins. from Row 7.	¼ and ½ inch.	Lettuce 6 ins. apart. Radish, thinned as ready.	50 to 70 days. 21 to 36 days. Muskmelons, 110 to 144 days. Watermelons, 96 to 161 days. Squash, 66 to 104 days.	Weight varies much.
9.	Dwarf Early Pea	4 oz.	12 ins. from Row 8.	2 ins.	1 in. apart.	49 to 51 days.	6 to 7 qts. in pod.
10.	Second Early Pea	4 oz.	18 ins. from Row 9.	2 ins.	1 in. apart.	52 to 56 days.	"
11.	Late Pea (semi-dwarf)	4 oz.	18 ins. from Row 10.	2 ins.	1 in. apart.	63 to 71 days.	6 to 9 qts. in pod.
12.	Lettuce and Radish (second sowing of this. Might be a path)	1 pkt. of each.	18 ins. from Row 11.	¼ to ½ inch.	As before for these.	As before.	Weight varies much.
<i>Sown or planted after danger of frost is over.</i>							
13.	Early Beans, ½; Late Beans, ½	2 oz. of each.	18 ins. from Row 12.	2 ins.	Plant 2 ins. apart.	(Early) 47 to 53 d. (Late) 66 to 76 d.	10 to 20 qts.
14.	Late Cabbage and Cauliflower	10 plants of each.	18 ins. from Row 13.	Roots well covered.	18 ins. apart.	107 to 123 days.	4 to 6 lbs. per head.
15.	Celery (start plants early)	1 pkt.	24 ins. from Row 14.	¼ inch.	Plant 5 ins. apart.	5 months.	12 to 19 ozs. per head.
16.	Sweded Turnips, sow June 15 to July 1	1 pkt.	24 ins. from Row 15.	½ inch.	Thin to 5 to 7 ins. apart.	60 to 90 days.	60 to 80 lbs.
17.	Peppers and Egg Plant, or third sowing of lettuce and radish or more late cauliflower, or early sowing of parsley	1 pkt. of each.	18 ins. from Row 16.	Roots well covered.	Plants 15 ins. apart.	Peppers, 132 to 178 days. Egg Plants, 150 to 162 days.	Yield varies much.
18.	Tomatoes, trained to single stems and tied to 5 foot stakes or wires	1 pkt. or 15 plants.	24 ins. from Row 17.	Roots well covered.	Plants 2 feet apart.	108 to 179 days depending on when started and season	100 to 150 lb
19.	Early Corn, followed by late sowing of lettuce and radish	1 pkt.	36 ins. from Row 18.	2 ins.	Hills 3 ft. apart. thin to 5 kernels per hill.	66 to 94 days	40 to 50 ears
20.	Later corn, about 2 feet from boundary	1 pkt.	36 ins. from Row 19.	2 ins.	"	77 to 112 days.	

The "Bonus" Professor

The Editor, *Civilian*:—

The boys from Chicago affectionately called him the Professor—of Economics, I believe—a teacher at one of those schools, colleges or universities in which our neighbour to the south abounds; where on being supplied with a set of forms and a rather expensive set of handbooks—in your spare hours—you become more expert in any subject under the sun than those less fortunate beings who have spent their lives in practical application on any such subject. The Professor was smooth—and pleasant—and very human—he erred often, but then a beatific smile he possessed would disarm any censure or criticism.

He never wanted to stay in Canada. Oh, no! He used to say, "I'm going at the end of June, you know I can make much more money teaching." July came, he was still going; August, too, and then he went—like a thief in the night. Whence no one knew—rumour had it that he did return once—to give a Bonus system to the Government Bankers.

He must have made a mistake about earning more money as a teacher in Illinois, as he actually cost poor Canada 250% more money than he ever earned in his teaching career. It's quite curious how men like the Professor—full of economics—do forget what they have actually earned.

The Professor always wore those nice grey neutral business clothes and one of those straw or felt hats affected by the "efficient" from "God's own country." He always carried his left hand in his trousers pocket—it was a problem whether he kept it there to keep his Canadian money safe or to jingle his keys—but keep it there he did; his right hand was thus always available for gesticulating and emphasizing—he talked in a monotone that was almost deadly in its effectiveness—after you had listened for 5 minutes—there was nothing left to do but to let him have his own way to get him out of your hearing.

He always used to eat at "Roll's," said he never ate anything solid mid-day as it spoiled his mental activity.

He had that nice graceful hustling short step walk you see so often in New York, Chicago and Milwaukee

the walk that leaves you in doubt whether they are coming or going.

The Professor's activity of mind, which he half starved himself to retain, was really extra-ordinary. At 9 o'clock in the morning he would rush to the elevator full of some idea which he had dreamed of over-night (he used to keep a memo pad and pencil at his bedside as his activity of mind was such that his thoughts woke him out of his sleep) and if he did not jot them down right away there was danger of the world losing them; the elevator used was all too slow, he would stand tapping his foot until the third floor was reached, when he rushed to his desk, flung himself into his swivel and started to scribble. This would last for about 15 minutes, when his activity of mind, fed or unfed on, no doubt, a cereal breakfast, would put another idea into his head, hastily putting into his drawer the unfinished scintillation of over night, he would start on the new idea and before he could complete the memorandum on this, another great illusion would strike him. When he disappeared, his desk was found to be full of "scraps of paper" with the following on—"How to work "A Natural." How to plan a "Bonus"

Apropos of the "Natural." The whole expert staff at that time in 1919 being divided between "Bonus" figures and crap-shooting in the Government's spare time—and it used to strike me as peculiar that it was nearly all spare time at \$25 and \$35 per day with coin-flipping and crap shooting as its principal work—hence our Equitable, Scientific High Cost of Living Bonus.

It will not be necessary to discuss the Bonus as fully as we have discussed the man—as the results of the Professor's activity of mind, in the form of the H. C. L. Bonus, has been experienced by the whole service.

The Professor stated in the "Bonus Report" that \$1,600 was the comfort budget for a family, of five (round figures are quoted for memorizing) and that therefore \$420 should be the maximum bonus paid which affected all those married receiving under \$1,200 per annum—therefore those receiving \$600 per annum received, with their bonus,

\$1,020, leaving them \$580 short of the comfort budget, and so on; those receiving say \$1500 would receive, with Bonus, \$1,896, being \$296 MORE than the comfort budget and so on. The activity of mind of the Professor worked to some purpose here—if you were already underpaid and half starved, you did not need so much assistance, as the man who was paid well enough to be well fed and clothed; again it did not matter to the workings of the ever active mind of the Professor whether Tom Hood had a wife and 16 children and only \$900 a year or Bill Cartwright had a wife and no children and \$1,200; they both got the same Bonus to adjust the H. C. L.

The Professor's \$1,600 comfort budget was for 5 persons; the maximum Bonus for adjusting the H. C. L. was as before stated, \$420. No matter if there were only 1 or 17 dependents, the same amount applied—but if you were single with no dependents you were entitled to \$252 or \$150 or else a graded scale for those receiving salary over a certain amount; the naive admission being made in the Professor's report that the H. C. L. had effected Civil Servants who were unmarried. But the great point to be made is that if you were under 18 or between 18 or 21 you did not eat as much as the next person or it did not cost you as much to live, and also 5 single employees at a minimum salary might receive in the aggregate, \$1260 Bonus to adjust the H. C. L.—while a married employee with say 17 dependents, could receive at most \$420—this comparison is made not to prove that a single person received too much, but to prove that the Bonus as provided and administered is so unjust as to be tragical. And the whole attempt to adjust a multiple of employees salaries on a basis of what it costs them to live is utter nonsense.

The Professor surely—with his active, efficient mind would not overlook that, Bill Smith, SINGLE, doing the same work for the last 4 years at \$1,000 which was worth during that period \$1,500, and thereby creating the need of adjustment to meet the loss for the past 4 years of \$2,000 and make provision for the next year, would be just as morally

and legally entitled to the same Bonus as John Jones, MARRIED, doing the same work, for the same period and under the same conditions. The Professor—with the activity of mind for which he is now famed—must have omitted to consider that if the H. C. L. Bonus was to meet the increased cost of living as exemplified in his comfort Budget, then the employee at \$600 should have received \$1,000 a year Bonus and all those receiving over \$1,600 nothing at all. If, on the other hand, it was to make up for the depreciated purchasing power of the salary of Civil Servants, then the employee in receipt of \$600 should have received \$600 Bonus per year and the employee receiving \$5,000 per year should have received \$5,000 per year Bonus.

The Professor's report being read and accepted by a grateful state, was elaborated on by a set of Regulations for procedure—by this time the Professor was really thinking of home—for some weeks he had been unable to wake up at nights—and he had accepted one or two invitations to lunch and dinner and his activity of mind began to wane. By the omission of one regulation the Professor nearly caused a strike in the Post Office and might have occasioned the payment of \$1,000,000 in error. By the omission of another regulation and an official statement issued, he nearly committed the Country to the expenditure of \$3,000,000.

The other regulations were so involved that they had to be altered from day to day.

Such incidents as these—and, perhaps, to the fact that ready money was getting scarce in the crap games—caused the Professor to disappear.

Notwithstanding any of the Professor's "Dream Figures," it is a fact that the Service, based not on "Theoretical Normals" but on actual depreciation of the purchasing power of their salary and present bonus, is, on an average, \$1,200 out of pocket since 1915 to date.

This has been met by a cut of 25% off their present bonus, which will, by 1922, make their deficit approximately \$1,500.

Well might the Editress of the *Civilian* cry!

"Fiat Justitia Ruat Cælum."

GEORGE BULL

Opposed to Wage Reduction.

Excerpts from article by Viscount Haldane (reprinted in Ottawa Citizen.)

In all this discussion, there is one fundamental thing which appears to me to have been overlooked. It is this, that the old social order is passing away and that a new and better order is already with us—not in one country alone, but in most of the world.

Everywhere the workers have determined to secure, and are in the act of securing, a better kind of life for themselves. It is not that they desire simply more money than they have had before, though an adequate wage is naturally a part of their demand. But beyond this they are asking—and obtaining—that the good things of life—learning, music, art and the like shall no longer be the monopoly of a small section of the people. They ask, and they do well to ask, that they shall have their share of these things.

They demand, in other words, that the gap which has hitherto separated the manual workers from the rest of the people shall be narrowed, that the dignity and importance of manual labor shall be recognized and that it shall receive its fair share of the reward.

Some of the traditions of that race were altogether admirable, but there was more than a tendency to regard the good things I have mentioned as the prerogative of the well-to-do. Between those people—who were often so excellent in themselves—and the workers, there existed a gap which nothing it seemed, could bridge.

Contentment is the thing which the workers lack today. It was said to me the other day that the trouble with miners is that they are in a permanently bad temper. And that is not far from being the case with the workers in every other industry. For so long they have been looked down upon and exploited and denied the good things of life.

Today they find themselves coming into possession of their deferred inheritance, and they are intensely suspicious of anything which looks like an attempt to take it from them. And for that reason any proposal for a general reduction of wages is bound to meet with violent opposition.

As I was saying just now, the new social order has arrived. What we have to do is to confirm and establish it. The workers are realizing as never before that money is not the most important thing in life. They are realizing that those things are best which are good, which make for real happiness.

For it is necessary to remember that the prosperity of any nation cannot rest on any other foundation than popular contentment. While discontent rules, commercial stability is out of the question.

The proposal for wage reduction must immediately suggest to them an attempt to thrust them back into their old condition of life. It suggests that they are again to be treated as chattels of their employers rather than as fellow servants with them of the community, and it gives ground for resentful suspicion.

It prepares the way for endless strikes, for deliberate under production, for every trade hammering manoeuvre of which the workers are capable.

That is not the way to prosperity but to ruin.

But if we open still wider those gates through which they have begun to pass, if we will freely admit that the new order has come, if we will see capital as nothing but a fellow servant in industry with the inventing and organizing mind and the manual worker, then we shall have our feet upon the way of peace.

EDDY'S "SILENT FIVES"

**are the Finest
Matches in the World**

They are specially treated to make them safe. They won't ignite unless they're "struck". When they're blown out, they're completely out—insist on getting "Silent Fives", the matches with no after-glow—no danger of fire. All Eddy's matches are non-poisonous. Made—and well made—from the choicest and best seasoned pine blocks—Eddy's "Silent Fives" are absolutely match perfection.

C38 Ask also for Eddy's Toilet Paper



Romance of a Bohemian Glass Vase

An Interesting Tale Well Told

Talk of tables, indeed! Is it really worth while proclaiming miracles and writing dissertations on such fictitious phenomena? I have for a long time been in possession of a Bohemian cup, which is in the habit of conversing with me and of giving me an account of its life, which amuse me very much and interest me too. I know not what ties may have existed in past times between this cup and myself, but I am really attached to it; it is the constant companion of my labours, and it is grateful to me for having one day redeemed it from a second-hand dealer, who had become its owner, in company with various domestic utensils, at a sale of old furniture.

"My friend," said the glass to me one evening, seeing me absently dreaming of the past while watching the blue rings of smoke escaping from my cigarette—"my friend, do you know what crystal is, and where-in lies the difference between it and what is commonly called glass? or why it has been so long the fashion to admire and try to possess it? Have you any idea what the skill of man has had to attempt in trying to give crystal and glass that elegance of form which you so contentedly admire?"

