

THE CIVILIAN

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Some Ideals of Public Service.

An Address by **NICHOLAS LOCKYER, I.S.O., Assistant Comptroller-General of Customs, Australia.**

[The following is the text, in somewhat abridged form, of an admirable address delivered a few weeks ago before the Public Service Association of Australia, a body which corresponds in the main to the Civil Service Federation of Canada. The words, it will be seen, are those of a civil servant who has worked his way from the lowest to the highest round of the ladder. The civil service of Australia is in a unique position. It has no evil traditions. It was a part of the birth of the new nation, arising under the immediate auspices of reform, though recruited largely from the previous colonial services. This will explain the tone of certain passages of the following. Interest will be felt in the passing references to conditions in the Australian service, especially to the working of the inspection system, a description of which has on a previous occasion been published in *THE CIVILIAN*. A copy of the address in pamphlet form was forwarded to the Department of Trade and Commerce by Mr. D. H. Ross, Dominion Trade Commissioner at Melbourne, and has reached *THE CIVILIAN* by the courtesy of Mr. F. C. T. O'Hara, Deputy Minister of Trade and Commerce.]

Introductory.

Before I proceed to the subject for this evening I desire to make a few remarks of a personal character so that I may not be misunderstood. Beyond a long, and, I hope, an honour-

able service, I must confess I have no claims to appear before you as a teacher. I have endeavoured to practice the various ideas which I am placing before you, but I beg you will acquit me of any intention to appear in any other character than one who, considering he has something to say, says it as an officer to his brother officers, equal in earnestness, but with no desire on his part of self-assertiveness or superior claims to be heard. To the standard bearers of the service I cannot hope to say anything new or original. My remarks are mainly directed to the junior members, suggesting for their thoughtful consideration some facts in regard to the organization to which they have the honour to belong.

The Tendency Toward Growth.

It is the tendency of all governments to widen their powers of control, to increase each year their influence and direction over enterprises and services which formerly were considered outside the province of the recognized functions of Government. This, the inevitable result of the progress of democratic ideals, necessarily entails an ever-increasing civil service, with a correspondingly increasing expenditure.

The cost of government will be subjected to keener criticism, and the absolute necessity for strict economy, accompanied by the best business methods in the civil service, will be more and more indispensable each

year. If the recognition of this minimum and very reasonable demand of the taxpayer comes from within the public service we need not fear retrenchment, scant pay, or other than fair and reasonable treatment.

The Nature of the Public Service.

Ours has been appropriately termed a silent service, in which the best work is done away from the limelight and out of the glare of publicity. There need be no disappointment or discouragement on that account, since it must or should be so. It is one of the indispensable conditions of faithful and efficient service.

Let us consider for a moment what Public Service really means. We are at times, I think, liable to forget the honourable character of that service. It is no light responsibility to have charge of all the machinery which, under the direction of the representatives of the people, regulates the many varied functions of Government necessary for the well-being and prosperity of the whole community. It is impossible that all the institutions of Government may meet with the approbation of all classes in any community, but we do know that these institutions, based upon British ideals of liberty and justice, command the admiration of the whole civilised world. The greater part of the work upon which we are engaged represents the best characteristics of the best form of government which the human mind, under the happiest conditions of liberty, has yet evolved. We not only share in all the freedom and advantages which that implies, but each and every one of us may possibly contribute to its further perfection. The silent service of the servants of the State has in the past, and must necessarily in the future, exercise an influence for good or ill in the progress of its institutions, and I desire particularly to draw your attention to the importance of the trust placed in your hands, not for the purpose of vain glory and self-praise, but to inspire you with an enthusiasm and pride in your service, without

which we cannot hope to win the respect and confidence of those we serve.

Three Ideals.

It is quite impossible for any religion, association, or class of society, to aspire to high effort or success, without ideals. These are the main-springs of inspiration and impulse. We are all of one mind in desiring that our ideals may be worthy of the high character of the service we are expected to render, and that our efforts may be inseparably associated with Loyalty, Efficiency, and Industry. There may be some difference of opinion as to whether the quality of industry should not precede efficiency, or whether the former does not include the latter; but there may, I think, be no doubt as to Loyalty being the first virtue of a good and faithful servant.

Loyalty.

