

PAGES

MISSING

THE CIVILIAN

VOL. II.

OCTOBER 22nd, 1909

No. 13

Signs of the Times re Superannuation.

GREAT BRITAIN. — BRITISH COLUMBIA. — QUEBEC.

Three recent and very near-at-home developments might well move the Dominion government to serious thought on the superannuation question:

(1) The British government has just passed a new and considerably amplified superannuation act with a view to providing still more effectively for the retiring of its employees. Of it the British Civilian says: "When the details of the Bill and the Regulations are fully known we anticipate that very few civil servants will elect to remain outside the scope of the measure; indeed, so sure are we of its beneficence and general excellence, that we strongly urge its acceptance by everyone to whom it applies."

(2) The government of British Columbia after having passed a civil service reform act has appended thereto not only an act to reorganize the provincial service on the new basis, but an act providing very liberally for the superannuation of civil servants.

(3) The government of Quebec, which abolished its superannuation act in 1893, has now, after sixteen years' trial of an alternative policy, admitted its mistake and returned to superannuation.

It does not follow, of course, that the judgement of Great Britain, or of Quebec, or of British Columbia, is infallible on this subject. Still it is a coincidence that three of the governments with which we are in the closest daily association should be moving on parallel lines in a matter that lies admittedly in the path along which the Dominion government has directed its steps these two years past—the path of Civil Service Reform.

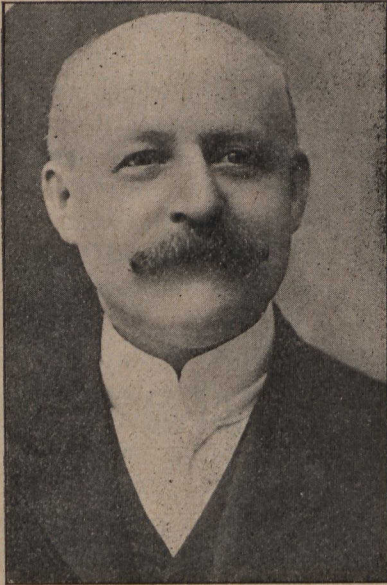
The Civilian purposes to discuss from time to time the above mentioned legislation for the sake of the light thrown on the situation in the Dominion service. Obviously the Quebec experience offers the closest analogy and the best material for an initial article, and the reader will find on another page a brief description of how Quebec tried to do without a superannuation system and found she couldn't.

Quebec drifted down the stream in this matter some sixteen years or more; she is now rowing back. The Dominion may drift as far or further; but in exact proportion as she drifts so will she, like Quebec, have to labour at the oars in the much more difficult effort of return.

Civilian Portraits.

Dr. J. A. Smith, Sarnia.

The Presidency of the C. S. Federation is, no doubt, the highest office in the gift of the civil service. It represents the leadership of the service in matters which concern the service as a whole; and if class or sectional interests have still a tendency to bulk more largely than they should, this will correct itself in time. As the prin-



DR. J. A. SMITH.

ciple of reform extends within the service, and more and more are brought under the act of 1908, the Federation and its offices will grow in importance. Dr. Smith, of Windsor, Ont., was elected the first President of the Federation at the convention held at Ottawa in April last. He is the Collector of Customs for Windsor, a post to which he was appointed in 1903. Born in 1855 in the County of Oxford, he graduated at the Dental College, Toronto, in 1882, and subsequently practiced

dentistry in Toronto until 1884, when he removed to Windsor. He has taken an active part in municipal affairs, having served on the School Board, the Water Board, the City Council, and as License Commissioner, being Chairman of the License Commission for ten years. For seven years he was a member of the Board of Directors and Examiners at the Royal College of Dental Surgeons, Toronto. These activities Dr. Smith exchanged on entering the civil service for a strenuous campaign of organization among the customs officers of Ontario. The result of that movement was the formation of the Customs Mutual Benefit Association of Ontario, an order which is now extending into the other provinces, and is at the moment formulating its views with regard to the special questions now confronting that portion of the outside service. Dr. Smith was until recently President of this body. His election to the Presidency of the Federation was in recognition of the good work he has done in spreading the principles of organization in the outside service and in harmonizing the points of view of separate interests whereby the Federation was made possible.

Singular Plurals.

Remember though box in the plural makes boxes,
The plural of ox should be oxen, not oxes ;
And remember, tho' fleece in the plural is fleeces,
The plural of goose is not geese; or geeses ;
And remember, though house in the plural is houses,
The plural of mouse should be mice and not mouses ;
Mouse it is true in the plural is mice,
But the plural of house is houses not hices ;
And foot it is true in the plural is feet,
But the plural of root should be roots and not reet.

ANON

How Quebec has solved the Superannuation Question.

By *Sirius*.

Until very recent days the government of the Province of Quebec had a superannuation problem on its hands very similar in general outline to that which now confronts the government of the Dominion. In Quebec as in the Dominion there was a time when the superannuation of civil servants was believed in. Supervened, however, in both cases a time of unbelief, when the evil seemed greater than the good. Quebec came to that mistaken opinion first, viz., as long ago as 1893. To do her justice she has been the first to recognize her mistake by an Act of the present year. It is to be hoped the Dominion does not take as long to follow the good as it did the bad example.

On January 1, 1893, the superannuation measure which had previously applied to civil servants in the employ of the Province of Quebec was abolished. This, of course, was of immediate effect only in the case of future entrants to that service, and the employees appointed prior to the date in question continued under the old conditions. When, with the passage of time, the error of the act of 1893 was recognized, a situation not dissimilar to, though somewhat less complicated than, that which now prevails at Ottawa had developed. In other words, a measure or series of measures had to be framed looking both ways—to the future, with the view of setting the matter at rest once and for all and on the best possible basis; and to the past, so as to retrieve as well as might be the ground lost by sixteen years absence of a proper means of retiring old or worn-out employees.

The act of the present year (chap. 15 of the Quebec Statutes for 1909 just issued) solves the forward look-

ing portion of the problem, by re-enacting, practically without change, the act which was repealed in 1893. Clerks entering the Quebec service hereafter will fare as did their brethren of sixteen years ago and earlier.

When it comes to bringing the appointees of the period 1893-1909 under superannuation the difficulties of the situation appear. These, of course, must be given the option of coming under the act or not. In the case of those who decide not to come, the government must sow as it has reaped, and remain until the end without the advantages which a superannuation act confers. In the case of those who desire to become eligible for superannuation, two courses are open, to be preceded in either case by a formal notification to the Provincial Treasurer that they intend to avail themselves of the act:

I. They may elect that the period of service entitling them to a pension run from the time the superannuation measure is re-enacted, the deductions from salary beginning from the present; or

II. They may elect to have this period begin from the date of their appointment.

Mark, however, the price that has to be paid for the latter choice: Within ten years from date the clerk in question must pay in to the provincial treasury the full amount of the deductions that would have been made from his salary between the date of his appointment and 1909 had the present act been in force, *plus* interest, compounded annually. If an employee who has made an engagement of this kind to pay back his superannuation deductions dies or is retired before the payments are completed, he, or his widow, or children, as the case may be, are to be entitled to the same pension as

if the payments had been made in full, except that the balance remaining due and the interest thereon shall be deducted from the monthly pension in such amounts as the government may determine.