I remained silent, and the glass set off again more fluently than before.

"With respect to crystal proper a very considerable amount of prejudice exists. It is generally believed that rock crystal is immensely superior to that which is produced by human agency, while the truth is that it is not the case. Nature, no doubt, does her work well, but when men try they can successfully cope with her. You are aware that in natural history the name of crystal is applied to all mineral substances which, unaided by art, have a constant regular determined shape. Rock crystal is one of these substances, and the least valuable. It is simply colourless quartz, very hard, and therefore difficult to cut and to work; this difficulty has long been its principal merit. But, as far as whiteness, brilliancy, and

purity of water are concerned, this natural crystal is far behind its manufactured rival."

"You do not say so!" said I in astonishment.

My surprise flattered the Bohemian vase's vanity, and it continued—

"After all, crystal is nothing else but very perfect glass, produced with more care. Its constituent elements are nearly the same—sand, potassium, and a little red lead or minium! Is it not surprising that such beautiful results are obtainable from such simple materials? Bohemian crystal and Bohemian glass have long enjoyed, and do so still in the opinions of those who know no better, an undisputed superiority, which may be explained in a few words. When the rage of Bohemian glass was at its height, England alone endeavoured to rival it, and was unable to succeed merely because the manufacturers heated their furnaces with coal, which injured the purity of colour in the material. The English glassmakers tried every means to succeed. They stopped up the mouths of their crucibles; they used minium as a flux, in order to arrive at a greater degree of purity in their sand, they ground down fluid to obtain it, hence the name of fluid glass was given to English glass. But it was France which had the merit of bringing this production, which is of so great commercial importance, to perfection."

The vase stopped short.

"You were not listening to my words," said it, in a pleasant tinkling note: "you are to blame. Who or what were you thinking about?"

"You are inquisitive, my child! though I was looking elsewhere, I have not lost one word of your story. You were saying that it was France which had the credit of perfecting this great commercial production. You may observe that I repeat your own expressions."

"Yes," it went on, "France, with her superiority in all that regards taste, has perfected the operations of moulding and cutting which give her glass their unquestioned excellence.

One day, a well-known celebrated manufacturer, M. Dartigues, challenged those Bohemian glass manufactures which Germany produces at such astonishingly low prices. M. Dartigues established the celebrated works at Baccarat; thither invited girls from the Vosges, who were instructed by him in cutting crystals for glass chandeliers; these girls returned to their mountains and taught their art to apprentices of their own; but the wages of these workwomen could not be reduced to less than fifty centimes, or half a franc, a day, and even that little was too high a rate—the Bohemian women live on next to nothing. Have you ever reflected on the immense usefulness of this ancient industry of glass-making, the discovery of which is attributed by Pliny to some Phœnician merchants, who, having halted on the banks of the Belus to dress their food, became unconsciously makers of glass? To judge from the remains of Herculaneum and Pompeii, Rome must have made great progress in the manufacture, which was transmitted by the Phœnicians to Italy, and the undisputed merit of showing the way to improve on the old traditions of antiquity belongs to Venice. Thus are created the links which form the chain connecting the present generation with those which are past and gone.

"After iron, which is our foster metal without contradiction, can you name any one substance which has rendered and still renders such service to humanity as that of which I am composed? Sweep glass away from the surface of the globe, there can be no longer either civilisation or scientific progress. Made into thin transparent sheets, it admits light to your dwellings and shelters you at the same time from the inclemency of the weather without depriving you of a view of external objects. Noah planted the vine, it is true, but the benefit the patriarch conferred on mankind in so doing would have been valueless to humanity if glass had not been discovered to help to preserve the wine when made. What

songs, nay, what poems have been inspired by the bottle, the divine bottle! Rabelais there found his inspiration and his wit, which has still an echo left.

"Physical and natural sciences, of which men are so vain, where would they be but for glass? Were it not for the prism, by the aid of which Newton discovered his new theory of light and colours, could you ever have learned the movements of the stars, or could you ever have learned the movements of the stars, or could you ever have arrived at measuring those vast plains of the infinite where numberless orbs gyrate with mathematical accuracy?

"From the infinitely great let us descend to the infinitesimally little. Take away the microscope, and the naturalist can no longer make his minute observations; try to make a pneumatic or an electric machine without glass. I need not speak of those who see indifferently, or of the services which glass renders to navigators.

"Yes, my friend," continued the vase, with enthusiasm, "though I am to-day but an object of curiosity and of little utility, I am not the less proud of belonging to this glorious glass family, which has been the most active instrument of civilisation, the *point d'appui* without which human intelligence would still wander in the limits of ignorance!

"Let fools wonder at the beauty of Bohemian glass. Just notice what French industry can do; think of the wonders of art produced at the glass-works at Baccarat, Clichy-la-Garonne, and others. Look at the painted glass windows of our churches; go and visit the lighthouses which border both sides of the Channel and the Mediterranean, which announce to the still-distant sailor the port of his choice; reckon up, if you can, all the appliances of glass to industry, to arts, to domestic and personal wants, to the luxury of your tables, where it delights every eye, and adds piquancy to the wine whose brilliant hues it sets off to the greatest advantage, and tell me if there is to be found a material superior, or even equal, to mine?

"By-the-bye," continued the Bohemian glass, "when I think of only one use to which glass is put in the shape of a window-pane, which is without contradiction the principal defence of civilisation, I cannot help asking how could legislators ever have been found who could

dare to levy a tax on windows? But let us abstain from politics; I prefer remaining in my own humble position.

"It is clear that in consequence of this multitude of purposes to which glass is put, a division of work in its preparation is a necessary result; therefore have we glass-works devoted to blowing bottles, others for making window-panes, others, again, for mirrors, and others for drinking-glasses, prisms for scientific use, glass trinkets, beads, optical instruments, etc.

"I am sure I should but weary you if I gave you a description of the various processes in use in these vast works, where labour is incessant, and where the boiling material glows day and night, and where numberless workmen either blow or cast glass into those beautiful shapes which you admire so much. I know nothing which can give a higher idea of the skill of man than the interior of a glass-works, even the smaller ones, where only the humbler wares are made. No species of industry demands a greater combination of strength, intelligence, taste, and accuracy of touch in the workman.

"Under the old monarchy in France the workers in glass were expected to prove their noble descent. To be a glass-blower it was necessary to be of gentle birth. To-day we are not quite so difficult on that point; where are the gentlemen? But the glass-blower's art is not the less noble as an art."

The *Civilian* wishes good luck to the *Civil Service News* on its official entry into Service Journalism. The *News* should do well, as the *Service* is all news these days, both true and otherwise.

As the independent service magazine, the *Civilian* in all good faith extends the hand of comradeship and co-operation to the "*News*" for the betterment of the Public Service. May-be their rivalry and efforts for the betterment of the Service will leave them in a similar condition to the two schoolboy rivals for the favours of the schoolmaster's daughter—over whom a wager was made that he who could outlast the other in diversity of neckties be left to the maid alone. After many days during which many new modes of cravats were worn, the climax was reached when Francis appeared with a shoe string round his neck and Joseph with a strip of carpet adorning his collar.

VALUATIONS. Civil Service.

Nature provides us with very few ready-made commodities. Labor must be exerted before the things around us are made adaptable to use. Even such a common blessing as water remains to a large degree useless without the construction of reservoirs and the laying of pipes. Other more intractable things, like metals locked within the earth, can only be rendered available after patient toil and the application of deep knowledge.

Under just such conditions the right to the use of these things belongs to the laborer, who may exercise that right himself or transfer it to others. Thus arises private property or capital, the creation and direction of which is one of the services to the community which demands recompense. That recompense is usually called interest.

These are fundamental facts, to be kept in mind when there is so much loose talk about "watered stock" and such things. There are some in Ottawa who, when discussing the solution of the local transportation problem, speak of the valuation of the present operators' property as if it meant the summing up of certain intangible and even fictitious book-entries, and who ask the public if they wish to burden themselves with these things forever. It requires only a moment's thinking to see the absurdity of this attitude. The assets of an electric railway are not made of paper. You see them running on wheels, laid out in steel on the street, or harnessed for service at the Chaudiere. These are essentials, which would have to be created anew tomorrow should some accident remove them overnight.

When the O.E.R. suggests the operation of its road under Service-at-Cost, it merely asks that the public and the company get together and ascertain the value, for transportation purposes, of these things—not of any stocks or bonds—and then agree on a fair rental to be paid for their use. The company will contribute its experience to the operation of the road, on condition that the rate of fare is adjusted periodically so that the full costs of the service are provided for at all times. This might mean a higher fare if operating costs increased, but any lowering of the operating expenses will, under the terms of the contract, automatically decrease the price of car-rides. (Adv.)

Interesting Items of Correspondence

Voiced by "Civilian" Scribes

Might is Right.

Editor, *The Civilian*:—

A reversion from post-war to pre-war ideals is being tenderly fostered by the ruling authorities in all "civilized" countries. The said authorities are vesting their interests in a gradual process of wearing down in the hope that the peoples of the Earth will forget—in the hope that time will obliterate the indelible scars engraved upon the hearts of all who lived through the era 1914-19—in the hope that the causes of the war, both persons and systems, will be granted absolution and indulgence by the grace of Father Time.

In Ottawa there has been a recurrence of the platitudes and rhapsodies of pre-war days. Wounds in the Civil Service economic social system have been treated to mystic "cheerio" phrases, meaning nothing, instead of with the healing tinctures of truth, candour and courage. The soft pleasantries exchanged at the recent convention at Ottawa between representatives of the Service and the Government are delightful—or would be when heard upon a full stomach by the functionaries attending the various successful luncheons and banquets. The stern truth about conditions among civil servants would have provided a real Banquo's ghost at the feasts. The old diplomatic customs have been revived—the pretty, lady-like speeches, necessitating a concealment of the frightful truth as something crude and unrefined. It was all perfectly ripping. Everybody was delightfully pleased and the arcades of the palatial Chateau rang with the joyous "Auld Lang Syne," and the delegates departed to their respective empty cupboards to explain to their wives and children the reasons for scanty sustenance and depleted family budgets.

The theory of pacifism is beautiful—in a woman. In the grand manner of the courtier, civil servants have for many years approached the high authorities to be met with similar polite consideration and the ha! ha! with all. Once or twice an attitude manly and outspoken (and very "indiscreet") has been adopted and a few things were done. In the vocabulary of our political philosophy, which fate reserves for a great downfall, the word "Might" is embossed in letters of steel. Wherefore do we find the Bonus of Civil Servants cut because they are said to be weak, divided by internal factions and incapable of exercising the right of reprisal. But note how obsequious the governing authorities are toward the Railway employees—the procrastination in any mention of a cut in wages, although this class has received higher increases of pay by 250% since 1914 than the class known as "poor" civil servants.

A bi-lingual friend wrote a letter as follows:—"After 36 years of faithful servitude, I am getting less than a day labourer." "Servitude" is good. "Servitude" takes the mind back to the story of the Hebrews and the maritime venture of the Prime Minister of Egypt at the Red Sea. Pharaoh will be judged at the last tribunal for failure to grant a living wage, failure to grant Whitley Councils, failure to treat with humanity, his fellow-creatures over whom he exercised a brief authority. How will Canada's Prime Minister be judged when he comes before a tribunal either here or there—either before the tribunal of his fellow-citizens or before that higher tribunal whose Supreme Head knows not the arts and cadences of political casuistry.

—C. E. F.

Government Service.

(Does this make you blush?)

A correspondent writes,—

"I sweep and dust offices every day and scrub when required, getting \$5 per month as before the war. Two years ago I wrote the head man at Ottawa about more pay and he never replied. I think workers of my class who are weak are treated very shabbily by the Government."

Another writes,—*"The salaries under Classification merely keep the recipient on the border line of poverty."*

Another writes,—*"Besides being very pinched for the necessities for family upkeep, I am to-day in debt to my butcher and grocer, and back taxes on my house."*

Another writes,—*"My salary and bonus amount to 50% less than the United States deputy collector receives for exactly the same work."*

Another writes,—*"My salary is \$1,200 a year and 50c an hour overtime. C.P. Ry. employees doing similar work get \$1,520 and \$1.00 for overtime."*

Another writes,—*"I am a carpenter getting from the Government 60c an hour and no privileges. In private industry I would get 65c to 95c and many more privileges than under the Civil Service."*

Another writes,—*"I am a Canal worker at 20c an hour. I try to get 20c an hour for 12 hours work on Sunday but cannot. Outside the Government my work is worth 40c an hour and 80c on Sunday."*

Another writes,—*"I am a head gardener and must be a botanist, a Luther Burbank and a modern Darwin, a pathologist, lecturer and draughtsman. I put in 48 hours more per month than the road labourer and also receive \$4 per month less."*

Another writes,—*"For nine years I have received no raise in salary."*

W. J. MOONEY,
Tobacconist

Phone: Queen 6388

60 Sparks Street
and 203 Bank Street.

Are You Thirsty?

Drink "GURD'S" Drinks

Gurd's Dry Ginger Ale is Superb.