The loyalty I mean is the true sense of honourable service, obedience to lawful authority, and devotion to the interests of our employers. It is not to be found in the time server, the self-advertiser, the grumbler, the sycophant, or the idler. It is entirely impersonal. It is not an expression of obedience to this or that particular official or Minister who may temporarily direct our movements, but to the Commonwealth; and as loyal servants of the Commonwealth we are necessarily loyal to each and every properly constituted authority.

Industry.

Industry is the best effort we can afford in return for the remuneration we receive. Our pay is for services rendered. It is even more than that. The majority of us enter the Public Service, and, to all intents and purposes, adopt it as a life-long profession. We marry, and the welfare and comfort of our families depends wholly and solely upon the fruits of our earnings and the employment afforded by the State. If we are sick

we are treated generously, and we have no reason to grumble at the fair allowance of leave each year for recreation. It is well we should remember this, if any of us have our eyes glued on the regulation hours of each day's service.

Efficiency.

Efficiency can only be attained and maintained by industry. It is the practical application of the knowledge we acquire, not only of the particular details of our own work, but of its relation to the work generally of our department. The most successful officer, the one most sought after, and the one who attracts most recognition is the handy man, who, keeping his eyes open, has maintained an intelligent interest in all that pertains to his department, and finds it no difficulty to undertake any reasonable task at a moment's notice.

To be efficient we must ever be progressing. Has the danger occurred to you of repetition, tradition, and constant practice in our daily routine of work? Have you ever considered how beneficial it would be if at times we could with other eyes than our own indulge in introspection, and criticise the reasons why we do this or that, or why in this way or that way? Because a certain detail of work has always been done in a certain way, it does not follow by any means that it is the correct way. This seems to be such a trite saying as to be almost absurd, and yet how many of us have been told, in asking why such and such a thing has been done in a certain way, that it has always been done that way before. I think one of the most important steps towards real efficiency is a clear understanding of the why and wherefore of the things we do. Each of the officers present, I am sure, has his own safeguards and methods in avoiding waste work, associated with the hateful appellation of "red tape."

In times past I have personally found very valuable assistance by ap-

pointing committees of officers to examine into the work; a committee of three, always including a stranger to the details of the work immediately under review. He it is who generally asks questions as to why this is done, why that form is necessary, what purpose is served by repetition of certain details, and so on. Untrammelled by tradition, and the practice which so often blinds one's judgment, his suggestions may often awaken enquiry on the part of his colleagues to see some features of the work in an entirely new light.

Those who have had long service, and have reached positions of some trust, will agree with me that a close association with and encouragement of the younger members of the service for a full expression of any useful and original suggestion is worth cultivating. It tends to rub off some possible rust from the older officers, and stimulates the younger ones to a keener interest in their work.

Before I leave the subject of efficiency, I would add that if we desire to achieve success in our own business we must mind our own business. The interference with other people's business is as common a failing as any of the frailties of human nature, and it seems a very hard and almost impossible task on the part of not a few to mind their own business. An efficient officer is so fully occupied with his own work and responsibilities that he has neither time nor inclination to meddle with the affairs of others.

And talking of meddling brings me to a matter which, I think, is of the gravest importance to us all.

Civil Servants and Politics.

It has been recently announced in the press that, in deference to the wishes of some of our officers, it is proposed to amend the public service regulations with the view of permitting officers to a more or less extent engage in political controversy, and enable them to take part in those contentious matters of public policy which,

in their official capacity, they are called upon to administer.

The motive which prompted those in authority to extend this privilege is beyond dispute in its generous intention, but I look upon any such extension of our privileges with grave misgivings. I cannot imagine efficient and faithful public service, of the character we are expected to render, associated with active political partisanship. The very essence of our service to the State is inseparable from impartial and undivided loyalty.

Whatever political party may be in constitutional power, and whatever policy that party represents, in our capacity as servants of the State we must adopt that policy, and no other. We are there to carry it out. It is not possible for us to divest ourselves of our identity; if it be attempted the direction of drift is certain. We will very properly be looked upon with suspicion as partisans and as unworthy to be trusted with the administration of policies to which we have expressed our hostility. We will be at the mercy of any irresponsible, blatant comrade, and, sooner or later, will find ourselves discredited.

We have at least one illustration of the revulsion of public sentiment, which expressed itself by depriving the civil service of the right of citizenship—the right to vote. That, after all, in political matters, is the most important privilege, and in its exercise we give full effect to our personal views of public policy.

Opportunities in the Public Service.