The lesson of it all is: the irretrievability of an error in policy of this kind, once it is made, without years of paying the piper. For its sixteen years' lapse in sound doctrine on the civil service question, the province of Quebec will feel the effects for a quarter of a century to come, while many deserving employees will be deprived of a means of self-help that would have turned old age from a period to be looked forward to with misgiving to one of self-respect and content.

CIRCUMSTANCES.

By *Von Ludwig.*

A certain merchant who had risen from zero to four or five hundred thousand was filled with the idea that he was self-made.

The idea increased until he was not only filled with it but he overflowed so that he lost no opportunity to put his thumb in the arm hole of his waistcoat, throw out his chest and tell people how much patience, perseverance, energy and will power he had exerted to make himself.

He took much pleasure in smiling superior smiles at the young, striving and unsuccessful, and, relating how, unaided, he had risen from an undershirt and trousers to a dress suit at dinner.

One evening the merchant was lounging in his library smoking his perfecto and composing paeans of praise to himself, when he became aware of the presence of an entity which stood before him regarding him with an amused expression of countenance.

"Who are you?" said the merchant.

"I am Circumstances, I alter cases," said the Entity.

"Oh, indeed," said the merchant, "do you want to see me?"

"I am forced to take cognizance of you," replied the Entity.

"Well, but what can I do for you? What is your business with me?" asked the merchant.

"You can do nothing for me," replied the Entity; "but I can do much for you and have done much."

"You must be making a mistake," said the merchant. "You are in the wrong house. I never had any cases altered and I don't need any altered now. Go away please, I do not know you."

"Yet I made you," said the Entity.

"Pooh! pooh! nonsense," said the merchant, "you must be a stranger hereabouts; everyone knows I am a self-made man."

"A self-made fool," said the Entity, "your memory is short and your vanity great. Do you remember the strike that took place when you were in the undershirt and trousers period of your life?"

"Yes," slowly replied the merchant, a little flurried to hear a stranger go back so far into his history.

"Well, I made that strike case, and only for that case you would have starved to death. You became a scab workman by taking advantage of me."

"Really," said the merchant.

"Now," continued the Entity, "you remember your quick promotion, how you rose to be foreman?"

"Yes," quickly interrupted the merchant, "but you know that I was eminently fit for the position."

"Of course you were fit," answered the Entity, "but 'twas I who made you fit and I made the case. What good would your fitness have been without the case?"

"Well, but my dear fellow," commenced the merchant.

"Don't 'well but' and 'dear fellow' me," interrupted the Entity,

"the war that laid the foundation of your fortunes was my doing. You must admit that I made you or I am done with you."

"I will not admit anything of the kind," hotly replied the merchant.

Immediately the Entity became invisible. His sudden disappearance rather shook the self confidence of the merchant, but a few hundred thousand make a man very brave and assertive.

The merchant thought no more of his experience till he went to his office and discovered that his trusted manager had eloped with his daughter after having used up various negotiable securities. Then something seemed to tell the merchant that Circumstances had to be taken into consideration. And more lessons were forthcoming, for Circumstances altered so many cases that the merchant did not expect to be altered that he was finally reduced to his undershirt and trousers again. The front door of the merchant's house banged furiously and the merchant awoke to the fact that he had been dozing on the lounge of his own comfortable library with the cat asleep on his chest.

He patted and stroked the cat kindly and thought a few thoughts that did him a great deal of good.

When the merchant's cat had kittens, the one that was not drowned was christened Circumstances.

"THE PIGSKIN LIBRARY."

A few weeks ago a wide, and in many spots acrimonious discussion, was waged over Dr. Eliot's "Five-foot shelf library." No doubt there will be similar comments on the following list of the books which Mr. Roosevelt (as he describes in his article in the current Scribner's) took with him on his African ad-

venture, and which he has called "the pigskin library":

- Bible.
 Apocrypha.
 Borrow: "Bible in Spain," "Zingali," "Lavengro," "Wild Wales," "The Romany Rye."
 Shakespeare.
 Spenser: "Faerie Queene."
 Marlowe.
 Mahan: "Sea Power."
 Macaulay: History, Essays, Poems.
 Homer: Iliad, Odyssey.
 La Chanson de Roland.
 Nibelungenlied.
 Carlyle: "Frederick the Great."
 Shelly: Poems.
 Bacon: Essays.
 Lowell: Literary Essays, "Biglow Papers."
 Emerson: Poems.
 Longfellow.
 Tennyson.
 Poe: Tales, Poems.
 Keats.
 Milton: "Paradise Lost" (Books I and II).
 Dante: "Inferno" (Carlyle's translation).
 Homes: "Autocrat," "Over the Teacups."
 Bret Harte: Poems, "Tales of the Argonauts," "Luck of Roaring Camp."
 Browning: Selections.
 Crothers: "Gentle Reader."
 Mark Twain: "Huckleberry Finn," "Tom Sawyer."
 Bunyan's "Pilgrim's Progress."
 Euripides (Murray's translation): "Hippolytus," "Bacchæ."
 The Federalist.
 Gregorovius: "Rome."
 Scott: "Legend of Montrose," "Guy Mannering," "Waverley," "Rob Roy," "Antiquary."
 Cooper: "Pilot," "Two Admirals."
 Froissart.
 Percy's Reliques.
 Thackeray: "Vanity Fair" and "Pendennis."
 Dickens: "Mutual Friend," "Pickwick."

A "Headmaster" summing up in the *Socialist Review*, the advantages of organizing the teaching profession as a branch of the British civil service:

"If teachers were Civil Servants they would have: (1) no religious tests; (2) a respectable scale of salaries; (3) promotion by seniority and efficiency; (4) reasonable superannuation; (5) avoidance of mad competition, only a required number being appointed. It is well, therefore, that teachers should be Civil Servants."

THE CIVILIAN

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

Ottawa, Oct. 22nd, 1909

PROMOTION EXAMINATIONS.