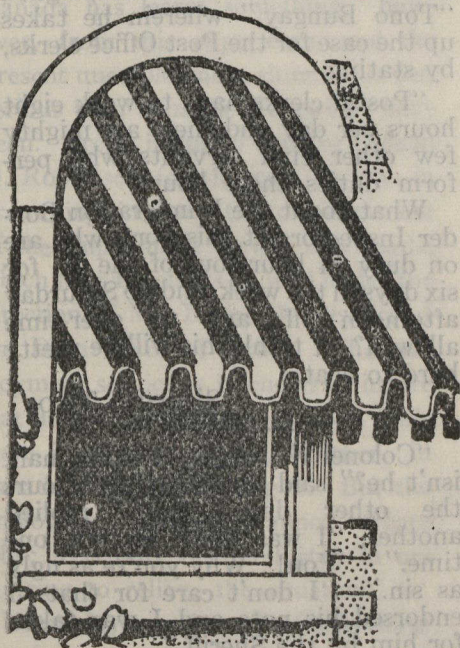
Your Grocer keeps Gurd's.

CIVIL SERVANTS!

AWNINGS

...OF SUPERIOR QUALITY...

We suggest placing your order with us now.



Expert Advice Given.

Estimates carefully prepared.

Makers of

Good Awnings and Tents.

C. H. PETCH

Cor. Bank and Strathcona Ave.

Ottawa, Ontario

Phone, Carling 260.

“Wake Up, Canadians.”

Editor, *Civilian*:—

Dear Sir:—

Maybe you know, and maybe you don't, but the contradictory newspaper articles, one from the *Citizen* of February 21st, and the other from the *Journal* of the same date leads to the conclusion that you DO NOT know—hence this reminder.

In the *Citizen* article it is stated that Hon. J. A. Calder has been named to look after civil service affairs and that “the action of the government is welcomed by civil servants generally.”

In the *Journal* “two hundred retirements from the Canadian Civil Service have been authorized under the Calder Retirement Act which is operative until June next.”

Do you know that Hon. J. A. Calder is a member of the “Council Sub-Committee on Reorganization and Efficiency” which is trying its level best to put through the recommendations (principally affecting the “smaller fry” and not the “man higher up”) of those German-American “experts,” Griffenhagen & Co.? Therefore, why should “his appointment be welcomed by civil servants” when such appointment will be merely a camouflage to further the “expert’s” recommendations for the dismissal of good and faithful employees from the Civil Service? How will his appointment benefit the civil servants?

It is high time the affairs of the civil servants were placed in the hands of unbiased men—it is high time that the Government’s actions be closely watched lest, even though it has declared Griffenhagen’s contract completed on March 31st, it proceeds to decimate the civil service under such a man as Calder, who, operating as the representative of the Government would really be the mouthpiece of Griffenhagen et al.

Wake up, Canadians!

Yours truly,

“ATUR SERVICE.”

Ottawa, Feb. 22, 1921.

An Odd Paragraph.

The editor of a western paper thus introduces some verses:—

“The poem published this week was composed by an esteemed friend, who has lain in his grave many years, merely for his own amusement.”

“Advice to the Civil Service.”

Editor *Civilian*:—

“Ideals are of little value, if we are unable to realize them. The world is full of dreamers, and of Utopian schemes, there is no end. What we want most of all is a feasible plan whereby we, as advanced thinkers and workers along new lines of discovery, can be FREE from the slavery of toil which modern civilization, so-called, puts upon us.

“As long as we are willing to ‘hold a job’, or do business according to established methods, we simply remain as a spoke in the great wheel, ever turning under a vast load, coerced and driven by an irresistible power, to which we have voluntarily committed ourselves, because ‘it seemed the only thing to do.’ The rich, those emancipated from grinding toil through our efforts, are certainly going to keep us in our present bondage as long as possible, and as long as we are satisfied with the crumbs thrown us, we shall make very good servants.

“There is only one way out of the wilderness of woe—only one escape from the hard path of toil, with its cares and anxieties, its aches and pains, its ultimate dissolution and death, and that is through CO-OPERATIVE EFFORT, the very system employed by the upper classes to evade toil, while they roll in the lap of luxury. There is no use in envying these people or in trying to rob them, or to throw stones at them. We should emulate their system. The rich are rich because they combine. The poor are poor because they have not sense enough to combine.”

A. McMORDIE.

“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.

When Will the Service 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 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.

Dealing with the former consideration one must first of all bear in mind the vast distance and increasing expenditure in almost everything in the west as compared with the east, due to increased transportation and rental throughout the west, and also the effect of climate and surroundings in the different parts of the Dominion. It is very difficult to some to understand why there should be a difference and they, without further consideration, condemn it to prejudice, but such is not the case at all, for instance, the east are usually very set in their ways and surroundings, due no doubt to the old settled districts, and fail to consider questions pertaining, not so much to themselves, as to many thousands of fellow workers in Canada. The west, on the other hand, is inclined to be free and easy, both in ideas, circumstances and surroundings, due to the newness of the community, and, in general, will not bother with questions that do not pertain directly to their immediate surroundings, and therefore do not inforce argument with personal facts on matters which, from their standpoint, are entirely clear and definite to them, but which are misunderstood in other parts. In short, we find that both elements are conducive to widening the ever-increasing gap, and the only means of ever solving the problem is by the second condition, namely, eliminating selfishness and ingratitude.

Today, we find that throughout the whole world this condition of selfishness and ingratitude are at their most efficient heights, and it is little wonder then that the Civil Service is impregnated with it to a very large extent. Taking a glance within the ranks of the service, one will be more than convinced that it contains more than any other industry or enterprise thriving in the present day. Why is this? Simply because the higher up one is, the more remuneration and prestige one gets, and the more one gets of these

two, the more selfish one becomes, caring not for the ones beneath him and not expressing the gratitude to the proper party for attaining the upward rung on the ladder, but with feverish action desiring always the top-most place on the ladder, supplanting others and thereby receiving all the more gifts that the leading rung distributes to those who attain it.

By this, one can see that the prevailing trouble within the service is made up of these two powerful deteriorating principles—selfishness and ingratitude—and to enable Civil Servants as a class to work together and derive the most benefit from united actions of all, they must firstly sink all petty grievances and prejudices and get on a sound working basis, irrespective of their class-self or personal self—by class-self I mean the idea that one particular branch of the service is inferior to another, and secondly, they must refrain from seeking the positions of one another until some direct cause removes the holder of that position.

Ingratitude is so easy to commit. It simply means doing nothing. It rises out of careless thoughtlessness of life, and it is far more prevalent than we imagine. People come to look upon blessings as their common birthright, without any thought of thanksgiving. Someone boldly asserts: "Never since I was a boy have I been under obligation to any human being." Such a statement is false, yet it reveals an attitude of mind quite prevalent today. When this is eliminated from the mind of civil servants in general, unity will then be possible.

A united service can only be when such conditions as these are upheld by all and when ideas are exchanged freely and understandingly by both east and west alike, and when all civil servants eliminate the ingratitude now so prevalent among the most of them. The idea of organization is good, but when one sees a certain class of individuals that call themselves civil servants refraining from joining and assisting the existing organizations because they already derive the benefits of these various institutions without any outlay or exertion on their part, one can only say, "God help the littleness of some men's minds and the ingratitude of the average human being. A united service is most desired by all the far-sighted servants, and a vivid illustration of the strength derived by unity is estab-

lished by the late World War; but the time when this will be rests entirely upon the civil servants themselves, not as a class but as an individual who has a mind of his own and the faculty of using his brains to the betterment of servants as a whole and himself with the others. UNITY—when will it be?

—Vidette.

"Hours of Immigration Inspectors.

Editor *Civilian*:—

In the February number of *The Civilian*, in the Postal Items, I notice a letter from Toronto, signed "Tono Bungay," wherein he takes up the case for the Post Office clerks, by stating,—

"Postal clerks have to work eight hours per day and there are mighty few other civil servants who perform duties these hours."

What about the Immigration Border Inspectors at this port, who are on duty 14 hours out of the 24, for six days in the week, and no Saturday afternoon off, and no over-time allowed? I think this will be pretty hard to beat.

(Signed) TIPO.

"Colonel W. is a fine looking man, isn't he?" said an old friend of ours the other day. "Yes," replied another, "I was taken for him one time." "You! Why you're as ugly as sin." "I don't care for that—I endorsed his note and I was taken for him by the Sheriff."

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.

DOMINION BRIDGE CO.

LIMITED

Bridges and Structural Metal Work
for Buildings; Beams, Angles,
Plates, etc.; in stock

MONTREAL, P. Q.

Unemployment Insurance

By R. H.

In 1914 and 1915 Canada went through severe periods of unemployment which were described at the time by Mr. G. N. Barnes, M.P., who was here as a member of the British mission of inquiry into armament supply, as worse than any that had occurred in Great Britain within his experience. Canada has learnt something, however, from this experience, and the present unemployment situation is less serious than it might otherwise have been. Credit is due to Senator Gideon D. Robertson for the part he took in promoting in 1919 the establishment of the employment service of Canada, which now functions so well under the direction of Mr. Bryce M. Stewart of the Department of Labor. The employment service is intended to insure that no job shall remain unfilled while there is an unemployed worker in Canada capable of filling it. But the employment service cannot create jobs; it is only one first step in organizing to relieve the situation.

Unemployment is an ineffable thing that is measured only in terms of human happiness, but there is no reason why it could not also be measured on a cash basis. When there is a shortage of raw material within an industry the effect can be immediately visualized, and engineers, chemists, and experts galore are turned on to the problem and a solution is found. It is a matter of dollars and cents to the industry concerned. But unemployment is a negative condition, the effect cannot be visualized and nobody takes any very drastic action to alleviate the situation. The employer, as an employer, is not personally responsible; indeed, it is often asserted that a surplus of labor is necessary to industry. So the individual employer can scarcely be blamed if he attempts to shift the burden on to the government. But the government can do very little without the interest of the employer, and so the buck is passed.

One method of insuring the interest

of the employer has lately been advocated in Canada, that is, to reduce the question of unemployment to one of dollars and cents. This might possibly lead to a modification of preconceived ideas on the subject. Since the establishment of workman's compensation boards and the assessing of each industry in proportion to the industrial accidents occurring in that industry, accident hazards have been very greatly reduced. Since, too, the granting of rebates and the infliction of penalties upon individual employers within any particular industry in proportion to the reduction or increase of accidents to their workers, there has been a still further reduction in the general total. The effect of accidents is no longer a mere question of human suffering. It can be visualized on the yearly balance sheets.

The suggestion is likely soon to be heard that a surplus of labor is essential to industry, then let industry pay for it. Justice dictates, it is maintained, that the industry which depends upon the workers to keep it alive should take care of them when they are unemployed through no fault of their own. A surplus of labor might then be found to be a not un-mixed advantage to industry. Unemployment insurance as in Great Britain where the employer contributes his quota, would perhaps help to visualize the problem and bring home to all parties concerned the necessity for active co-operation in measures of prevention. By taking forethought some employers could largely eliminate the extremes of unemployment and overtime in their establishments: good planning would help to do it. Henry Dennison, of the Dennison Manufacturing Company, and president of the Taylor Society, the leading scientific management organization in the United States, has succeeded in regularising employment in so seasonal an industry as the manufacture of Christmas cards and decorations. He has no peaks of employment and unemployment; his staff remains fairly steady throughout the year.

Unfortunately, unemployment statistics are as yet very crude. Even in

England they are not yet reduced to an occupational basis; but it is anticipated that a few years' experience with a new unemployment insurance act will yield statistics upon which unemployment can be estimated probably twelve months in advance.

R. H.

Special Announcement.

In order the the *Civilian* may render still greater service to its subscribers, we will start a "Question Box" in the May number. Our subscribers are cordially invited to take full advantage thereof and if there is anything they want to know "ask the *Civilian*." Queries will be dealt with in the order received, but precedence will of course be given to Civil Service matters. Correspondence must reach the Editor not later than the 20th day of the month preceeding publication, otherwise it must be held over. All enquiries should be signed, not for publication, but as an evidence of good faith.

The number of enquiries received daily by the *Civilian* indicates that Civil Servants—particularly outside Ottawa—are at a loss to obtain information of vital interest to them. We feel that "Question Box" will fill a long-felt want, in furnishing all our subscribers from coast to coast with facilities for obtaining any information they may require, especially regarding Civil Service matters.

"ASK THE CIVILIAN."

A Successful Business Man.

J. M. Carriere is a pioneer of the city of Hull. Starting in business in ladies' and gentlemen's wear when Hull was a village, he has now entered into a new enterprise in the business of musical instruments, pianos, Victrolas, etc.

Mr. Carriere has a long established reputation for congeniality of manner and close attention to business. A reproduction of his spacious business quarters will be found on another page.—(Adv.)

Mainly About People

A. C. Campbell to Succeed the Late T. P. Owens as Editor of Debates

A. C. Campbell, formerly associate editor of debates in the House of Commons, has been appointed to the chief editorship, vice Thomas P. Owens, whose death occurred recently. Mr. Campbell has been associate editor of debates for many years, and for 25 years a Hansard reporter. Prior to joining the Hansard staff he was correspondent for the *Montreal Gazette*, *Toronto Globe* and other papers. He is receiving many hearty congratulations on his appointment.

Mr. Alex. Johnston Re-appointed Deputy Minister of Marine.