Some men achieve success by the aid of opportunity, but I could never clearly ascertain whether opportunity makes the man or man the opportunity. There are times when chance exercises some fortunate influence over one's future, but that is the exception and not the rule.

There is no method of work in our own or any other service which is not capable of improvement. Each and every officer may achieve notice by

earnest and original effort even when engaged on what may be considered the minor details of work. The opportunity of usefulness has so wide a range that none may willingly remain outside its boundaries.

Notwithstanding all the provision for the better regulation of the public service, by the aid of acts and attendant statutory rules, the abolition of patronage, and the shifting of the responsibility from one authority to another, we cannot get away from the personal element in good or bad management. If an office is distinguished by efficient and good business methods, you will find it is the man in charge, who is exercising an influence in the right direction. If, on the other hand, there is waste, idleness, careless work, and slovenly methods, there is only one execution necessary, and that is *that of the man in charge*.

Twenty years ago I was called upon to report upon the management of an office in which serious irregularities had taken place, where supervision was lax, and discipline conspicuous by its absence. The officer in charge in many respects was an estimable man, and, in certain directions, possessed of considerable ability; but he was weak and irresolute. It was impossible to arrive at any other conclusion than that the scandalous state into which an important public department had drifted was directly traceable to the incapacity of its manager. Amongst other conclusion which I had to report was *that he rarely rewarded a good officer, or punished a bad one*. There can only be one opinion as to the consequences of such a policy.

A few years later I took part in a formal farewell to a highly esteemed and very able officer. By his own personal influence he transformed the slack and casual methods of a Government Department of the old school into a high state of efficiency. In parting with his officers he said: "If his administration had been in any way successful, and if he had raised

the department over which he had control to a higher level of efficiency, it was solely due to the fact that he had considered it a co-operative concern, in which success was only possible by the loyal assistance of his officers, and by his interchange with them of the freest mutual trust and confidence."

The Rewarding of Merit — The Inspection System.

I now come to a somewhat delicate subject, which, perhaps, at times is responsible for placing a severe strain on the patience of the most contented and loyal of officers. We are, I am sure, in entire agreement on the wisdom of promotion by merit, but I fear we do not sufficiently consider the difficulties of selection, when each and all of us are so conscious of our exceptional merits and claims to distinction. The solution of that difficulty must be left to the chief officer. It is a thankless task, and be sure he would willingly surrender it if any alternative were possible.

There is anxiety in the minds of those who have expectations, but, there is also anxiety in the minds of the chief officers. They fully appreciate what an extra £25 a year means in the household of the greater number of their fellow officers. They know what a strain it is on the contentment and enthusiasm of their staff, if recognition be long deferred. They also know, as capable managers, they have a duty to their employers, in the exercise of a strict and vigilant control over the expenditure, and that the remuneration to each officer should be based solely upon the value of the service rendered. That is no easy task to arrive at, and all one can hope, is to approach it with a fair and open mind, without favouritism or prejudice, and lastly, but not least, without fear of unpopularity.

A difficulty in the past has been that the men immediately under the notice of the chief officer have frequently won his sympathy and recognition, not because they were really

superior in ability and experience, but because they were more in evidence, and it followed that those who were not under familiar observation were in danger of being overlooked. Under the administration of our Public Service Act there is far less risk of this. The Public Service Commissioner, assisted by his inspectors, exercises a vigilant and impartial check on the recommendations which may affect the status or welfare of officers. In the Customs department we now have three inspectors, who are instructed to specially inquire into the merits and experience of each officer, so that, no matter how distant he may be stationed from headquarters, we may know his qualifications and claims for consideration. The claims of each employee thus pass under review of the Public Service Commissioner, the Permanent Head, the Chief Officer and the Departmental Inspector. If with these precautions fair justice is not extended to the staff generally, I know no other means by which it may be attained.

Routine Work — Women as Clerks.

In common with other large public institutions, we have a considerable volume of work of a purely routine character, and it would be very exceptional if we did not possess a certain proportion of officers who are content with the monotony of routine work. It seems to me that permanent clerical work of a purely mechanical nature is unworthy of any man who has the least energy or ambition. We have all met men who are quite satisfied to turn the self-same handle year in and year out. The value of the work is worth little, but they keep on; they marry, they have long service, and long families, and their claims for increased remuneration are based, not upon the value of the work they perform, but upon the desire for a sympathetic consideration of their condition. That is a feature which has troubled the mind of many a Chief Officer, and I think the only remedy

is to separate out the purely routine work and reserve it for the other sex. I do not intend anything derogatory to the intellectual capacity of woman-kind in suggesting this. My only object is to divert a certain class of men to more suitable and probably more profitable pursuits, and at the same time provide an additional avenue by which women may earn a livelihood. Whilst the man on routine work proposes to make the service his permanent home, the woman only will consider it a convenient source of remuneration until she marries.