"The class barrier is largely artificial. It does not exist in commence. It is peculiar to the civil servant. It has never been heard of where those much talked of 'business principles' prevail. To set up academic tests in order to ascertain the eligibility of clerks to pass this artificial barrier is unquestionably a convenient way to arrest salary increases; but such tests have not necessarily any value for the purpose of establishing the usefulness of the candidate to his department. Moreover, they are tacitly inconsistent with, if not antagonistic to, those better methods of measuring capacity which would be applied by a deputy minister, upon whom rests primarily the responsibility of recommending any particular clerk for promotion. . . . Experience is better than a knowledge of parsing."—*Daily Paper*.

This sounds like excellent common-sense, but on examination it will be found at the best a

sort of half-truth. To begin with, classification of employment is not the wholly impracticable thing described. The labour unions have brought it to a fine art; and there is not a large employer in any sphere who does not to a degree resort to it. But the fallacy in the above lies in its assumption that private business in such a matter presents a safe analogy to the public service. It sounds like a platitude to say that the chief of any concern is the best judge of his men. So he may be. Yet it does not at all follow that in the civil service promotions may be left with safety to a minister and his deputy. The whole teaching of experience is that the moment you leave promotions in such hands you invite the meddling of the politician or friend. The minister and his deputy may be strong enough to resist such meddling, and they may be above such a thing as favouritism; but then again they may not. Clearly, there must be supervision by some other and unimpeachable tribunal if the thing known as Civil Service Reform is to have reference to promotions. And granted the tribunal, how is it to intervene? The examination test for such a purpose is not ideal, but those who criticise it should suggest an alternative. Frankly, how would you have the commissioners exercise their powers of supervision? "Those better methods" of insuring that experience and capacity be rewarded in the civil service, have been in force for forty years,—and "applied by the deputy minister" at that,—and if there has been any loud cheering among civil servants over the results it has escaped our notice.

The sooner we realize the double point of view involved in a question like that of classification and examinations for promotion, the sooner we shall have a sane and sufficient discussion of the many important issues which flow from them and which will be obscured until these

fundamentals are cleared up. The class barrier and the examination may be harassing to the individual; but their ultimate and chief object is the protection of the hard working and ambitious public servant who has no other asset than his merit. They at least insure that the man of influence must enter one fire zone in his career, wherein influence will not help him. Who can suppose that with a carefully defined classification system it would ever have been possible for a clerk whose sole duty was to dole out stationery to rise to a salary of \$2,800? And who, except the clerk himself, can be imagined to rejoice in such a travesty? There could be no more remoralizing influence at work than a tendency to looseness in the apportioning of rank and salary to duties, or in other words such an *absence* of a proper classification system as the Canadian service has suffered from since the beginning until

September, 1908. What we want is that the new rule be applied. And so with regard to the dictum that experience should be held of greater account than ability to pass an academic test: it fails to appreciate: (1) that the passage from Division III. to Division II. is to be made a passage to a new profession requiring a different standard altogether; (2) that the criterion for such promotions is not to be "fitness" so much as a general "capacity," (for the distinction made between which in the English service see our special article thereon elsewhere in the present issue); and (3) that the object of the academic test is not alone to measure the man but to insure that the whole field of promotion is kept as fair as possible. For all the experience in the world, as many know to their cost, will not avail for promotion in a field whence political influence or special favour are not

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rigorously excluded, and he who states otherwise must surely have his tongue in his cheek.

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ORGANIZATION AND STAFF EFFICIENCY.

A correspondent writes admiringly (but at greater length than is convenient to print) of a paragraph contained in our last issue describing the effect on individual civil servants of a proper organization and administration of staffs. He suggests that it be framed and sent to all Heads and Deputy Heads of Departments. The paragraph in question, which is indeed well worth repeating, describes the results on the staff of a thorough overhauling of the Indian Department of the United States service, and is written by the Deputy Head of that Department:

"I am happy to say that the improvement of quality is coming far more largely from within the office than from outside. In some cases we have brought in new men for higher positions with conspicuously good results; but even more conspicuous is the improvement in the office's own personnel. The chiefs of the two divisions are notable examples in point. One has been in the service ten years and the other more than eighteen years, and both might be supposed to have become so imbued with the old ways as not

to be able to help greatly in the adoption of the newer business methods. Yet it is largely due to their loyalty and real enthusiasm that the recent changes are so soon resulting in benefits, and it is on these men and others like them that I must depend to make the work increasingly successful."

We hear so much about red tape and fossilism in the civil service that it is refreshing once in a way to see the situation analysed and the blame—when blame is necessary—placed where it belongs,—which is not on the shoulders of the rank and file of civil servants.

A CASE FOR REDRESS.

Among the makeshifts which arose under the old régime with its top-heavy staffs of "temporaries" was a system of classification by order-in-council in certain departments whereby these clerks were brought under a definite plan of advancement and promotion. In the Public Works Department, for example, there was a class of "temporaries" which ran from \$700 to \$1,000. Now mark what has been the fortune of a clerk in this class drawing \$700, \$750 or \$800 per year. In the first place he was transferred (in nine cases out of ten) at a stroke of the pen to class B of the Third Division, the range of which in salaries is from \$500 to \$800. He lost, by this pro-

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cess therefore, a prospective ultimate increase of \$200 in his salary. In the second place he lost either in whole or in part the increase of \$150 granted by the act of the past session. Surely the special consideration of such cases promised by Mr. Fisher should be forthcoming, and an attempt made in the approaching reorganization to correct so patent a miscarriage of justice.

SPREADING.

The Canadian Manufacturers Association recently held its annual convention at Hamilton, Ont. The Association is now composed of 2,356 of the leading manufacturing concerns of Canada. It is therefore of some significance that the association should explicitly declare for Civil Service Reform. One of the most interesting reports presented at the recent convention was that of the "Commercial Intelligence" Committee. Among the suggestions made by this committee for the improvement of the usefulness of the Department of Trade and Commerce from the business man's standpoint was the following:

All appointments to the Trade Commissionership Service should be based on competency and business experience. To this end the service should be placed under the jurisdiction of the Civil Service Commission.

THE CHESS CLUB.

The C. S. Chess Club, which has been dormant for a time for lack of quarters, will renew its vigor once the new headquarters building is fully opened. It has a membership of over fifty. With a convenient, permanent meeting place assured, at an expenditure within the means of the club, not only should an increase in membership follow, but a marked revival of interest among the players. The time is coming when we will be playing by cable with our cousins of the Australian, South African and British service in a league that will embrace all the Imperial services and no doubt those of many other countries as well.

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"I believe I did"

"What was it?"—*Judge.*

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The Place of Examinations and Classification in the British Service.

EXCERPTS FROM LOWELL'S "GOVERNMENT OF ENGLAND."

The examination and classification topic is very much in the air with us at present. Some remarks of an interesting and not too obtruse character given below on the general subject are to be found in Lowell's "Government of England," Chap. VII. They would tend to show very clearly whence the inspiration for the Canadian Act of 1908 in this regard was derived.