Hon. C. C. Ballantyne, Minister of Marine, has made the definite announcement that Alex. Johnston, former Deputy Minister of Marine, who left the Department to take a position in the British Empire Steel Corporation, has decided to return to his old position. When Mr. Johnston resumes the Deputy Minister's duties, Mr. Hawken will return to his former post of Assistant Deputy Minister.

Famous V. C. War Hero Joining Civil Service and G.G.F.G.

Lieut. Michael O'Leary, V.C., late of the Irish Guards, is joining the G. G. F. G., having applied for a commission. He is to become a permanent resident of Ottawa as a member of the Civil Service.

Charles Rochez Honored by the King of the Belgians.

The Bronze Medal of the Order of Leopold II., has been conferred by the King of the Belgians on Mr. Charles Rochez, of the Secretary of State Department. The foreign knighthood has been granted in appreciation of Mr. Rochez's outstanding services during the great war.

The most dangerous liars are those who keep just on the verge of truth.

Wm. Mackenzie Honored.

Members of the Civil Service Savings and Loan Society have presented William Mackenzie, formerly president of the Society, with an engraved gold watch. Mrs. Mackenzie was at the same time given a gold-mounted fountain pen.

Mr. Mackenzie took the chief office of the Savings and Loan Society at a time when skilful management and direction of its affairs was essential to its continued existence. His personal efforts did more than any other single thing to place it on a firm basis and start it towards the success that it has latterly achieved. Older officers and members, co-workers with Mr. Mackenzie, feel a great gratitude to him and this presentation is a small evidence of that sentiment.

Mr. and Mrs. Mackenzie are spending the days of their retirement from active life in the kinder climate of California.

Honored by France.

Frank A. Monroe, of the Soldiers Settlement Board Staff, has been appointed Chevalier du Merit Agricole by the Government of France in recognition of services rendered by him to French agricultural interests when he was in France with the Forestry Corps of the Canadian Expeditionary Forces.

Married.

Robert Ludlow Drake, son of E. F. Drake, director of the Reclamation Service, and Mrs. Drake, was married on February 23, to Cora Park, daughter of Mr. and Mrs. Charles E. Russell.

Words of the Wise.

The true way to be deceived is to think oneself more knowing than others.

When not prompted by vanity we say little.

We often boast that we are never bored, but yet we are so conceited that we do not perceive how often we bore others.

It is oftener by the estimation of our own feelings that we exaggerate the good qualities of others by their merit, and when we praise them we wish to attract their praise.

Obituary.

BAXTER—At Thorold on March 10, Caroline, widow of the late Judge Baxter and mother of C. S. Baxter of the Customs, Toronto, aged 84 years.

GIBSON—At his late residence, 21 Melgund avenue, on Sunday, March 6, 1921, Robert Mungo Gibson, in his 84th year. Father of Mrs. Gibson of the Dominion Bureau of Statistics.

LAFRAMBOISE—At Montreal, February 21, 1921, Edouard Laframboise, of the Montreal Post Office Staff, aged 64. He was a brother of M. L. Laframboise, K.C., formerly of the House of Commons Translating Branch, and uncle of Miss Juliette Laframboise, of the Pension Board Staff.

McELROY—At Brockville, on March 2, 1921, James McElroy, late of Privy Council Staff, aged 69 years.

McJANET—In Ottawa, on February 23, Thomas McJanet, father of Miss Jessie McJanet, of the Forestry Branch.

SEALE—On March 7th, 1921, at his late residence, 136 Slater Street Wm. Seale, late of Indian Affairs, in his 74th year.

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.

DELECTO ASSORTMENT

The rich chocolate coating is delicately flavored to harmonize with the flavor of the centre. An unusually delightful Assortment.

Ganong's Chocolates

"The Finest in the Land"



Continued from March Issue.

Fifty chicks are enough to place in one of the ordinary hovers, and it will be found that where half that number are put in they will generally do even better than the larger number.

As soon as the chicks are old enough to do without the hover it should be removed; at the same time it is advisable to place fine wire netting anglewise across the corners of the house to prevent the chicks from crowding. Roosts should be put in the house, which will then serve until the birds are put into winter quarters. Begin culling as soon as possible. If the chicks are of one of the lighter breeds the surplus cockerels should be sold for broilers.

Feeding. — A mistake, that even a great many experienced poultrymen make, is the feeding of the chicks too soon. When a chick leaves the shell it comes into the world with a sufficient supply of nourishment, in the form of egg yolk, to last it for several days. Therefore what a chick requires at that state of its existence is not feed, but warmth and rest. It is not wise to be dogmatic about feeding, as, given strong healthy chicks many systems will prove successful, but the following may be used as a guide. When the chicks are removed to their brooding quarters there should be some coarse sand or fine chicks grit scattered where they can have free access to it. They should then be left until they show positive signs of hunger, which would be between two

and three days after hatching. They may then be given some bread crumbs that have been very slightly moistened with milk; this may be scattered on clean sand or chick grit. If being brooded by a hen she will see that no food is allowed to lie around, but if in a brooder, what the chicks do not pick up in a few minutes should be removed, as nothing in feeding causes so much trouble as leaving food of that nature around until it is sour. The chicks should be fed five times a day. The following system may be adopted or altered to suit conditions: first feed, bread crumbs, moistened with milk; second, finely cracked mixed grains; third, rolled oats; fourth, moistened bread crumbs; fifth, finely cracked mixed grains. If too early to get the chicks out on to the grass at once, green food should be supplied in the form of young lettuce, sprouted grains, or any other tender succulent food that is acceptable. After the chicks are ten days to two weeks old, coarser foods may be allowed. All changes should be made gradually. The infertile eggs may be rolled and mixed with mash food and the bread and milk discontinued. Hoppers in which is placed cracked grains and dry mash of rolled oats should be put where they can have free access to them. As soon as they become accustomed to the hoppers, the hand feeding may be reduced to the mash feeds and if the chicks are on range it will be found that after a time they will get careless about coming when called;

it may then be dropped and dependence placed entirely on the hopper feeding. Place grit, water, also, if possible, a dish of sour milk where the chicks will have free access to it. Nothing provides animal food in better form than does milk; the chicks like it and thrive on it.

Young Man

If your First Vote—Use Your Ballot as Your Weapon to

**KILL
The Liquor Traffic**

If You are a Married Man

As You vote—Think of the Young Boys, growing up in our city—They have rights too—

VOTE YES For Them

Young Women

The Ballot is your privilege—use it on Monday to make Ottawa safer for the Home and family.

The issue is — YES or NO to importation of Liquor for rich and poor alike. Have no regrets, be a Woman, for Woman's sake. Mark X after yes.

Keep Liquor Out.

Baby Chicks

Eggs at 4 months
and 12 days—

GET THAT?

Fletcher Bradley's Famous Baby Chicks have no equal in all Canada, many customers we sold last year reported receiving their first eggs when their chicks were less than 5 months old. To avoid disappointment book your chick orders now, pay later. To any Civil Servant bringing this ad. we will allow 1 free chick to every dozen.

28 Market Square.

Halcyon Club Notes

The ladies of the Department of Customs and Inland Revenue are to be congratulated on the splendid success which attended their tea and dansant in the Halcyon Club on Saturday afternoon, February 5th. The arrangements were in charge of Miss Margaret Wilson and Miss Georgina MacDougall, who received the guests together with Miss Doyle, president of the club, and Miss Alice Walker. The color scheme of the tea table was yellow and mauve, centred by a most beautifully arranged basket of daffodils and hyacinths, and was presided over by Mrs. R. W. Wigmore, Mrs. R. R. Farrow, Mrs. C. P. Blair, and Mrs. A. S. Bleakney. The assistants were Miss Florence Burt, Mrs. A. V. Lyon, Miss Edith Daws, Misses H. Bourgoing, Cherry, Bennet, Dalton, Megarity, Boreham, McDonald, McGiffin, Marjerrison, O'Connor, Rooney, D'Oxnellas, McPhee, Cardiff, Nash, Shore, Watchorn, and Mrs. Trumppour. During the afternoon Mr. A. Milville Belleau rendered a number of vocal selections which were very much enjoyed. Mrs. Belleau played the accompaniments. Among those present were the Honorable R. W. Wigmore and Mrs. Wigmore, Mr. and Mrs. R. R. Farrow, Mr. Geo. W. Taylor, Mr. and Mrs. Frank Lewis (St. John, N.B.), Mrs. J. A. Watson and Miss Watson, Mr. and Mrs. J. Sydney Roe, Mr. and Mrs. W. J. McCaffrey, Mr. and Mrs. Wm. Ide, Col. H. V. Rorke and Miss Rorke, Mr. A. Chase, Mr. and Mrs. C. B. Patten, Mr. J. M. Peaker, Alderman and Mrs. McElroy and others.

On Saturday evening, February 19, the musicale at the Halcyon Club again proved a drawing card, the pretty club room, being well filled when youthful Miss Helene Landry opened the programme with Rachmaninoff's well known "Prelude" followed by "Pastorale Variee" by Mozart. Miss Landry's technique was ample for the demands made upon it, and her playing throughout characterized by a certain style. Later, she played a very pretty group of MacDowell numbers.

What might be termed an innovation on concert programme was the clarinet solo by Mr. Fred H. Bysche. As first clarinet in the Ottawa Symphony Orchestra, Mr. Bysche's work is well known, but it is some time since he has been heard in concert. His number, "Fantasiestucke" (four movements) (by Gade, gave him ample opportunity to display the possibilities of his instrument. His tone is good and he plays at all times with ease. Mrs. Fred. Pereira handled the piano accompaniment with brilliancy.

The vocal part of the programme was given by Capt. Dan. Alf Cameron, Mr. Cameron, who possesses a baritone voice of great volume, sang in all nine songs, his second group being the best liked, particularly "April Weather" by Rogers and White's rousing "King Charles" which completed the group and evoked enthusiastic applause. Dr. Sanders played the accompaniments with evident understanding of the soloist's temperament.

A largely attended tea and dance was given on Saturday afternoon, February 12th, in the Halcyon Club rooms by the ladies of the Marine and Fisheries Department. The arrangements were in charge of Miss Elizabeth Connelly, and the guests were received by Miss Mary D. Doyle, president of the club, Miss M. G. Taylor and Miss Mary C. Doyle. The tea table which was prettily decorated with streamers of red valentine emblems, was centered with red carnations. It was presided over by Mrs. E. Hawken, Mrs. W. A. Fuller, Mrs. W. Found, Mrs. A. R. Tibbits and Mrs. W. Johnston.

Another very largely attended tea and dansant was held in the Halcyon Club rooms on Saturday afternoon, February 19th, under the direction of the members of the Department of Agriculture, convened by Miss H. K. Living.

The guests were received by Miss Living, Miss O. Robertson, Miss Mary D. Doyle and Miss Alice Walker. The tea table, which was centered by a beautiful bouquet of hyacinths, daffodils and ferns, was presided over by Mrs. E. S. Archibald, Mrs. W. T. Macoun, Mrs. Geo. H. Clarke and Mrs. J. B. Spencer. The assistants in the tea room were the Misses F. Shore, M. Goven, Winthrop, Cossett, D. S. Warner, Buckles, J. C. Grant, Ramsey, M. Dunham, McCarron, A. Monahan, Jane McInnes, M. R. Ebbs, Atkinson, Sullivan and Mrs. M. C. Johnston.

The Ritz Fashion Shop

The renown of The Ritz Fashion Shops has been created by sponsoring the new and heralding the advance vogue in feminine apparel.

Jackson Building.

Phone Q. 8482.

OTTAWA CIVIL SERVANTS
Are always sure of a good time at the Capital's beautiful new ballroom

RITZ GARDENS

LOEW THEATRE BDG. — — — — — QUEEN 6090
Dancing every night and special rates for parties of 10 or more couples
Private lessons and classes instructed by Prof. Laing.

Blouses, Silk Underwear.

Hosiery, Sweaters.

DOLLY IMBREY BLOUSE SHOPS

Loew's Theatre Building, Bank and Queen Streets.

Phone Queen 5028

OTTAWA.

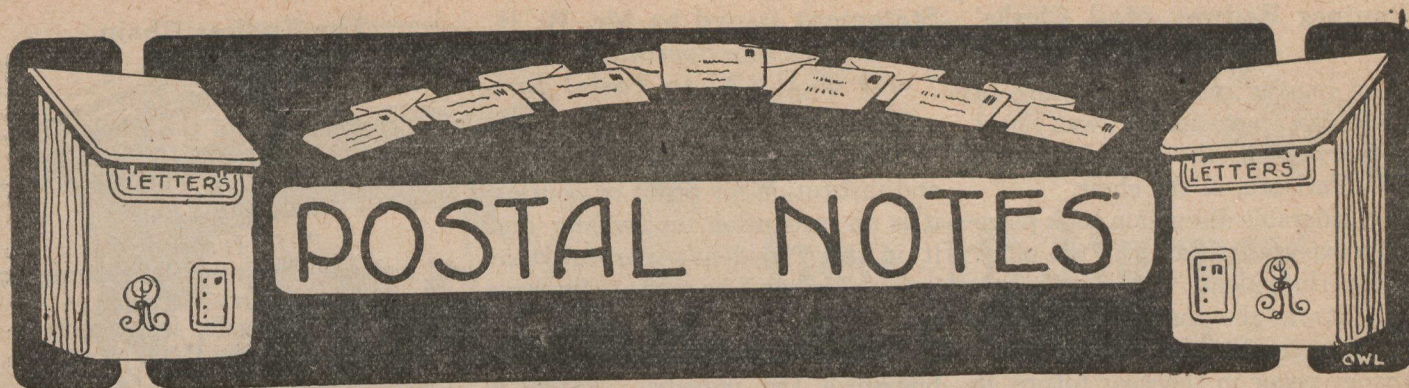
Our Specialty, Exclusiveness.