Competitive Examinations — Mr. Gladstone and Queen Victoria's Views.

Leaving this subject, I would invite your attention to the competitive examinations, which enable us to receive recruits with fair primary educational qualifications straight from the schools, and which leave no excuse, if the material is properly utilized, to attain each year a higher plane of efficient service.

This system of recruiting the public service by successful examinees in public examination had its origin in a suggestion by Mr. Gladstone in 1854. It is interesting, as showing the very varied and wide concern which Queen Victoria took in the affairs of her Empire, that she wrote doubting the wisdom of such a policy. She feared that the competitive examinations, whilst displaying a certain amount of knowledge, failed to take account of character. She wrote at the time: "without this a young man might be very ineligible, still, after having been proclaimed to the world as first in ability, it would require very strong evidence of misconduct to justify his exclusion by the government. Mr. Gladstone on the same day hastened to reply: "Experience at the universities has shown that, in a large majority of cases, the test of open examination is also an effectual test of character; as, except in very remarkable cases, the previous industry and self-denial which

proficiency evinces are rarely separated from general habits of virtue." The Queen sanctioned the alteration, but urged Mr. Gladstone to do what he could to guard against the dangers which she had pointed out.

The Education of the Junior Clerk.

It is useless to consider either that a boy on entering the service has reached the goal of his ambitions, or that our personal responsibilities in his regard are at an end on his appointment. He is merely good material for training, and we should not only interest ourselves in him personally, that he may be encouraged to continue his theoretical education, but that he should be enabled to obtain a wider outlook of his duties than the mere details of his particular work may represent. Above all, we should desire to avoid the contamination of purely mechanical work, which may develop mere machines, and endeavour to vary the experience of each junior so that he may not be kept longer on one particular class of work than is necessary to master its details.

Incidentally, I may mention, and it shocks me to think of it, that, looking back on my own career as a very junior officer, I offered an example of everything to be avoided, and practised little or nothing which I am now advocating. There were five of us in a small room, ostensibly engaged in wrestling with the correspondence of a Government office. Four did the wrestling, and one did the work. The single worker is now a Right Honorable Member of the Privy Council and ex-Prime Minister of the Commonwealth. It is not to be wondered at that, in company with many others, I received a communication saying that after a certain date the government would have no further need for my valuable services. Though it is now over forty years ago, I still have a vivid recollection of the pride with which I received and handled that, the first official letter addressed to me by name. It commenced "Sir," and

finished "I have the honour to be, Sir, Your obedient servant," and my obedient servant was the high and mighty one whom we looked up to as the beneficent distributor of increased emoluments, holidays, and all the other blessings of official life.

It was some time before the grandeur of the surroundings disappeared, and I came to a proper sense of my impending fate. I interviewed the great man, who expressed his sorrow, but held out no hope. I saw him day by day, and expressed my disinclination to sever my association with a service which was in every way agreeable to me. I kept on repeating my protest, and, feeling desperate as the last day arrived, I made a final effort. He was a kind-hearted man, and finally capitulated; he said "all I can suggest, my boy, is you might come on 2nd January just the same as usual, and perhaps no one will notice you." You may be sure I put in an appearance on 2nd January; no one apparently noticed me, and I have stayed on ever since. I often wonder whether I have ever been properly reinstated, and, if not, whether I am not liable to be called upon to refund the remuneration I have received since that eventful 2nd January. In regard to