"Capacity" vs. "Fitness."

"Since the general introduction of open competition, by the Order in Council of 1870, two tendencies have been at work which are not unconnected. The first is towards simplification, by grouping positions that have similar duties into large classes, with a single competition for each class, and thus diminishing the number of examinations for separate positions. The second is the tendency so to examine the candidates as to test their general ability and attainments, and hence their capacity to become useful in the positions assigned to them, rather than the technical knowledge they possess.

Great Britain vs. the United States.

"This distinction marks an important difference between the system of civil service examinations as it exists in the United States, and the form which the system has assumed in England. For in the United States the object is almost entirely to discover the immediate fitness of the candidates for the work they are expected to do; in England the object in most cases is to measure what their ability to do the work will be after they have learned it. The difference arises partly from the fact that in America

the examinations were superimposed upon a custom of rotation in office and spoils, while in England permanence of tenure was already the rule; and partly from the fact that the system is applied in America mainly to positions requiring routine or clerical work, whereas in England it affects also positions involving, directly or prospectively, a much greater amount of discretion and responsibility.

Significance of Educational Test.

"Now, it is clear that if men are to be selected young for a lifelong career, especially if that career involves responsible administrative work, any acquaintance with the details of the duties to be performed, and any present fitness for the position, are of far less consequence than a thorough education, keen intelligence and capacity for development. Proceeding upon this assumption, Macaulay's commission on the Indian civil service laid down two principles: first, that young men admitted to that service ought to have the best general education England could give; and, second, that ambitious men should not be led to spend time in special study which would be useless if they were not successful in the competition. The commission urged, therefore, that the examinations should be closely fitted to the studies pursued in the English universities. This plan was adopted, and although at one time the age of admission, and with it the standard, was lowered, they were afterwards restored; and the same principle is now also applied to the higher grades in the home service. For the lower positions in that service, where the work is of a clerical nature, and hence less dis-

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cretion and responsibility are involved, it was formerly the habit to make the examinations more of a test of immediate preparation for the duties of the office; but this, as we shall see, has recently been replaced by a system based upon Macaulay's ideas, though applied, of course, to an inferior scale of education.

Classification in Great Britain.

"The sharp separation of the clerks into classes, with distinct examinations for each class, did not arise at once. The first examinations under the original order of 1855 were required only for a 'junior situation in any department,' and they were not the same in the different departments. They were elementary affairs, evidently designed to sift out incompetence rather than to test superiority. When, however, the Order of 1870 extended the admission examinations to all positions in the service,

not specially excepted or filled by promotion, and set up the principle of open competition, it became necessary to distinguish between the higher posts, involving discretionary powers and requiring a liberal education, and the lower ones where the duties are of a clerical kind; to distinguish, in other words between the administrator and the clerk. Such a distinction was made by the commissioners in their earliest regulations under the Order of 1870, the two classes being recruited separately by examinations of different character, the first of which was adapted to university graduates, and the second to young men from commercial life. At the outset the line was drawn somewhat at haphazard without sufficient attention to the real nature of the work to be done, and it was readjusted several times before it assumed its present form."

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From a Woman's Standpoint.

By *Frea Cannaiad.*

That only fifteen of the new positions now opened in the service are to be filled by women is regarded by some as foreshadowing a gradual decrease in the number of women in the civil service. Occurring just at this juncture, when efficiency has become the keynote of the service and the competitive examination system has been introduced, the situation will bear analysing.

The competitive test, it is acknowledged, has justified itself in this way: successful candidates are those whose industry and perseverance are greatest; and these qualities are of the greatest value in the performance of duties. Now, in the lower grades of examinations, at least, this system has shown that a greater number of women are successful than men. In examinations for positions as departmental clerks in the civil service of the United States, not long ago, 74 per cent. of the women and only 50 per cent. of the men who presented themselves passed. It would seem then, that women evince greater perseverance and industry than men, and if these qualities make for efficiency, it is hard to determine why it is necessary to restrict the number of women entering the third division. The old contention that Division III should prepare men for higher positions must be abandoned, for when a man enters this class, with merely the required academic qualification, his chances of ever being able to compete with university graduates in order to enter Division II are indeed poor. So if the competitive examination system is an adequate one, it would seem that this restriction would have a direct bearing on the efficiency which is being sought.

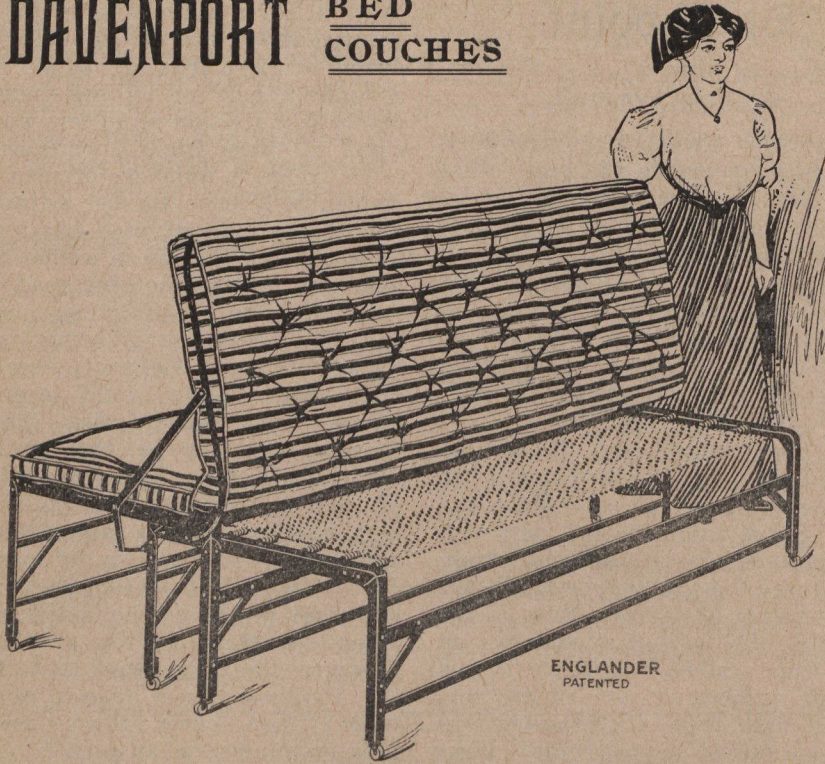
For the vacant clerkships in Divi-

sion II, no women are invited to compete. Different conditions, however, arise in connection with appointment to this division—for the duties of its clerks are to be such as qualify them for holding positions in the first division—and few women could fill these higher positions.