LA MODE LIMITED

Suits, Coats, Dresses, Waists, Skirts,
OTTAWA, CANADA.

182 Sparks Street.

Telephone Queen 5526



An Answer to "Why," by West- erner.

The Editor, *Civilian*:—

In answer to the article in your March number, by "Westerner" and his search as to, "why":

Certain organizations of the P. O. service have been moving. His anxiety is to define where and why the executives of certain organizations have, at the behest of their membership, been negotiating to bring about a get-together conference.

Why the R. M. Clerks took the initiative, and invited representatives of each of the other organizations to the proposed conference. That all organizations accepted the invitation and that a certain body through its General Secretary, objected to the A. P. W. being present.

Let me advise "Westerner" that he must be getting his information from a source that has an obsession to get down to the real facts of the present controversy: The F. A. L. C. Convention appointed two representatives to confer with the Ry. M. C. A. and the D. P. C. A., with the object of bringing about an affiliation or amalgamation of all eastern organizations. Those representatives were empowered — if they could agree among themselves — to bring about a further formation of all postal employees. The Ry. M. C. A. and D. P. C. A. organizations were notified to this effect under date of September 9th, 1920.

Any one who attended the Board of Hearing, in Ottawa, March, 1920, should be well aware of a certain atmosphere that existed towards the representatives of one of the organizations who were presenting their case. This suspicion, whether true or untrue (we believe it untrue), still seems to exist in the minds of those who became inoculated with it, and in place of taking the initiative, as "Westerner" has been informed, the initiative the Ry. M.

C. A. Executive took was—they refused to meet a certain representative of the D. P. C. A. at any conference, at all. Having overcome this objection, to some extent, their second efforts to help out the conference consisted of a strenuous objection to having the meetings held in Ottawa. Their third objection, raised at a later date, was that they had not now, or ever was it their intention to meet with the two organizations, to effect an Eastern affiliation.

Under date of October 11th, one of the appointed representatives notified the Secretary of the F. A. L. C. that he had sent an invitation to the A. P. W. and asking for its confirmation. This confirmation was not given for the reason that our instructions were that the A. P. W. should not be invited to spend their time and money in coming to a conference called where there seemed no possibility of an agreement being arrived at. Until the difficulty that existed in the minds of a certain body in the East, had been adjusted, we had no desire to aid and abet a cock-pit or have this conference degenerate into a discussion as to what is the best religion to adopt to attain salvation.

Why a representative of the Ry. M. C. A. took upon himself to call a conference in Toronto, on the 11th day of November, 1920, and invite others, is past our comprehension. One can only assume that the gentleman had a large sense of his own importance, seeing he had no audience to present his case to. It can be stated briefly, thus: If we were all as sincere as we pretend to be, and were satisfied to be a part of it, instead of the whole of it, there would be very little need for conferences, but egotism, selfishness, power, enters in and every little curate tries ranting in the Bishop's voice, creating disor-

ganization, in place of organization.

Those who love democracy should band together and insist that their leaders can both read and write and that they wash themselves occasionally and learn to have some manners and quit wearing cheap jewellery, while handing out barrels of hog wash to their followers.

Why the so-called Separationists shun debates with those wearing cheap borrowed jewellery, will be amply illustrated in the following. One of Thomas Moore's finest poems is the "Veiled Prophet of Khorassan." This terrible scoundrel had a face unspeakably heinous, so he kept it covered with a veil. No one was permitted to look upon his face. Had he thrown aside his veil, the people would not have stood for him a moment. We have men in the midst of the Civil Service today pretending to be organizers and uplifters of humanity, who ought wear veils—masks would be better.

ALEX. McMORDIE.

NEW C.S. FEDERATION.

Postal Employees' Organizations Effect
Combination.

A new civil service organization came into being on March 17th, when the Canadian Federation of Postal Employees was officially created.

The federation will have some 4,000 members, composed of letter-carriers and postal clerks, and is a combination of the Dominion Postal Clerks' Association and the Federal Association of Letter-Carriers. Neither, however, will lose its identity or autonomy.

The president of the new organization is W. J. Cantwell, Ottawa, head of the Dominion Postal Clerks' Association, and on the inquiry staff of the Post-Office Department.

J. E. Archer, Hamilton, was elected secretary-treasurer. He is of the Letter-Carriers. The vice-president is to be appointed at a later date.

Winnipeg Railway Mail Clerks' Association.

The regular monthly meeting of the above association was held February 28th, the president, Mr. R. C. Pariseau, in the chair.

Considerable discussion took place *re* the expected vacancy of the office of Superintendent, R.M.S., Winnipeg. It was the unanimous opinion of the meeting, that should such vacancy occur in the near future, it should be filled by a Railway Mail Clerk of this Division." The secretary was instructed to write the Civil Service Commission strongly urging upon them the advisability of making this appointment as suggested; the senior applicant being given preference, other qualifications being equal.

A lengthy and interesting discussion took place on the proposal of the Dominion Federation of Railway Mail Clerks affiliating with the Trades and Labour Congress. The secretary read letters from Mr. F. Grierson, also copy of a letter from Mr. Tom Moore to the President of the Dominion Railway Mail Clerks' Federation, which gave considerable information *re* this matter. It was eventually decided "That this meeting of Winnipeg Railway Mail

clerks is unanimously in favour of Dominion Railway Mail Clerks' Federation, affiliating with the Trades and Labour Congress of Canada."

Japan Getting Modern.

Along with other arts and sciences of the western world, Japan now seems to have undertaken a duplication of the methods of the Burleson post office Department.

A post card mailed at Kabe, Japan, in November, 1910, addressed to Chas. H. Reifenrath, Helena, Mont., reached Mr. Reifenrath Tuesday, January 11, 1921—a small matter of 10 years and better since it was mailed. The card was from Mrs. Hilton Carson, a sister of Mr. Reifenrath. Mrs. Carson has been a resident of Manila, Philippine Islands, for a number of years. The card was mailed as she passed through Japan after a visit to America.—Montana Record-Herald.

Statement issued by Mr. W. H. Hays, the new Postmaster General of U.S.A. to Postal Employes.

"The Postal Establishment is not an institution for profit or politics; it is an institution for service; and it is the President's purpose that every effort shall be made to improve that service.

"Every effort shall be exercised to humanize the industry. Labor is not a commodity. That idea was abandoned 1,921 years ago next Easter. There are 300,000 employes. They have the brain and they have the hand to do the job well; and they shall have the heart to do it well. We purpose to approach this matter so that they shall be partners with us in this business. It is a great human institution touching every individual in the country. I know that with 300,000 men and women pledged to serve all the people and honestly discharging that duty, fairly treated and properly appreciated, all partners with us here in this great enterprise, we can do the job. It's going to be done."

After Fifty-Four Years.

After fifty-four years uninterrupted service in the Post Office Department, B. M. Armstrong, controller of the Railway Mail Service, is retiring on superannuation.

In the year of Confederation he entered the Toronto Post Office as a clerk and rose gradually from grade to grade until, thirty years later, he was placed in charge of the railway mails.

Under his direction, the administration of this vital factor in national communication was centralized and brought to a state of previously-unknown efficiency. Numerous reforms and innovations followed, giving the public greater service and the men in the mail cars a chance to get ahead by meritorious discharge of their duties.

The R.M.S. and B. M. Armstrong have been one and inseparable for nearly a quarter of a century. The veteran controller has greatly earned his retirement.

The Endless Chain.

(And So It Goes.)

The P. M. G.

I'm the Director of the whole show,
It's brains that make the P.O. go,
No one can say that mine are slow—
I—make the P.O.

P. O. Inspector.

"I'm the guy that keeps things straight;
My decisions carry weight,
'Keep the mails safe,' is my motto—
I—make the P. O.

Postmaster.

"I'm the local P. M. G.,
Keep the mails moving, don't you see,
Enthuse the boys, it goes to show—
I—make the P.O."

Superintendent.

"As Superintendent, it's up to me,
Responsibility, holy gee;
Continuously I'm on the go—
I—make the P. O."

Foreman.

Attention now, let the Foreman speak,
"I work hand and brain from week to week,
Speed up, clean up, don't dare go slow—
I—make the P. O."

Distributors.

Let someone toot the case man's horn
To a "tougher" job no man is born;
Like an endless river, letters flow—
HE—makes the P. O.

Laborer.

"I am the Laborer of brawn and muscle,
Hauling and tugging, I must always hustle,
Lifting and dumping sack mail will show—
I—make the P. O."

Mail Truck Driver.

"Last but not least, I'm the Chauffeur,
I can't afford to be a loafer,
My speed makes the others all look slow—
I—make the P. O."

—From the Union Postal Clerk

Civil Service Federation Convention March 14th, 15th and 16th.

A complimentary dinner was given by the Civil Service Association of Ottawa to the delegates on the evening of the 16th at the Chateau Laurier.

The event was a decided success. There was a large attendance, the Hon. W. J. Roche, Hon. A. K. Maclean, Hon. Hewitt Bostock and Dr. J. L. Chabot being among the guests.



"A Little Bit of All Right"



Enjoy them to-day

PLAYER'S
NAVY CUT
CIGARETTES

Geo. B. Burney
 Funeral Director
formerly of Rogers & Burney
 338 Somerset St
(Between Bank and O'Connor Sts)
 Private Chapel
 Phone Queen 81
INVALID CAR

Put Your \$\$\$ to Work

Permit us to explain in detail

"CANADA—METROPOLITAN PLAN"

S. F. E INVESTMENT—HIGH YIELD.
Cash or Deferred Payments.

Confederative Investment Corp'n, Ltd.,
Montreal—Boston—Ottawa

Room 323 Jackson Building.



J. M. Carriere
HULL

SEE

PAGE 167

Pianos Victrolas
and
Musical Instrument
Showrooms

Organized Labour in the Service

News of Union 66

OUR PLAN OF RE-ORGANIZATION.

OTTAWA, March 22, 1921.

The Right Honourable,
The Prime Minister of Canada,
Ottawa.

SIR:—

Acting upon instructions from the Associated Federal Employees of Ottawa, Federal Union No. 66, I beg to submit herewith the views of that body upon the ground to be covered and the methods to be pursued in the reorganization of the Canadian Federal Service.

It must, we think, be admitted that the ones best fitted to frame and carry out a plan of reorganization are those most fully acquainted with the present condition and needs of our departmental activities. Such men know the faults and short-comings of the various branches and departments; they know the lines where expansion might well be made to good effect and with ultimate economy; they know where personnel might be cut down and where increased to advantage and are also best acquainted with the various office methods and appliances, etc., suited to the lines of work in which they are engaged.

To entrust such a complex task as the above to a firm of American so-called "efficiency engineers" is to doom it to failure at the very outset. Such a firm might possibly be competent to go into a factory, a departmental store, or something of that kind and indicate certain methods of achieving economy. That is the line of work in which they have been mainly engaged and which measures fairly well their capacity, but one cannot expect such men, utterly uninformed as to our departmental objects, machinery and methods to achieve anything but confusion in a reorganization of the Canadian Civil Service. We have seen some of the results of their efforts in the Government Printing Bureau. It is true that the claim is made that a very large saving has been effected in the Bureau. It would have been effected quite as well and without cost to the country by allowing to take its course the natural reduction of staff following upon the close of the war and its special activities. Moreover, much of the saving has been obtained at a distinct loss of efficiency. Any one, in any Department of the Government, who has to do with Printing Bureau matters, knows that the work done there is less satisfactory, is put through

more slowly and is accompanied by more frequent mistakes of a serious nature, than ever occurred before. Again, a considerable amount of so-called saving is being effected through the Editorial Committee cutting down the editions of Government publications. In many cases we have no doubt this can be done without detriment to the public interest, but there are a great many publications being brought out by the Departments which have a direct bearing upon greater production in this country and the reduction of the editions of such by the Editorial Committee deprives the public of a great deal of valuable information, which they could put to immediate and direct use in their daily work. This, then, instead of being a saving, is really a loss to the country and a very serious one.

The firm of Griffenhagen Associates is, we are informed, now engaged upon what they term the "reorganization" of the Post Office Department. From information gathered from a number of men holding responsible positions in that Department and who have held them for a number of years, this so-called reorganization is being carried on without plan, is resulting in the greatest confusion and can only terminate in the complete disorganization and breakdown of one of the most important departments in the Government service. In a random and hurried moving of one branch or another of the above department from office to office, files have been heaped together, torn apart, and, in many cases, it will be impossible to get such files together again. One very important officer of the Department, who has been in it for a number of years, and who may properly be classed as an expert in post-office matters, has had his entire staff taken away from him, has had his own office moved to another building and has sat there for from two to three weeks without work, without staff, and without instructions. We are advised that when he inquired from his Deputy Minister, or his Assistant Deputy Minister, as to what his fate was to be, that officer replied that he knew absolutely nothing about these experts' plans, that he was as much in the dark in the whole matter as the most junior clerk in his Department.