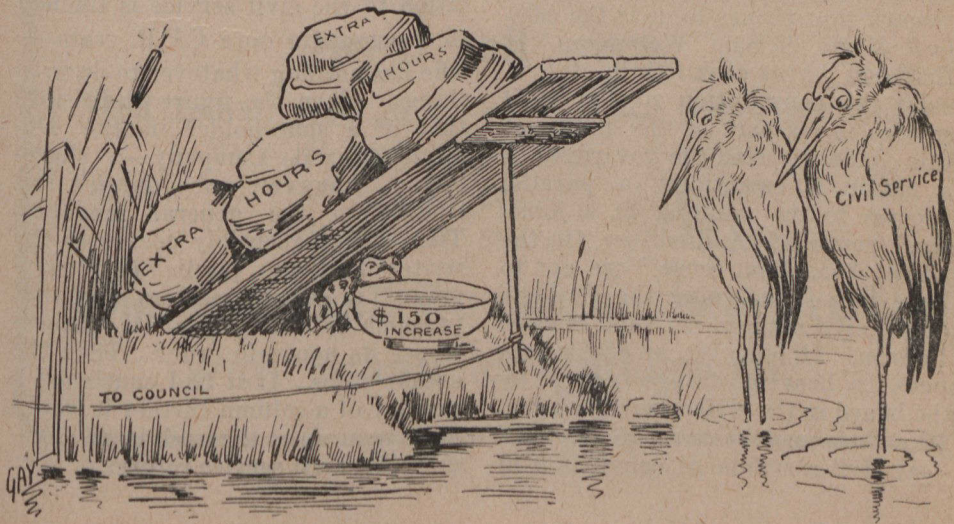
this incident, let me remind some of our younger friends there are many difficulties which may be successfully overcome by the exercise of perseverance.

Integrity a Feature of the Public Service.

Whilst ours is an entirely new service, most of us have seen some service under the State Governments. Whatever may have been the deficiencies in the State Public Services of Australia — and there were many in years long since—there is one bright feature which, in my opinion, is worthy of more than ordinary attention. Throughout many years, and particularly in the seventies and eighties, what with national borrowing and so-called income derived from the alienation of Crown Lands, there was throughout Australia a period permeated with mad speculation and attendant temptation. But throughout that period, and at all times, the public service has remained pure, and on voice has ever hinted the hateful word of corruption. It is quite true this has been largely a reflection of the public life of the country, which has gone through the fire, and has proved

Continued on page 328

THE QUID PRO QUO.



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

Ottawa, Sept. 24th, 1909

"SATURDAY NIGHT" ON THE CIVIL SERVICE.

After reading *Saturday Night* of last week on the civil service (as we give our readers an opportunity of doing in another column) the first remark that occurs to us is the celebrated one of Sam Weller's: "If that don't beat cock-fightin'!"

So the constitution of the civil service is no part of the polity of this country! And the governing of a nation is essentially a parallel process to the running of a joint-stock concern! And editors "in the name of common sense" are not to have ideas concerning the Problem of the civil service, *i.e.*, Civil Service Reform! If, however, an editor happens to hear of things going by the board in the civil service, the genial fellow may "cave arf a brick"—at civil servants, of course, not at

the system which is none of his business! The desire of civil servants to see the public take an interest in the system, is only a small-minded wish to be praised or noticed! As for such matters as superannuation, the extension of the act of 1908, and similar subjects for legislation, all the service has to do, says *Saturday Night*, is to "help itself"—presumably when the House of Commons, that faithful reflector of public opinion, is not looking! In short, there is nothing larger in the whole business than a certain limited number of individual interests.

These be new and bold pronouncements! Andrew Jackson would have chuckled over them.

In the article which furnished text for this profoundly fallacious statement, we said that the Canadian public was apathetic, if not wholly indifferent, on the subject of the civil service. But, good Heavens, is it in the state of mind described by *Saturday Night*!

* * *

Yet we would not counsel despondency even over so bad a case as *Saturday Night*. Read the article carefully, and it will be seen that even *Saturday Night* is on the way. At first the general public in its relation to the civil service is likened to a passenger on a C.P.R. train—who has nothing whatever to do with things. Then the figure slides into that of a shareholder in the Dominion Textile Company—a shareholder, however, who daren't say "boo" to the general manager. Then it imperceptibly occurs to the writer that the public is "easy-going" in certain matters, and that presumably it is part of its business to set its house in order. Then the article stops. If it had continued a quarter of a column further it would have been up to the neck in an argument for civil service reform.

AES TRIPLEX.

The North Pole has been found, no doubt, whether once or twice. What a pity! Soon there will be nothing left to the imagination anywhere. They will be discovering the South Pole next. Then where will we be! There will be absolutely nothing nearer than t'other side of the moon that the audacious eye of man has not seen.