The relative numbers of men and women will have to be adjusted; and if the present case has arisen from the fact that more women than men are at this moment ready to enter this class, nothing can be said. But if a precedent is being established that women cannot enter this class, the measure would seem extreme. Two cases arise—that of those clerks now in Division III, who should have been in Division II, had a thorough reorganization been effected, or who could take the non-competitive examination provided for in Section 26, sub-section 2; and that of those who could enter from the outside. From the latter, however, the most seems to be feared. If this test were open to women, would they enter this class in greater numbers than men?

That it would be the case has not been established. For in the higher grade of examination, a new element comes in—that of originality of thought—an intellectual power which outweighs the perseverance and industry which ensures success in lower examinations. And whereas women have proved themselves, perhaps, greater in the latter, I do not know that they have shown themselves greater in intellect. In addition, a man's greater power of physical endurance, which cannot be overlooked in academic work covering so wide a range of subjects, the consideration of a more adequate salary being offered to attract a proportionately greater number of men than in the lower grades, the fact that the number of university women is not as great as that of men, all these considerations would make it seem that the men's prospects would not be so endangered.

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It is unlikely that every man, further, would attain the highest position in his department, and equally improbable that each woman would. Time alone would show if she could go higher than the lower subdivision of this class. But would not the higher tests in their placing emphasis on administrative power and executive ability determine this?

That the majority of the women in the civil service would benefit by this is not probable. It would chiefly concern those who have the neces-

sary academic qualifications, or those who could acquire them — women to whom a lifetime of merely routine work is a life without having lived. It would make way for the exceptional woman. A short time ago, a woman was placed at the head of the fifteen million dollar school system in Chicago—a recognition of her peculiar fitness for the office. Whether such a woman sacrifices greater interests to attain such a position, will have to be left to the individual conscience. In this whole-

some consideration comparatively few are interested. So, why a self-dependent woman, with many years before her, should be discouraged from using in her work the intellectual gifts which nature gave her—while many a man to whom none were given is urged to tax his ability to the utmost, remains a problem.

QUESTION AND ANSWER.

(Question.)

Suppose the Civil Service Commission offered A. a salary of \$250 a half year, with an increase each half year of \$100, for 5 years, and offered B. \$500 a year, with a yearly increase of \$400, for 5 years.

At the end of 5 years which is the better off?

(Answer)

A nets \$500 more than B.

It works out as follows:—

A GETS		B GETS
For 1st half year	\$ 250	
2nd " "	350	
at end of 1st year	600—600	500
For 3rd half year	450	
4th " "	550	
at end of second year	1000—1000	900
For 5th half year	650	
6th " "	750	
at end of third year	1400—1400	1300
For 7th half year	850	
8th " "	950	
at end of 4th year	1800—1800	1700
For 9th half year	1050	
10th " "	1150	
at end of 5th year	2200—2200	2100
Total	7000	6,500

Therefore B's total income for 5 years is \$500 less than A's.

There are eighty-three double magazine linotypes in daily use at the government printing office in Washington, D. C. These machines are used on the "Congressional Record" special reports, patent specifications, tabular work, miscellaneous reports, enrolled bills, Congressional Library work, etc.

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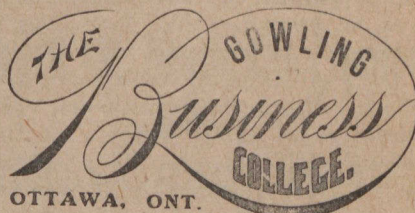
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Printer's Ink.

—
 What the Newspapers are saying
 about Civil Service affairs.

—
 The London, Eng., Daily News Under
 the Heading "The Civil
 Servant":

—
 Civil servants enjoy, it cannot be denied, some marked privileges in security of tenure, but at the same time they have been placed under restrictions which the more independent among them often feel to be galling. In that part of their lives which is spent in official work they are subject absolutely to the will of their departmental superiors. There is no right of appeal in the event of a grievance, no chance of publicity unless a man is prepared to resign in order to voice his discontent. Resignation is rarely feasible. Many civil servants are specialized workers for whom there is only one employer—the State, and protest against an alleged injustice ought to be possible without necessarily involving loss of livelihood. To some extent this difficulty has been met in the lower ranks of the British service by the recognition of the workers' unions, but it is often severely felt among the men of science employed in the departments. It is an anomaly that they should be inferior to men who have attained their positions by reason of their general literary attainments. In several cases lately reports of the scientific experts have been edited for political reasons by these '1st class clerks.' There is no possibility of protest, and it is not unreasonable to suppose that this practice may explain the unsatisfactory nature of some Government reports.

Outside their official work there are other checks on the energies of civil servants. Political activity is forbidden in most cases and always discouraged. An officer in the Army

may, indeed, become a candidate for Parliament if he is willing to go on half-pay, but to most public servants politics are absolutely taboo.

We are very well aware that there are good arguments for many of these restrictions. Departmental discipline must be maintained. The severance of our civil servants from politics prevents the growth of the political corruption summed up on the other side of the Atlantic in the words 'graft' and 'Tammany.' Indeed, if we anticipated as did the Victorian individualists a steady diminution in the activities of the State and in the number of its employees, we might be prepared to acquiesce in the present system. But it is clear, on the contrary, that the number of public servants is destined to grow. In that case, it will be impossible to cut off an increasing section of the community from the normal rights of citizens, and it will be our business to work out a scheme whereby civil servants may exercise those rights without danger to the State as a whole. This is not an easy or simple matter, and in raising the question we desire rather to call attention to its existence, than to propound any one means of solving it. One or two reforms, however, suggest themselves. A tribunal of appeal, whose proceedings as far as possible should be public, might be instituted to hear, and where necessary to remedy, grievances of public employees. Or this work might be given to those Standing Committees of Parliament attached to each department whose establishment is often urged on other grounds. Reports of experts should be published as written. Nothing is more dangerous than to permit alterations to be made in them from political motives.

The question of general political activity on the part of civil servants is more difficult. But it is most unwise to exclude from active participation in politics an educated, intelligent, and steadily increasing

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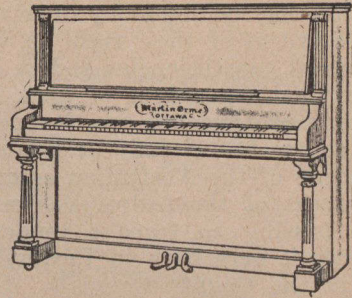
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portion of the nation. Possibly the solution may be found by depriving civil servants of their right to vote in district constituencies and in creating what one might perhaps call trade or professional constituencies. This course has already been adopted in one of the Australian colonies in respect of the railway servants. It is possible to trace a tendency towards it here both in Parliament and in the County Councils. Conferring a special representation on the different branches of civil servants might possibly introduce a new and valuable element into the House of Commons.