We do not wish in any communication addressed to the Prime Minister of Canada, to use language which may seem disrespectful or too emphatic, but we must say, having in view the above instances of incompetence, mismanagement, and absolute lack of responsibility on the part of

"efficiency experts," that not only are they showing inability in their task of reorganizing the service, but a direct insult is being offered every officer of every Department with which they have so far had anything to do.

It was with pleasure that this Union learned, some few weeks ago, that the contract with the Griffenhagen Associates had been terminated. We regretted that it had been considered necessary to give them two months more to disorganize the Service still further, but everyone in the service felt that at last we were getting rid of an incubus which had gone far to destroy the efficiency of many of the Departments and which threatened others. The Service was prepared, as soon as these gentlemen left, to take up the work of house-cleaning and putting into order the wreck that they were leaving behind them. It has been rumoured, however, within the last few days, that the services of the Griffenhagen Associates are to be retained for a longer period; perhaps permanently, either as part of the Civil Service Commission or under some other arrangement. Whether this be true or not, we do not, at the moment know, but if true, we can only say that it means still further disorganization and lack of efficiency which must inevitably go from worse to worse until the day arrives when it is clearly seen that the Associates and all their methods must be entirely gotten rid of and the reorganization of the Service, necessary as it doubtless is, be carried on along the lines indicated briefly below.

To undertake intelligently and with fair hope of success, the reorganization of a complex mechanism such as the Civil Service calls for:—

(1) A clear view of the object of that Service. To define such object in few words, but sufficient for our purpose, we may say that it is to look after the public business of the people of Canada, to administer such acts and regulations as may from time to time be passed, to carry on such researches and investigations as may be required, and generally, to keep in motion the machinery made necessary by the domestic and foreign relations of our national life.

(2) An equally clear idea as to the best methods of attaining the object defined under (1), in the fullest, most efficient and most economical way.

This means a great deal more than the study of office routine, the readjustment of desks and filing systems and the discharge of a few clerks. It means, rather, an inquiry into the question as to how fully and thoroughly each section of the service is fulfilling its duties as defined above. Are there features in which the service might, with some expansion, be of much greater benefit to the public? On the other hand, are there other features where the work is gone into in too much detail and with undue complexity of method? Again, are there cases where the work of one branch or department would seem to overlap that of another, indicating the advisability of elimination or amalgamation?

These problems, which are the great basic problems of the whole question, are being entirely neglected by the firm attempting to reorganize the service, or are being treated in such a childish way as to cause ridicule and laughter throughout the Service. As a matter of fact, we are convinced that what little good the Griffenhagen Associates are effecting, what few suggestions they make, which are really practical, are simply borrowed by them (to use no stronger term) from discussions which they have had with various departmental officials where the latter have disclosed some of their plans for greater efficiency; plans which many of them have striven to put into effect for many years.

It is not the intention to burden this memorandum with a discussion of the points where the Service fails, where its work overlaps, or where it functions imperfectly. Such a discussion is quite unnecessary. If you have read carefully the previous memoranda sent you, as doubtless you have, you will have seen that they were all, as it were, interlocking. In some or all of their features we have recommended what we term "the joint council idea" and we again do so in this instance, that of the reorganization of the various departments of the service. As indicated above, no group of men, neither Griffenhagen & Associates, Civil Service Commission nor any one else can step in and reorganize the whole service. The methods adapted to one branch or one department would cause the absolute disorganization of another. Reorganization can only be effected in each branch and each department by the men familiar, through long years of service, with the work and with the needs of the said branch or department. Again, we come, therefore, to the joint or Whitley Council scheme so often recommended in previous memoranda and dealt with fully in one memorandum in particular. We commend to the most earnest attention of the Government the following very simple plan of thorough service reorganization, viz., a reorganization carried out:

(1) For the branches of various departments, by the branch councils, formed, as indicated in our memorandum on Whitley Councils.

(2) The collation of these various branch reorganization plans by the Departmental Councils and the welding of them together into one departmental reorganization scheme.

(3) After this plan has been worked out by each Department, the whole comes before the Interdepartmental Council for final consideration and approval and submission to the Government.

The above is, in our opinion, the only feasible scheme. It is one which will not cost the country a single dollar of extra expenditure. It insures a reorganization carried out by the various classes of officials and employees, from the highest to the lowest, in each department, who are most familiar with the various lines of work and the various needs of that department. It will have been carried on upon the proper principle, which is: (1) The reorganization of the work with a view to the more economical and more complete attainment of the object aimed at, and (2) The consideration of the methods whereby such object is to be attained.

Under present conditions, as reorganization is being now attempted, the objects aimed at are either ignored or completely misunderstood and the only thing which is being attempted, and that only superficially, partially and in the most haphazard way, is an adjustment of machinery to attain objects which, as I say, are not understood. The end can only be confusion.

The result of this systematic and comprehensive survey of Service conditions carried out by competent Civil Servants themselves, will be, we feel sure, a well-balanced, smooth-running and efficient service. We are not of the opinion that reorganization will involve the discharge of any considerable number of those now in the Service, other than aged Civil Servants ready for superannuation and for whom we have already recommended in another memorandum that superannuation be provided before reorganization is applied. We believe that it will be found that, while in a number of branches of departments considerable overmanning exists, in others the need of help is seriously curtailing their efficiency and usefulness to the people of Canada.

It may very possibly be that, under a reorganization plan carried out as recommended above, little immediate money saving may occur. This, however, is a small matter, if, as a result of this reorganization, the Government may feel that the money being spent on the Canadian Civil Service is being well spent; that is, that the people are getting the highest possible value therefor. Under present conditions,

much money voted for the public service is necessarily, if not wasted, at least not spent in the most efficient way, but this situation is not being relieved in the slightest by throwing the whole system into confusion as is now being done. The solution of the whole difficulty is:

(1) The immediate and complete dismissal of the Griffenhagen Associates and everyone connected with them.

(2) The placing of the Civil Service Commission in charge of the work for which they were originally intended, instead of allowing them to take to themselves practically the whole control of the Civil Service, through which very frequently indeed they hamper its activities, owing to ridiculous and unnecessary regulations, and

(3) The giving to responsible and devoted Civil Servants a part in the administration of the Service, which will result in a simple and prompt solution of Service difficulties and the carrying on of public activities with a minimum of annoying regulations and red tape.

I have the honour to be, Sir,
Your obedient servant,
F. W. PATTERSON,
President, A.F.E. of O.

THE BANK OF NOVA SCOTIA

Capital Paid Up . . \$9,700,000
Reserve Fund . . . \$18,000,000
Total Assets over . \$230,000,000

We Recommend

OTTAWA DAIRY

PURE MILK from inspected herds
ICE CREAM BRICKS made from
pure cream and selected fruit

The Steel Equipment Co., MANUFACTURERS OF

Metal Filing Devices

FILING CABINETS
STEEL FURNITURE

Factory at Pembroke

UNION BANK BUILDING
OTTAWA CANADA

How the Civil Servant Held His Post Forty Years Ago in U.S.A.

A FRIEND who holds a place in the civil service of the government writes to say that he received a request from the Congressional Committee to contribute toward the expenses of the Republican party in the campaign. With this he complied very cheerfully, being anxious to promote the success of that party and feeling able to contribute thereto to this amount and no more. Since that time he has received a like request from the committee of his State. He says he does not feel able to comply, but fears he will be "kicked out" of his place if he does not. Under these circumstances he asks our opinion as to what he would better do. We are not giving advice; but, if we were, we should say to our friend that he ought to treat such a request just as he would a contribution-box. In fact, the political assessment is very like a contribution-box, except in that it offers no chance for any one to get a reputation for liberality by putting in buttons and counterfeit money. Whatever is paid must be current coin of the realm, and no sort of pretense will serve to keep up a man's reputation with his party associates as a liberal contributor to its necessary funds who does not pay money. We do not believe he is in any more danger of removal for failure to comply than he would be of Excommunication for failing to see the contribution-box when it is thrust under his nose in church. We do not believe much in this cry of universal terrorism by means of political assessments, and, even if all that is said were true, we should count the man who was scared into compliance thereby a mean-spirited creature, whose absence would be a benefit to the service. If every subordinate had the manliness to reply respectfully but firmly to such requests, stating his reason for non-compliance or partial compliance, we do not believe there would be a solitary removal therefor. We have had some experience and opportunity for observing such things from the inside, and that is our honest conviction. If, however, the reverse be true, and the minor officers of our civil service are actually "bulldozed" into paying money for the support of a cause

they do not care to have succeed, or into giving amounts which they do not feel able to bestow—in short, if they are driven by fear of removal to pay money unwillingly—they show themselves to be so cowardly and weak as to be unworthy of the contempt, much less the sympathy of a great people. Instead of clamoring for a law to protect the placeman, it would be better, in that case, to find placemen who are worth protecting. A man who is worth his salt in the service can, at the worst, make a living outside of it; and, if he does not value his honor and independence high enough to resist such compulsion, he is a very poor specimen of frail humanity.

U. S. A. C. S. Salary Revision.

A bill to fix new wage standards for United States government employees is to be one of the first measures to obtain consideration at the approaching session of congress. Salary scales in general, according to plans outlined, will be raised.

The increased cost of living, higher wage scales of private industry and many other factors are to be taken into account in fixing the new salary standards.

Among the abuses aimed at are conditions found in various departments where some employees receive many hundreds of dollars more or less than others doing exactly similar work.

Civil Service Commissions in the U.S. A.

The number of Commissions now successfully operating in the U. S. A. are:—

State Commissions	11
City Commissions including Chicago with its Municipal and Park Commissions	234
County Commissions	3
Counties under jurisdiction of State Commissions	23
Cities under jurisdiction of State Commissions	43
Villages under jurisdiction of States Commissions	4
and Cuba and San Domingo.	

In Favour of Civil Service Reform League.

January 10th, 1921.

The Editor of *The Civilian*—

Dear Sir:—

In answer to your request, I gladly give my opinion for what it is worth. It is that Canada should have a Civil Service Reform League with a wide membership of public-spirited citizens. The dangers of patronage in appointments and in promotions are ever with us. The advocates of patronage may still be found in our federal and provincial capitals. We have a Civil Service Commission, but we the public must not sit inert and watch the Commission do our work unaided. We must back it up against attacks from within the Civil Service and from without. We must show the Commission that public opinion supports it in keeping the standard high. To form a Civil Service Reform League to focus and to express the opinion of the community is a duty which we owe both to the Commission and to ourselves.

Yours truly,

W. L. GRANT.

Mr. W. L. Grant, principal of Upper Canada College is a worthy son of the late Principal Grant of Queen's University.

Commission Orders and Decisions

From February 12th to March 3rd, 1921

The following list of appointments, promotions and transfers have been furnished by the Civil Service Commission:

Agriculture.—G. G. H. Gilding, T. P. McVey, stock car inspectors; G. Retson, head herdsman; F. A. Humphrey, veterinary inspector; Frida O'Brien, seed analyst; S. Mahaffy, gardener.

Civil Service Commission.—Miss M. E. O'Shaughnessy, clerk; F. Fowler, packer and helper; G. H. Gilchrist, investigator.

Customs.—E. Cheesman, packer and helper; E. J. Roy, M. Regan, H. Heritage, customs examiners; E. M. Clarke, excise clerk; E. O. Gaube, collector of customs.

House of Commons.—J. H. McKay, parliamentary reporter.

Immigration and Colonization.—M. Roberts, junior clerk.

Interior.—Miss B. Jackson, junior clerk stenographer; W. W. Stinson, account clerk; A. Ridway, forest ranger; G. McKenzie, assistant forest ranger; A. F. Bourrette, park caretaker; M. Potvin, messenger clerk; J. B. Snape, junior engineer; J. L. Boyd, photographer.

Justice.—J. A. Scott, indust. guard shoemaker; W. H. West, W. S. Taylor, M. M. Silver, T. H. Angrove, M. E. Jenkins,

R. O. Turpin, prison guards, Kingston Penitentiary; C. E. Timlin, guard, St. Vincent de Paul Penitentiary; J. F. H. Dufault, prison clerk, St. Vincent de Paul Penitentiary; L. E. Doolan, A. Van Luven, indust. housekeepers, Kingston; E. C. Johnston, guard, Manitoba Penitentiary.

Labour.—Mrs. M. M. Ransom, dup. machine operator, Ottawa.

Marine and Fisheries.—W. H. MacFarlane, W. H. Nolan, lightkeepers; Mary Ross, rainfall observer; E. C. Guyton, clim. observer; H. J. Reid, weather observer; A. F. Thibault, E. Nickerson, wharfinger clerks.

Naval Service.—W. McLaurin, dockyard foreman; B. Clarke, acct. clerk.