What the human race now needs in the worst way is a spot which the gods, unknown to man, have made inaccessible. It is the salvation of life to strive magnificently, but always to miss the goal. The North Pole was ideal. Think of it! — a place where midday is midnight, and there is only one point in the compass—south. Everybody knows what's o'clock there, and nobody can be sent to the devil or anywhere else—only south. No amount of scientific truth can atone for the

loss of a target like that. Here's hoping that both Cook and Peary are lying!

He was a civil servant,
His walk was firm and fast,
His mien and manner fervent,
His brow was overcast.

Ah! why that sad expression—
That look of worried doubt?
Ah! why that self-obsession,
As he hurries on his route?

He looks nor to the right nor left,
Acquaintances cuts dead.
Say, is he of his mind bereft,
To rush like this ahead?

At last he gains the office,—
At the clock he takes a look,
Oh, joy! It marks but 9.14!
Then—then, *he signs the Book!*

—Pickwick.

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Say you saw it in The Civilian.

From a Woman's Standpoint.

By *Frea Canaiad.*

In the last issue of *The Civilian* were considered some objections to the presence of women in the civil service, particularly those raised by civil servants themselves. There are, however, other voices worthy of a hearing.

One of these is that of a successful business woman, who tells, in a current popular magazine, why she will not allow her daughter to enter business. In order to better the condition of her family, she herself had entered business, was eminently successful therein, but hopelessly estranged her husband.

Now, while one may recognize this woman's failure, it does not follow that she is logical in her conclusions. She reasons from the wrong hypothesis—that her accepting a position wrecked the happiness of her home. But some women have made home anything but a place of peace by giving their whole attention to the details of housekeeping. Perhaps one has insisted on scrubbing her kitchen floor, when it was not actually necessary, and when her presence in the drawing-room would have been infinitely more helpful to her family—and yet, the inference that a kitchen floor should not be scrubbed is not warranted.

The fault lies, not in the doing of the thing, but in the over-doing of it. An unmarried woman should be able to enter business—and profit from her experience, without exhibiting as a 'last infirmity' the desire to excel where men have excelled. She can do her work well, and not forget that for woman excellence is based on higher things than things material. The women of the civil service, however, are

Say you saw it in *The Civilian.*

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particularly well guarded from absorption in business by being excluded from the authoritative positions.

And yet, in some callings there is an element of danger, and into these, as in themselves harmful, no woman can safely go. Such positions would be quite incompatible with her innate modesty. "But," says one, "does not daily contact with men, in any case, tend to destroy this modesty?" We women reply that, if in the callings into which women should be able to go the modesty which is based on seclusion tends to disappear, it is replaced by a greater — a strength of character which is based on knowledge, itself a more invulnerable shield.

But another voice says, "Is not home life menaced by the very fact that such good salaries are paid? Do they not hinder women from marrying?" But, when, with a glance backward, we recall that young women once looked to marriage as the inevitable way of support, it would seem that their entrance into business tends to elevate matrimony. For marriage, like the ministry, should not be entered into for the sake of getting a living; and whenever the former assumes more of the nature of the consecration which distinguishes the latter, it will be better for the home and better for the Canadian nation. To some extent, at least, woman's entrance into business has accomplished this. And it will accomplish more. For men will see that the intellect, which she has proved to be hers, that her capacity for business, and, more, her finer graces and deeper intuitions which go to elevate and uplift, must not be wasted in the mere making of money, but must be reserved for laying broad and deep the very foundations upon which society rests.

For it is not an exaggerated optimism to prophesy that new and

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better avenues will open up for women. Perhaps, for instance, our national leaders will see that the moral preservation of the neglected, untrained children is as important as the preservation of our forests. Or in some similar way of promoting the welfare of the mass of the people, the self-dependent woman may find a life-work, an opportunity for the "little, unremembered acts of kindness and of love," for which her better nature longs—a longing which is not satisfied.

The conditions of the old-time world, when women, unhappily circumstanced, dumbly cried out against their narrowed lot, were far from ideal; our present conditions are not ideal; but they represent a transitional stage which has rendered possible a vision of the ideal.

My Party.

(‘My Party, right or wrong’)

From the ‘*Englishman*’ London.

Who clips my young ambition’s wings,
And checks my restless hankerings,
And ties me to her apron strings?

My Party.

Who trains in me a narrow mind,
With rooted prejudices twined,
The other points of view purblind?

My Party.

Who lulls my intellect to sleep,
And makes me frown, or fawn, or weep,
With all the rest, like silly sheep?

My Party.

Who calls all measures retrograde,
By any other faction made,
And finds them wanting ere they’re weighed?