**The Daily Express, London, Eng.,
Has a Poor Opinion of the
Civil Service:**

One of the blighting effects of joining the ranks of the civil service is that the swift and the slow are grouped together in classes, and are treated alike as regards pay and

increment. The various clerical departments of the State are filled with men of all sorts of intellect, capacities, and energies. The drones and the helpless seemingly get along quite comfortably, while the intellectual workers stew and slave to little personal profit. This is due to a system which treats every employee as a unit and not as an individual with a market value.

This From The Postal Current, Organ of the Canadian Postmasters!

The mother-in-law joke is an old one. Still it continues to run its course. The civil service joke is not nearly so old. A certain class of mothers-in-law were really the suggestive cause of the issuing of that class of jokes. The civil service joke had its origin in the fact that some civil servants are simply jokes, when they take themselves seriously.

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TACT.

—
By *Harry Graham in Life.*

Tho' endowed with all the virtues of a Daniel,
With a nature free from blemishes or flaws;
Tho' combining the devotion of a spaniel
With intelligence like Mr. Bernard Shaw's ;
Tho' the noblest disposition you inherit,
And your character with piety is pack'd,
All such qualities have very little merit,
Unaccompanied by Tact.

What is Tact? you may inquire—and very
rightly—
'Tis that mixture of good taste and savour
faire
Which impels us to conduct ourselves politely,
Not to gossip, not to snigger, not to stare ;
To be gay (but not facetious) at a wedding,
At a fun'ral, sympathetic but discreet—
'Tis the art, above all else, of never treading
Upon other people's feet.

It restrains us in those more domestic
quarrels—
Which result from the reproofs we may have
based—
On the looseness of a younger brother's morals,
Or the tightness of an elder sister's waist.
It forbids a too inquisitive inspection
Of the squirrel's nest which mother calls
her hair,
Or the hectic but unnatural complexion
That Aunt Mabel loves to wear.

If a friend has got a "past" discreetly hidden,
On this subject you must never breathe
a word ;
To the tactful any mention is forbidden
Of a scandal that is decently interred.
For altho' his early record may be shady,
'Tis a very awkward moment in your life
When you state the fact at luncheon to a lady,
And she proves to be his wife !

If a neighbor has a face like a geranium,
It is rude of you to blink or shade your eyes;
If he balances a wig upon his cranium,
You should view it with inaudible surprise.
Ere you ridicule the tint of people's noses,
Or their lamentable paucity of hair,
Recollect how little urchins twitted Moses,
And were eaten by a bear !*

When residing in a house where there are
lovers,
You should don the very loudest of your
suits ;
And a tactful man instinctively discovers
The necessity for wearing squeaky boots.
In your efforts to prevent a private scandal,
Which a fashionable hostess might deplore,
You should cough, and have some trouble
with the handle,
Before entering a door.

Never mind, then, how inelegant your tone is,
Or how petty the proportions of your brain ;
Cease to envy the physique of an Adonis,
Or the modesty and culture of a Caine.
That your views are inconsistent and one-
sided,
And your statements imbecile and inexact,
Doesn't matter if you only are provided
With a large supply of Tact.

It is Tact that makes the needy cringe and
grovel,
And the rich behave like Romans when in
Rome ;
It is Tact that brings contentment to the hovel,
It is Tact that carries peace into the home.
It is Tact—but why this "dam'd reiteration"
Of a simple and indisputable fact,
Since my poem needs no further illustration
As a masterpiece of Tact !

*Was is not Elisha ?—Editor.

There are no rhymes to Elisha. Please
use some intelligence. — H. G.

—————

To define, classify and regulate the salaries
of members of the civic service of the city of
Victoria, is the object of a by-law recently
introduced in the city council of that city.
The measure, which is based upon the Public
Service Act recently passed by the provincial
government, contains some important pro-
visions, which, if adopted, will mean radical
changes in the present method, or lack of
method, of classifying those employed per-
manently in the administration of the city
affairs. The measure has been ready for
some time but has not been finally considered
by the council as yet.

GENTLEMEN :—

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**CIVIL SERVICE REFORM AND
THE HIGHER APPOINTMENTS.
RESULT OF AN INTERESTING
EXPERIMENT AT CHICAGO.**

Some issues back *The Civilian* published the details of a rather novel experiment in the application of the principles of civil service reform to a higher appointment. The Canadian law, as it stands, would seem to entertain a doubt as to whether a competitive examination may be relied upon when the attainments desired are those of a technical or special character. The experiment in question was in connection with the appointment of a librarian for the City of Chicago, and *The Civilian's* article outlined the manner in which it was intended to apply the competitive test in making this very important appointment.

The test has since been applied, and with decided success. The appointee is Mr. Harry E. Legler, a well and favourably known expert. The friends of civil service reform in the United States register his appointment as the greatest practical achievement of the merit law in the most exacting sphere in which it has ever been called upon to operate.

Nineteen applications in all were sent in. As previously explained, the applicants were not compelled to assemble, but were required only to submit testimonials of their qualifications and achievements. The same information regarding the Chicago Public Library and the City of Chicago was sent to each of the candidates, and the same task was set for all, namely, to write an essay embodying a professional judgement of the proper administration of that library. Guarantee was given that only the names of the successful competitors would be published, in

hope that to pass such an examination would be considered a professional asset.

The examining board appointed by the Civil Service Commission of Illinois consisted of Herbert Putnam, librarian of Congress; Clement Walker Andrews, librarian of the John Crerer Library of Chicago; Frank P. Hill, librarian of the Brooklyn Public Library, and Howard O. Sprogle, attorney for the Civil Service Commission. Their thorough-going report is regarded as making this appointment epoch-making. They found no difficulty in unanimously rating the essays, but they differed on the order of the three highest applicants as determined by character, education and experience. These qualifications could be estimated by the examiners only in accordance with their varying views and their personal knowledge of the candidates.

The whole procedure, of course, was resented by certain librarians as a lowering of professional status. There was also, perhaps, a trace of professional bias against the civil service method of appointment in the examiners' statement, that "none among the nineteen candidates were as clearly pre-eminent for this position as other persons who might be available." This judgement, however, must, it is felt, stand the test of results. There are many things to justify the approval given without dissent in Chicago to the appointment of Mr. Legler as peculiarly adapted to meet the complex and exacting demands of the present situation. He has had a long and varied experience; and his views on library extension are constructive in the highest degree. His career, therefore, as Librarian of Chicago will be watched with a great deal of interest over a wide area; and in the meantime it is safe to say he may with confidence be expected to justify every hope of the examiners and the public.

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Athletics.

Lawn Bowling.