Post Office.—A. B. Robertson (Vancouver) F. J. Clarke (North Bay), C. S. Martin (St. John), J. Clifford (Halifax), J. A. B. Dumas (Quebec), C. A. Bishop, railway mail clerks; J. Scott (Saskatoon), W. W. Howlett (Nanaimo), W. McLaren (Medicine Hat), A. W. Chapman (St. Thomas), F. W. Hodges (Calgary), H. Newman (Windsor), J. H. Lake (Hamilton), S. M. Ling (Brandon), letter carriers; F. S. Reynolds, W. C. Singleton, D. Laird (Vancouver), Miss O. Watson (Prince

Rupert), F. H. Fairs (Woodstock), M. O'Farrell, C. E. Massicotte (Montreal), C. Kirk (Victoria), E. H. Kite (Brantford), D. Mullin (Windsor), R. Stephen (Calgary), C. E. Hastings (Hamilton), E. Thtacher (Guelph), G. Edwards (Lindsay), A. G. Knight, A. G. Smith (Niagara Falls), L. P. Duhamel, R. J. Secor (North Bay), C. C. Boreham (Ottawa), postal clerks; A. S. Longmore, junior clerk (Ottawa); G. Cleave transfer agent (Montreal); A. B. Howell, printer office P.O. Supt., Toronto.

Railways and Canals.—F. Scott, clerk stenographer; J. Dumont, laborer.

Secretary of State.—C. B. Foster, clerk.

Trade and Commerce.—Wm. Jas. McCracken, deputy grain inspector.

TRANSFERS

W. Scott from Lethbridge to Vancouver; J. S. McVey from Ottawa to Montreal as Examining Officers; J. Vechler from Montreal to Ottawa as customs statistics clerk.

J. G. Gorton from Swift Current to Lethbridge as clerk; Miss J. H. Jackson from Moose Jaw to Edmonton, Miss C. MacLeod from Moose Jaw to Winnipeg as clerk stenographers; T. W. Kidd from Moose Jaw to Lethbridge, R. Cox from Lethbridge to Winnipeg as junior clerks; W. L. Allain

Marriage Licenses Issued.

Phone Queen 245.

Rowan & Company

Walter Rowan

Watchmakers and Jewelers

153 Bank Street.

OTTAWA, Ontario.

We claim we save you from \$50 to \$100 on a funeral bill. Remember that you should exercise care and economy in arranging for the funeral. It is not just that you allow yourself in this trying time to pay more than is necessary.

We manufacture high grade caskets and funeral supplies but have kept our prices the lowest possible.

MacKENZIE Bros.

UNDERTAKERS & EMBALMERS

511 Bank St.

Phone, Carling 418.

At Subway

Phone Carling 1091

Office and Works: Cor. BAY and CATHERINE STS.

E. W. MARSHALL

Importer of High Class Furniture, Rugs and Tapestries. Marshall Process Carpet Cleaning, Upholstering, Mattress Making, Cabinet Work and Polishing. Storage and Warehousing. — Private siding G. T. R.

Sole Agent for The Geyser Electric Washer and Eureka Electric Vacuum Cleaner.

PHONE QUEEN 8500

FLEETWOOD WILSON & Co.

DRY GOODS, MILLINERY and MEN'S WEAR

Cor. BANK and SOMERSET Sts.

OTTAWA.

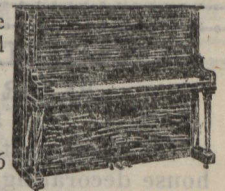
Every instrument we have for sale is MADE IN CANADA, where your dollar is worth one hundred cents.

ROBERTSON PINGLE & TILLEY LTD.

The BRUNSWICK Shop

Cor. Bank and Cooper. Phone Q. 56

Ottawa, Ont.



HOWARD SMITH PAPER MILLS, LIMITED

Makers in Canada

OF HIGH-GRADE PAPERS

138 MCGILL ST.

MONTREAL

from senior stores clerk to Penitentiary teacher in Dorchester Penitentiary.

B. S. Fox from stores clerk, Interior Department, to hatchery assistant at Banff, Marine Department.

PROMOTIONS

Customs.—P. E. Dupont, R. Belanger to customs clerks; W. Thomson to examining officer, J. A. Lambert to exciseman, J. D. Labelle to excise clerk, Montreal; R. W. Thornton to customs clerk, St. John; T. S. Patterson, G. R. O'Bamswain, T. A. Hastey, J. E. Barrette, W. C. O'Connell to customs statistics clerks; G. B. Urquhart to entry checking clerk; W. A. Fuller to senior entry checking clerk; S. W. Hobart to chief clerk; A. E. J. M. Veit to head clerk; Miss A. E. Boreham to senior clerk stenographer, Ottawa; H. J. Johnston to deputy collector, Inland Revenue; St. Catherines; R. R. Brown, J. Hanafin, C. E. Mills, to customs examining officers, G. A. Ardley to assistant inspector, W. Cobrun to customs clerk, Vancouver; J. E. Lee to computing clerk, Edmonton; A. B. Stroud to comp. clerk, Moose Jaw; C. J. Melanson to collector of customs, Bathurst; S. J. Carmichaell to customs, express and postal clerk, T. A. Beckett to customs warehouse clerk, W. A. McConnell to customs clerk, Winnipeg; B. L. Winfield, to asst. customs appraiser, Saskatoon; J. E. S. Mulligan to customs cashier, Ottawa; S. A. Smith to file clerk.

House of Commons.—J. Dumont from P.O. Department to House of Commons as Parliamentary translator.

Interior.—E. M. Reid to Land Office as senior clerk, Dauphin; E. E. Turton, G. A.

McLeod, Dominion Lands Branch as senior clerks; W. St. John Miller, to senior draftsman; T. S. Mills to senior assistant engineer; P. H. Hoover to div. hydro. engineer; A. L. McNaughton to assistant power dev. engineer; A. Pirie to junior dev. engineer; Misses A. L. O'Connor, H. A. Clark to clerk stenographers; A. Roger to assistant power dev. engineer.

Justice.—G. W. Trollope, E. H. Cummings, M. J. Walsh, to chief prison keepers; M. J. O'Meara to court usher; H. Woods to prison clerk bookkeeper.

Marine and Fisheries.—J. D. Campbell to stores clerk; L. Wright to prin. clerk bookkeeper; A. F. Ough to weather observer and forecaster; A. B. Gurney to lightkeeper; F. Harrison to head clerk.

Pensions.—Miss I. M. Adams to clerk.

Naval Service.—T. F. McVeigh to assistant Deputy Minister.

Patent and Copyright Office.—Miss L. M. Stewart to clerk typist.

Public Works.—T. C. Butler to caretaker; G. H. Morton to stationary engineer; E. Barrett to Lower Labarge as tele. operator

Post Office.—A. S. Deaville to clerk P.O. Inspector's office; Miss D. A. Argue from Pensions Com. to P.O. Department.

Railways and Canals.—J. Kenehan to acct. clerk, Lachine Canal office.

Efficiency Expert—"I am very gratified to see how many new men you have taken on since I installed my system."

"Yes, I hired 'em to take care of the system."—Judge.

"WOOLLEN BLANKETS"

Any person desirous of obtaining first class new woollen blankets at a price of \$3.50 each, f.o.b. Toronto, can obtain the same through Colonel G. A. Taschereau, 102 Gilmour St., in this city.

Under a profit-sharing scheme adopted in January, 1920, by the John Morrow Screw and Nut Company, Ingersoll, Ontario, the employees of the company during the first eleven months participated in profits to the extent of 22 per cent of their wages. The distribution at the close of the year is estimated at \$77,000. The scheme was adopted to secure increased production, and to make possible a basis for a fair division of the earnings of the company's plants. It has been decided to continue this scheme during the present year.

SUSPICIONS.

"Are you a radical, bishop, as is here alleged?" the Bishop of Pittsburg was asked when he appeared to give evidence before the Senate Committee on Education and Labor the other day. "I've always had a suspicion that maybe Jesus meant what He said about a good many things," was the bishop's answer. "However, I have always voted one of the old-line party tickets."—Exchange.

196 Queen Street. Phone: Queen 932.

HALT! CIVIL SERVANTS

W. LANE

LADIES' AND GENTLEMEN'S TAILOR

CIVILIAN READERS

PETER STEWART, LIMITED

394 Bank Street

is the headquarters for all interior and exterior house decorating. — Estimates given free.

Sherwood 3470.

Queen 128

UNION BANK BUILDING

CIGAR STAND

Day and Night Services. 399 Sparks Street.

J. C. LANDREVILLE

TAXI SERVICE

SEDANS AND TOURING CARS

Phones Queen 261 - 262

Ottawa.

EARNINGS versus RENTALS

Are your DOLLARS working for you or are they on RENTAL?

WORKING dollars return EARNINGS instead of RENT! Allow us to explain to you our method of putting your

DOLLARS to WORK and returning EARNINGS!

The H. V. Greene Company of Canada, Limited

JACKSON BUILDING... OTTAWA

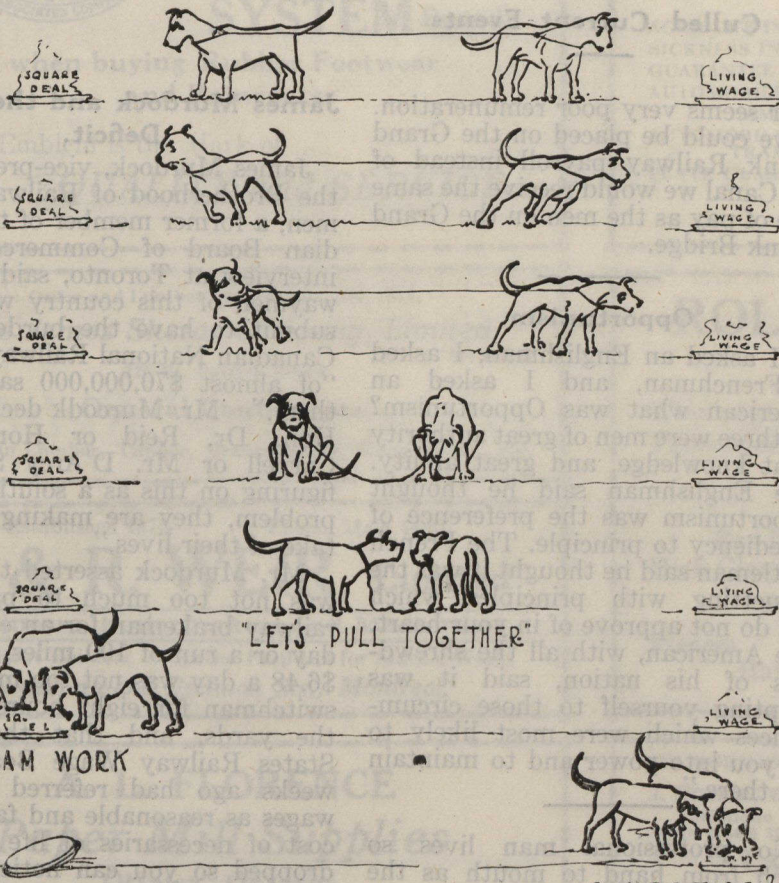
BARRETT BROS.

Dand H. Lackawanna Coal

WOOD, LUMBER AND ALL BUILDING MATERIALS

Phones: C. 598; C. 860. 260 Catherine St., Ottawa

WHY NOT?



"LET'S PULL TOGETHER"

TEAM WORK

SUCCESS!

A Boston Puzzle.

Some time since students at the Boston Institute of Technology designed a puzzle which is interesting. Given two words of an equal number of letters, the problem is to change one to the other by altering one letter at a time of the first so as to make a legitimate English word, continuing the alterations until the desired result is attained. The conditions are that only one letter shall be altered to form each new word, and that none but words which can be found in English dictionaries shall be used. Here are some examples of the changes.

East to West.—East, vast, vest, west.

Dog to Cat.—Dog, dig, fig, fit, fat, cat.

Soup to Fish.—Soup, soul, soil, foil, fowl, foot, coot, cost, cast, fast, fist, fish.

Road to Rail.—Road, rood, root, coot, coat, coal, coil, toil, tail, rail.

Milk to Hash.—Milk, mile, male, mate, hate, hath, hash.

That we disagree with the views of other people is no reason why the expression of the same should be suppressed. We learn far more from those with whom we differ than from those with whom we agree.—*Canadian Co-operator.*

Better to be Socrates dissatisfied than a pig satisfied.—*John Stuart Mill.*

ONTARIO SOAP AND OIL CO.

Lubricating Oils, Greases, Soaps, Metal Polishes,
Cutting Compounds
Contractors to Railways, Municipal and Govern-
ment Institutions.
45 DICKENS AVE. :: :: TORONTO

The Central Billiard Hall

171-73-75 BANK STREET

GROUND FLOOR.

D. E. ALLEN, Prop.

4 per cent. on Savings Accounts (Subject to Cheque).
5 per cent. on Savings left for from 2 to 5 years.

You can conduct an account with this Company in person or by mail and get interest at the above rates.

CAPITAL TRUST CORPORATION
10 METCALFE ST., OTTAWA. TEMPLE BUILDING, TORONTO.

Our DUAL SERVICE Gas and Electric Means Dollars
Saved to You

ARE YOU USING IT?

Call Queen 304 for particulars

THE OTTAWA ELECTRIC CO. THE OTTAWA GAS CO.

The George H. Rogers Company

Funeral Directors

283-285 LAURIER AVENUE West

Phone Queen 1098

Ambulance Services — — Private Chapel
Geo. Harold Rogers, Mgr.