My Party.

Who makes me swear that white is black,
And proves it with the cunning knack
Of an unscrupulous cheap-jack?

My Party.

But, when I over-do the role,
And find I’m rather in a hole,
Who drops me, like a burning coal?

My Party.

Printer's Ink.

What the Newspapers are saying
about Civil Service affairs.

“Saturday Night” tells *The Civilian*
a Thing or Two.

The *Civilian*, a little journal published fortnightly at Ottawa in the interests of the Civil Service of Canada, complains editorially of the apathy of the Canadian public towards that body of workers known under the very general heading of civil servants.

“Newspapers,” *The Civilian* states, “seldom or never talk of it; when they do, nine times out of ten it is to make silly jokes about sinecures. To appreciate its work, to understand its problems, they do little or nothing beyond an occasional generalization. Even in Ottawa, where over four million dollars received annually in salaries are spent by civil servants, and where one would think mere business enterprise would come into play,—if there is an editor with a constructive idea concerning the service (which we doubt) he has adopted the oyster for his model in eloquence.”

What is there about the work of the civil servant that he must needs be patted on the back at regular intervals? Is his life work more righteous and upright than other callings? Is his diligence and his watchfulness greater than that of plain John Smith, sub-foreman in the foundry? Smith does his work the best he can and draws his pay, and so do hundreds of thousands of other people here in Canada, with no idea that either the boss or the public are coming around to jolly them along at prescribed intervals. The public has opened workshops at Ottawa presumably on broad business lines, and has hired the necessary men and women to fill the

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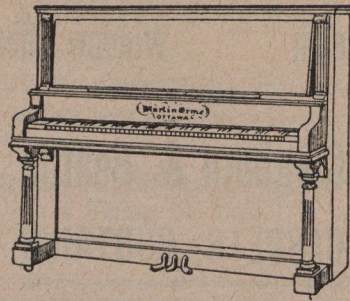
benches. These men and women are fairly well paid for their work, and so far as I am aware they do their tasks with diligence. But why not? That's what they are paid for.

The public appreciates the work of the civil service just so far as it is effective; its problems they care little or nothing about. When we board a Grand Trunk or a C.P.R. train we expect to get to our destinations on time. We don't get on the train with the idea of having the conductor, the firemen, the engineer and the train hands tell us all their troubles, and at the end of the journey we don't slap them on the back and shower them with congratulations for not sending us to our long sleep. We take it as a matter of course that they will do their duty; that we will get to our destinations on time. Why the semaphore at Rock Creek Junction did not work as perfectly as on the last run is of no particular interest to the passenger. He doesn't pay his good money to be bothered by such things. If there chances to be anything wrong with the train then we do get up and holler, and perhaps write the head of the passenger department. This is our right. We have paid a specified sum for certain goods and they have not been delivered.

This I take it is the attitude of the general public toward the civil service. We pay well for what we get, and have no reason to be specially thankful because the post-office department sees to it that our letters reach us promptly, or that the employees of the finance department don't get away with more of the Canadian taxpayers' hard earned dollars than they are entitled to.

The writer in The Civilian complains that editors have no constructive ideas concerning the civil service. Why in the name of common sense should they? What business is it of the editor? What is he

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presumed to know about such things? Editors presume a great deal at times, but there is a limit. Just because a man happens to be a stockholder in the Dominion Textile Company he doesn't go around to general manager Gordon and tell him how to operate the mills. Mr. Gordon is employed because of his special knowledge. If Gordon falls down then the stockholders do stand on their hind legs and yell. They have paid for an effective supervision of their plant, and their business is to see that they get it.

On the same general lines we are paying to have the business of the country effectively managed. We are paying presumably for specialists. As stockholders in a great country it is not our duty to criticize, nor to suggest, nor to have constructive ideas, so long as the service rendered is effective. When it ceases to be that then the moment has arrived for our board of directors who sit in the House of Commons at Ottawa to straighten out the tangle and place matters once more on a working basis.

The Civilian's attitude reminds one of the fussy old gentlemen who arrived at the old Balmoral Hotel, Montreal, years ago. The proprietor, E. H. Dunham, was standing behind the desk.

"I was told to come to the Balmoral by Mr. Smith, who said that you would take good care of me," was the greeting of Mr. Fusser as he neared the desk.

"Yes," replied Dunham, as he turned the register to a convenient position for the incoming guest.