Competition in the club doubles closed Saturday p.m., the finals being between Messrs. Shannon and Thomas vs. Goddard and Brown. The weather was hardly suitable for bowling, but despite the condition of the green and occasional showers, some excellent play was witnessed. Brown led effectively, time and again placing two of his four bowls against the kitty, but it was seldom if ever they counted, as Shannon was very accurate with his running shots, repeatedly picking out touchers. Goddard was effective at times, but missed his green at the critical stages. At only one end were they in the lead; this was at the 3rd end. Shannon and Thomas however, went ahead on the next end, and remained in the lead to the finish. Both of the winners have been bowling in good form all season, and their experience gained with older bowlers they have opposed at Montreal, Prescott, Niagara and Toronto, has proven beneficial. The final standing of the different contestants follows:—

SECTION A.

- 1st—Thomas and Shannon.
- 2nd—Weld and McMillan.
- 3rd—Birteh and Kilgallin.
- 4th—Payne and Farrow.
- 5th—Blatchly and McIlquham.
- 6th—Richardson and McNeill.
- 7th—Grindley and Jamieson.
- 8th—Mullin and Lanigan.

SECTION B.

- 1st—Goddard and Brown.
- 2nd—Urquhart and Richards.
- 3rd—Hoey and Jones.
- 4th—Marley and Moran.
- 5th—Roach and Campbell.
- 6th—Douggan and Lindsay.
- 7th—Shaw and McPherson.
- 8th—Morin and Patterson.

Sixteen entries were received in the competition for singles, which at the time of writing has progressed to the semi-final stage; the following matches are yet to be played:—

Kilgallin vs. Bowker.

Goddard vs. McNeill.

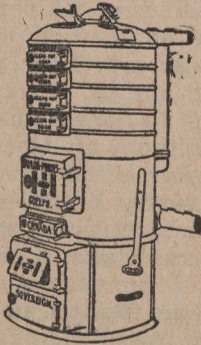
The greens will probably close for the season at the conclusion of this contest.

* * *



A little over a year ago the deputy head of one of the departments arriving at the west door of the West Block, saw a sight which he will long remember. It was the figure of a civil servant lawn bowler, seen dimly through the gathering darkness of a chill October afternoon, holding a lighted match over the jack so that the last player in a very important match could see which way to send his bowl. *The Civilian* was unfortunately unable to obtain a photograph of this "play" to illustrate the bowlers' enthusiasm. As the next best thing a photograph was obtained of one of the "incorrigibles" who would not be deterred from his pet game by the violence of a rain and thunder storm. The accompanying picture shows this enthusiast in action, and proves that lawn-bowling, once it gets in the blood, is not alone a fine weather game.

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ON THE FIRING LINE.

By *J. L. P.*

These are halcyon days for civil servants. They may look backward with satisfaction, and forward with inspiration. The retrospect reveals much done for betterment; and the prospect is bright with the promise of substantial things to come.

No man with his eyes open and his brain working on the nine to five schedule can fail to appreciate the change which has come over the service since 1906. To say much in this connection would smack of boastfulness, or would be dealing with the obvious. If anybody needs to be told of what has been done, it would be a waste of time to undertake to enlighten him.

It is more to the purpose to take a view of the horizon. To be reminiscent is rather the prerogative of the warrior whose battles are over. The forward view is the privilege of the man on the firing line. For him the successes of the past are merely an incentive to fresh effort.

Like Peary, he is not content to reach the 84th parallel; he wants to push on to the Pole.

What lies ahead? The civil servants in the trenches will not ground arms until he sees a comprehensive and adequate measure of superannuation adopted by Parliament. Than the existing situation nothing could well be more anomalous or unsatisfactory. It is anomalous in the double sense that several hundred civil servants are now paying into the superannuation fund, while a similar privilege is denied to the remainder, and that the attitude of Government on the subject is contrary to the practice of nearly every other enlightened administration under the sun. Superannuation is no longer a debatable proposition. It is a sound principle, founded in reason, justice and expediency. The man on the firing line sniffs victory for the superannuation campaign.

Broad and useful co-operation lies just ahead. It is worth fighting for. But this is a domestic matter. It will come just so soon as the proper machinery is provided. The lessons

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of the co-operative coal, ice, and apples experiments cannot be ignored. What has been accomplished in a tentative way very fairly demonstrates the possibilities on a larger scale. The field is wide. It has its attractions for men of energy and organizing capacity. Here the firing line must be composed of men picked for their courage and executive ability. The indifferent had better stay back with the commissariat.

The successful effort which has been made within the compass of one short year to establish a civil service savings and loan society opens up another vista. The institution which has been put on its feet so firmly should be carried forward to the fullness of its mission. That mission turns upon two things — sufficient capital and judicious management. Both are to be had in the service. The money and the executive ability are available. The man who has the eyes to see what may be done — and it is those who are constantly looking who catch glimpses of the distant scene—will

not desist from enterprise until tens of thousands of dollars are available, and home winning for civil servants is carried to its last proper length. This may be done, and the money be provided and the profits of legitimate business shared among thrifty government employees.

Why should not civil servants have a club of their own? The necessity for such a place of rendezvous, such a centre of civil service activity, has been keenly felt by every man who has been on the firing line since the new era dawned. It seemed probable some time ago that such a institution would be had, or, at all events, the nucleus of a civil service club. But the matter now calls for definite organization, and at this moment is one of the things which remains to be won. It will surely come. It will come, just as other things have come, as the result of hard work and of loyal striving. Nothing worth having comes to us at low cost. "Get into the ranks" should be the watchword of the day.

Civil Servants and MUSIC—If you want some of the hits from the latest comic opera, or perhaps a new Two Step, Waltz, etc., or again perhaps your wife or child [if you have one], requires something in the music line. Remember that we carry one of the largest stocks in **McKECHNIE MUSIC CO.** Canada, and that our prices are always right **Orme's Bldg. 189 SPARKS ST.**

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THE CENSUS STAFF IN THE UNITED STATES.

The Director and the Assistant Director of the thirteenth Census of the United States have been recently chosen by President Taft — both excellent men. Some three hundred supervisors, who have the appointing of the enumerators, are now to be selected. The selection is in the hands of the Senators and Representatives of the several states; but the qualifications of the appointees are to be tested carefully, and those who fail to attain a certain standard of education are to be rejected. Commenting on the situation, as defined by the President, the New York Outlook says:

"As the supervisors will hold office for a comparatively short period and will then be set adrift again, and as they must obviously be selected from the localities where they are to superintend to work, it is not likely that any better system of choice could be adopted. But even the supervisors, as well as the enumerators, are to be required to avoid any party politics during their service, and Mr. Taft defines this restriction broadly to forbid any kind of political activity except the casting of a man's own vote. Neither supervisor nor enumerator may serve on a committee, make political addresses, solicit votes, or in any way use his influence for a party or a candidate—National, State, or local—either in a primary or general election. Instant dismissal is the penalty. If this rule is

carried out, we may hope to have an intelligent and efficient census, for President Roosevelt and President Taft gained by persistent effort from a reluctant Congress a law placing the Census Bureau employees on a sound Civil Service basis. The taking of the National census is not only a matter of great importance and one requiring high technical skill, but it is so extensive that a permanent, organized, disciplined force, free from political chicanery, is absolutely essential."