MEAT MARKET

Phone 235 Q., Ottawa, Cor. Somerset and Division Sts.

P. McKEOWN

Meats of all Kinds, Poultry, Fish, Game and Oysters in
Season, Butter, Eggs, Cheese, Vegetables, etc.

"Last But Not Least"

Culled Current Events

Government Service.

(A Comparison)

The *Civilian* has received a communication from a worker on the Canals Staff, comparing wages paid to railway bridgemen on the Grand Trunk Railway with wages paid to employees performing similar duties under the Civil Service. The facts have been reduced to a table:—

Bridgetender paid by Railway—
McAdoo award and \$200 to \$300 in back pay.

Bridgetender paid by Civil Service,—
32 $\frac{3}{4}$ c per hour, and \$32.28 back pay.

The writer adds,—

Upon making enquiries I was informed that as the Grand Trunk Railway employs us and the Government pays us, all we are to receive is Lock-tenders' pay. We are paid less than common laborers, who receive 45c per hour on the Canal here. Surely when we have to operate a Railway Bridge to pass, on an average, twenty trains over it in twenty-four hours, and the same number of boats as well, 32 $\frac{3}{4}$ c per

hour seems very poor remuneration. If we could be placed on the Grand Trunk Railway payroll instead of the Canal we would receive the same rate of pay as the men on the Grand Trunk Bridge.

Opportunism.

"I asked an Englishman, I asked a Frenchman, and I asked an American what was Opportunism? All three were men of great authority great knowledge, and great ability. The Englishman said he thought Opportunism was the preference of expediency to principle. The French gentleman said he thought it was the coquetting with principles which you do not approve of in your heart. The American, with all the shrewdness of his nation, said it was adapting yourself to those circumstances which were most likely to get you into power and to maintain you there."

No professional man lives so much from hand to mouth as the dentist.

James Murdock and the C.N.R. Deficit.

James Murdock, vice-president of the Brotherhood of Railway Trainmen, a former member of the Canadian Board of Commerce, in an interview at Toronto, said the railwaymen of this country would not submit to have the burden of the Canadian National Railways' deficit "of almost \$70,000,000 saddled on them." Mr. Murdock declared: "If Hon. Dr. Reid or Hon. Frank Carvell or Mr. D'Arcy Scott are figuring on this as a solution of the problem, they are making the mistake of their lives."

Mr. Murdock asserted that \$5.12 was not too much to pay for a railway brakeman for an eight hour day or a run of 100 miles, and that \$6.48 a day was not too much for a switchman for eight hours work in the yards, and that the United States Railway Wage Board three weeks ago had referred to these wages as reasonable and fair. "The cost of necessaries of life have not dropped so you can notice it since then," Mr. Murdock declared.

DRUGS, TOILET GOODS,
ICE CREAM and TEA ROOM.

Quinn's Drug Store

Phone Q. 250.

180 SPARKS ST.

BRUNSWICK HEADQUARTERS

We carry the Largest and Most Representative Stock of Brunswick Phonographs and Records in Eastern Canada.

Terms arranged to suit every income.

LEACH CLEGG LEACH

The House of Music

Phone Queen 6919.

168 BANK STREET, OTTAWA.

H. S. MONTGOMERY

Wholesale and Retail Dealer in

Flour, Feed, Grain, Hay, Oats, Cereals.

Poultry Feed and Other Supplies our Specialty.

35 YORK STREET, OTTAWA.

Phone Rideau 3357

COAL

J. & T. BALLANTYNE, Limited

Laurentian Building: 80 Elgin St. Phone Q. 1441

Yard: Echo Drive Drive. Phone C. 579

OTTAWA, Ont.

Barrister Solicitor

Richard A. Olmsted

Supreme Court and Departmental Agent.

CANADA LIFE BUILDING

Telephone Queen 991.

OTTAWA

Special Attention Given to Civil Servants.
SATISFACTION ABSOLUTELY GUARANTEED.

J. E. WILMOT

Jeweler

149 SPARKS ST.

Optician

For Your Eye Troubles SEE Our Occulist.



Insist on having
DOMINION RUBBER SYSTEM Brands

when buying Rubber Footwear and Raincoats.

This Emblem is the Mark of
QUALITY and SERVICE.

Telephone: Order and Lumber Department, Vic 1533.
The James Sherar Company, Limited
 Montreal
 225 St. Patrick Street
 General Contractors
 Dealers in Lumber, Timber, Beaver-Board, Shingles, etc., etc.

Established 1875 Phone, Main 4430
J. & R. WEIR, Limited
Engineers, Boilermakers and Machinists
 Steel Boat Builders. Special Facilities for Marine Work.
Nazareth and Brennan Sts., Montreal.

A. L. FLORENCE
Paper Mill Supplies
 Ottawa, Ontario.

Botelier Street. Phone: Rideau 1331

LIBRARY BUREAU - Automatic Index
 for
Correspondence and Card Records.
 Sole Manufacturers and Distributors in Canada—
LOWE-MARTIN CO., Limited.

COAL For Quality and Service we say:—
 Phone Q. 860 & 861 22 Sparks St.
 Buy at O'Reilly & Belanger, Limited

F. W. ARGUE LIMITED
 Importers and Distributors of the celebrated
 LACKAWANA ANTHRACITE
 Also
 STEAM, SMITHING AND CANNEL COAL
 All kinds of wood cut as ordered.
 Phone Queen 563. :: 234 BANK STREET

The Imperial Guarantee & Accident Insurance Co., of Canada

Imperial Protection Policies
 ISSUED

ACCIDENT INSURANCE
 SICKNESS INSURANCE
 GUARANTEE FIDELITY BONDS
 AUTOMOBILE, LIABILITY, PROPERTY
 DAMAGE and COLLISION
 AUTOMOBILE FIRE, THEFT and
 TRANSPORTATION
 PLATE GLASS INSURANCE

Head Office:
 20 Vittoria St., Toronto.

ROLPH-CLARK-STONE LIMITED

Lithographers
 Winnipeg Vancouver TORONTO Montreal Halifax

Office Stationery

Bonds, Stock Certificates, Maps, Plans,
 High-Class Labels, Wrappers.

Special Advertising Designs.

Posters, Window Displays, Cutouts,
 Hangers, Calendars, Show Cards.

SIR HORMIDAS LAPORTE, Président
 J. ÉTHIER, Vice-Président et Gérant
 Téléphone Main 3766 à 3771
 M. DELORME, Secrétaire
 W. IMBLEAU, Trésorier
 Adresse Télgr: "Laporte"
 Codes A. B. C. and Private

LAPORTE MARTIN LIMITÉE
 Importateurs d'Épicerie, Vins et Liqueurs
 584 RUE ST. PAUL OUEST, MONTRÉAL

Phone, Queen 1420 SEE 126 Queen Street

CURRIER JEFFREY CO.

For your
 Electric Washers, Vacuum Cleaners, Ironers,
 Toasters, Grills, etc.
 "The Firm who give Service."

"The Daylight Laundry"

The Ottawa Sanitary Laundry Co., Ltd.

Dyeing, Dry Cleaning,
 Pressing, Repairing.

M. M. PIKE, President. C. 3100 M. H. POTTER, Secy-Treas.

JOHN HENEY & SON., Limited

COAL

Head Office: 40-42 Elgin St Phones, Q. 4428 4429
 Branch Offices, 370 Catherine St. Phone, C. 1340.
 76 Nicholas St. Phone, R. 303.

The Civilian's Circulation Competition

To the Lady in the Service procuring the largest number
of subscriptions to The CIVILIAN during 1921



Prize of a New Orme Piano



To the Gentleman in the Service procuring the largest number
of subscriptions to The CIVILIAN during 1921

Prize of 3 Weeks Trip to Europe and Return

All single prepaid subscriptions from March, 1921, to February, 1922,
are eligible for participation in competition

Subscriptions paid through Associations, subsequent to February 12th, can be counted.



OTTAWA'S GREAT ART PRODUCT

MARTIN - ORME

PIANOS

A prize worth striving for
surely.

ORME

LIMITED

175 SPARKS STREET

SOLE AGENTS

OTTAWA

TO the fine soul in search of expression, the MARTIN-ORME comes with an untold wealth of treasure.

Responsive as the wind harp to the wind, its wonderful mechanism has an almost human understanding of every mood. In the MARTIN-ORME tonal range each note of the human voice finds its perfect complement, sustaining it with sympathetic sweetness and flawless purity. In craftsmanship the MARTIN-ORME is as near perfection as human skill can make it. And here is a fact for your consideration: you can buy a MARTIN-ORME with all its superior worth, at a moderate price and on convenient terms.

The "House of Gage"

Envelope Makers

All Sizes All Styles
One Quality of Workmanship

IF you have need for a **Special Design**
for a particular purpose

Write to

W. J. GAGE & CO., Ltd.

Envelope Makers

TORONTO - - CANADA

We could manufacture cheaper—but we won't!
We would manufacture better—but we can't!

COAL

Wholesale only.



F. P. Weaver Coal Co., LIMITED,

Montreal.

Toronto.

Made in Canada
Conduit

Labelled under supervision of Underwriters' Laboratories
XCELADUCT
GALVANIZED.

For Ship
Wiring.

For House
and
Building
Wiring.

Manufactured by
**National Conduit
Co., Limited**

Toronto - - Ontario.

T

TORONTO HAMILTON & BUFFALO Ry.

H

"SCENIC ROUTE"
BETWEEN

Toronto, Hamilton and Buffalo

Through Sleeping Cars between Toronto,
Hamilton and New York, Pittsburg and
Cleveland via New York Central.

Parlor and Dining Cars on Convenient
Trains.

Automatic Electric Block Systems.

FREIGHT

In addition to good freight service connecting with all
United States Railroads via Niagara Frontier, we operate
a CAR FERRY across Lake Erie, between Port Maitland,
Ont., and Astabula, Ohio, making quick service to and from
Pittsburgh, Youngstown and Cleveland Districts.

&

R. F. Hill,
G. F. & P. A.

G. C. Martin,
Gen'l Traffic Mgr.

HAMILTON, ONT.

B

CEMENT

“Pyramid Brand”

MANUFACTURED AT ST. MARYS, ONT.



ALFRED ROGERS, Limited

85 Bay Street, - TORONTO

Provincial Paper Mills Limited

Head Office: — 56 University Avenue

TORONTO, ONTARIO

MILLS AT

MILLE ROCHES, THOROLD, GEORGETOWN
AND PORT ARTHUR, ONTARIO.

OVER 485 MILLIONS

Assurances in force with the Sun Life of Canada now total over Four hundred and eighty-five million dollars.

Fifty years of progressive methods have built up an Institution of world-wide importance.

1871

OUR JUBILEE YEAR

1921

SUN LIFE ASSURANCE COMPANY OF CANADA

Head Office: Montreal

The Lion Tire & Rubber Company, Limited

*\$100 invested in Rubber,
has made \$69,600.*

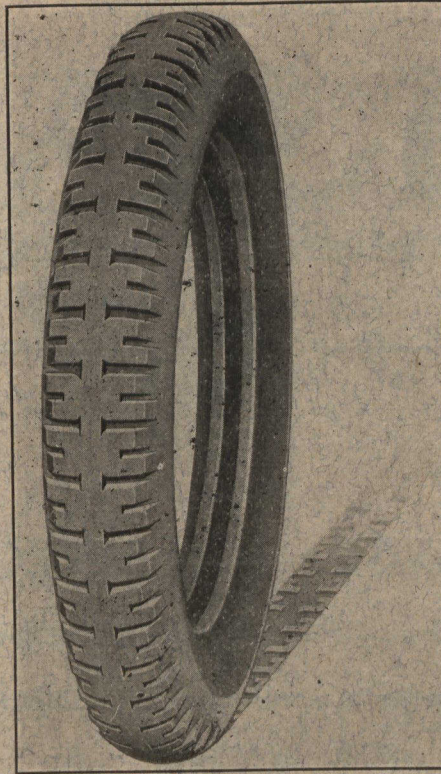
We have the most experienced Rubber Engineers in America to supervise the product.

The best share offering ever presented. A chance for the "people" to invest on a basis fair to everyone.

A Board of successful, reliable Canadian Business Men as Directors, who will see your dollars are handled honestly.

"The foundation of wealth is the first \$100 dollars well invested."

—J. P. Morgan.



"Don't delay, get in while you can."

—John D. Rockefeller.

For the benefit of the dubious speculator we show an illustration of one of the cord tires turned out in the moulds of the Lion Tire & Rubber Company, Limited, and invite inspection of the actual cord and fabric tires.

(Address)—

W. E. O'BREIN

319 JACKSON BUILDING

Ottawa, - Ontario.

"Five thousand men are millionaires because they invested in new things."

—Geo. Westinghouse.

MASSEY-HARRIS COMPANY LIMITED

(Established 1847)

*The Largest Manufacturers of
Agricultural Implements in the
British Empire.*

Head Office :

TORONTO - - - CANADA



By appointment to
H. M. the King.

FACTORIES at—Toronto, Weston, Brantford (two) and Woodstock.

*BRANCHES at—Montreal, Moncton, Winnipeg, Brandon, Regina, Saskatoon,
Swift Current, Yorkton, Calgary, Edmonton.*

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!