The United States situation is not without its direct interest in Canada, approaching as we are our fifth decennial stock-taking since Confederation.

FATHER JOHN.

By *Bourgeois*.

A certain bishop, resolving safe to hold
From prating tongues the sheep within his
[fold,—
To rule his people firm and guard from sin
All precious soul his diocese within.—
Finding one day at Father John's abode
Two pretty housemaids costumed à la mode
Oriental; "What now! Father John," quoth
[he,
"Two maids, young, fair and frisky as can be,
Living within your house? I grieve to find
That my commandments are not borne in
[mind."
"My Lord," replied the holy man, "Ne'er fear
Thy orders are all well remembered here;
Nor is it overlooked that you deem best
Our servants aged be forty years, not less."
And thus the holy father's statement ran,—
"I'm hiring mine on the installment plan."

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CIVIL SERVICE COMMANDMENTS.

—
By *Charlie.*

I.
Thou shalt to the office come
Every day in the week but one.

II.
Thou shalt daily write a lot,
Whether it is read or not.

III.
Thou shalt not "loaf" except by
stealth,—

Work is better for thy health.

IV.
Sharp upon the stroke of noon
Thou mayst lunch,—but get back
soon.

V.
Simple and cheap must be thy fare,
A sup of Ottawa, a breath of air.

VI.
Thou mayst snooze,—but incident'ly,
And do thy snoring *very* gently.

VII.
Hasten thou at four o'clock,—
But do it slowly without shock.

VIII.
At four-forty brush the clothes,
Wash the hands and blow the nose.

IX.
At five thou mayst steal away
Without warning or delay.

X.
Thou mayst draw thy modest wage
When the month half turns its page.

XI.
Thy Minister thou shalt not kill,
Nor curse the Civil Service Bill.

XII.
When old and dull as any post
Gladly give thou up the ghost.

XIII.
Then to Heaven thou'll surely go,
Having worked and suffered so.

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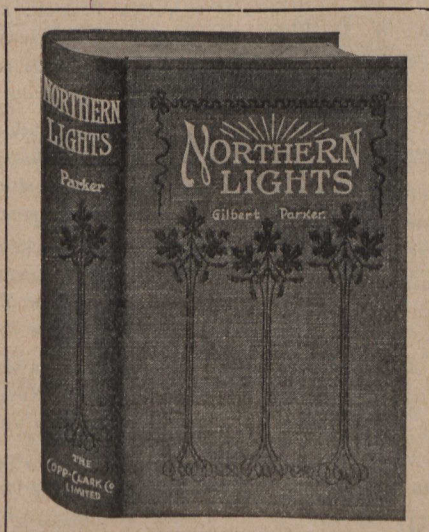
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Personal.

Appointments.

Lieutenant Henry Thompson R. N. has been appointed to Division II. A. of the Marine Department, as Assistant to Admiral Kingsmill.

Emile Jean has been appointed to Division II. A. of the Indian Department at Ottawa.

Miss C. Robson has been appointed to Division III. A. of the Indian Department at Ottawa.

Mr. J. E. Cadieux has been appointed as a temporary clerk in the Dairy Branch, Department of Agriculture.

Miss N. G. McPherson has received an appointment in the Accountant's Branch, Public Works Department.

Promotions.

Department of N.W. Mounted Police: R. S. Bishop to Division II. A.

Department of Marine: L. A. Demers, to Division I. B.

Department of Customs: W. J. McCaffrey to Division II. A.; R. M. Heintz to Division II. A.; T. A. D. Blinn to Division I. B.; E. L. Saunders to Division I. B.

Department of Finance: W. L. Blair to Division I. B.; L. B. Cahoon to Division I. B.; L. A. Black; Miss L. Macdonald; and Miss A. F. Freeman to Division III. A.

Transfers.

Mr. C. M. Denny of the Post Office Department Ottawa has been transferred to the Railways and Canals Department.

Honourable David Laird, Indian Commissioner at Winnipeg, has been transferred to Division I. A. of the Indian Department of the Inside Service by a recent Order in Council, appointment to date from April 1st 1909.

Mr. Souter of the Statistical Branch, Customs Department, has been transferred to Vancouver.

Superannuations.

Mr. M. Kearney of the Post Office Inspectors Office, Montreal has been superannuated from October 1st.

Mr. J. H. Elliott of the Post Office Service at Ottawa has been granted six months leave from October 1st and has been superannuated from that date.

General.

The Honourable the Minister of Justice has returned from his official trip to Europe in connection with the submission of the Fisheries question to the Hague Tribunal.

Mr. N. Gravel of the N. W. M. P. Department is absent on three months' leave on account of illness.

Miss K. Sheahan of the Post Office Department has resigned on account of her approaching marriage to Mr. R. Burns.

Mr. J. P. Champagne, Cashier of Government Telegraphs, Dawson, Y. T., is spending two months' holidays at his home in Hull, Que

The engagements of five members of the staff of the Topographical Surveys Branch have been recently announced as follows: Mr. C. H. Holbrook to Miss Edna Mitchell of Kingston; Mr. H. E. Hayward to Miss Annie Downing of Albert, N. B.; Mr. Kenneth W. Harris to Miss Katie Wyld, Cliff St., Ottawa; Mr. W. W. McLennan to Miss Isabel Allan, Ottawa; and Mr. H. E. Sutherland to Miss Edith Brewer of Fredericton, N. B.

Mr. W. T. Green of the Topographical Surveys Branch, absent for the past two months' on sick leave, has been at his home in Toronto. He is regaining his health, and expects to be on duty some time in November.

Miss N. Power, daughter of A. Power, K. C., of the Justice Department, has left for Vancouver, where she will be married in the course of a few weeks.

Mr. E. E. Stockton of the Auditor General's Department returned October 13th from an official trip to the Yukon, having been absent over five months.

A presentation was made lately by the staff of the Inland Revenue Department to Mr. Wm Carter who was recently superannuated.

Miss Doyle of the Inland Revenue Department has returned from a trip to Great Britain much benefitted by her three months' tour.

Mrs A. V. Lyon of the Inland Revenue Department was unfortunate enough to fall on Bank Street and break her leg.

Mr. Almas, of the Check Branch, Customs