"Mr. Smith, who is a friend of mine, said you would take good care of me here," repeated Mr. Fusser.

"Yes," replied the large-sized and good natured hotel man, as he signalled the hall boy and handed him the key to the guest's room.

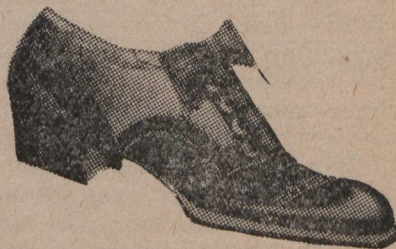
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me here," said the fussy guest for the third time.

Dunham gazed at him critically a moment, and then replied in characteristic fashion: "Well, what do you want me to do, kiss you?"

As to The Civilian's charge that newspapers are prone to make silly jokes about sinecures in the civil service, there is, it must be admitted, a foundation of truth. But on the other hand, are the newspapers to be greatly blamed? As kissing goes by favor, so I am bound to admit do some of the jobs at Ottawa. This is not the fault of the civil service, nor of the administration for that manner, for it dates back to the beginning of things politically. Men and women with political pulls are bound to get political jobs, just so long as an easy-going public will stand this sort of thing. At the heads of our great departments at Ottawa we have lawyers, lawyers and lawyers. A newspaper man has slipped in somehow and so has a railway contractor and one or two other occupations and professions are represented. But on the whole the governing power is in the hands of the legal profession. Just why poring over law books should qualify men to operate canals and marine, post-offices and administer the affairs of trade and commerce, is an enigma to all save the politician. The general public must therefore be pardoned if it occasionally laughs in its sleeve at the sinecures which Ottawa produces, and at the same time looks with some suspicion at the self-sufficiency of men who are presumed to rank in brains, ability and an aptitude for their work with our great captains of industry, but who fall ignominiously short of the measure.

If this little Ottawa publication, The Civilian, is making for esprit de corps, is animating the spirit of this great body of public servants, its

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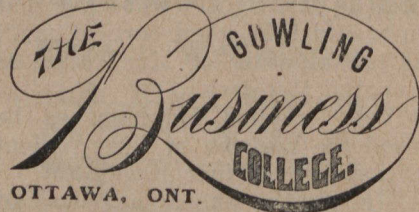
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work is well found, and its aims most praiseworthy. But at the same time it would do well to remember the old familiar quotation, which says something about the Lord helping those who help themselves.

Says the British Civilian:

Among the contents of the current number of the Canadian Civilian is included an article on "How Competitive Examinations were introduced into the civil service of Great Britain." It is the third portion of a series of papers relating to the civil service, and is, practically, a reprint of Lowell's "Government of England," a work which British civil servants would find at once entertaining and instructive. Other articles deal chattily with that old chestnut the civil service joke, and civil service athletics; while there is also a good poem, "The Homeland," a song which is deemed by some to be Canada's National Anthem.

ACTUALITES.

Par X.

Il n'est pas surprenant; remarque un facétieux, que les employés des postes soient unanimes à se plaindre de leur sort; ils doivent, aux Postes, être tous timbrés.

* * *

Que penses-tu du nouveau système, demande un employé à un autre? Il ne lui reste, remarque l'interrogé, qu'à fournir un hôpital aux employés qui datent de l'ancien système.

* * *

Je voudrais connaître, dit un curieux à son ami, ce que tu penses de cette double découverte du Pôle nord! Je ne puis formuler d'opinion, répond l'ami, avant que le pot aux roses ait été découvert.

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X, accoudé rêveur sur son bureau, semble plongé dans l'infini. A quoi peut-il songer remarque un voisin? Il doit, répond un autre, être à la recherche des raisons qui ont milité en faveur de l'intercalation, dans la classe supérieure de \$800 à \$1,600, d'une classe inférieure de \$900 à \$1,200.

* * *

Entendu dans un bureau: il fait un froid de loup dit un employé. Rien de surprenant, répond un autre, ils viennent, par deux fois, de découvrir le Pôle.

* * *

Pourquoi le Service Civil du Canada est-il en voie de devenir le plus galant du monde! Parce qu'il est en train de passer de lance en queue.

* * *

C'est dommage que nous ne soyons pas au Pôle nord, remarque un employé civil à son voisin. Pourquoi, demande le voisin surpris? Parce qu'ils auraient découvert que la réorganisation était encore à faire.

* * *

J'y perd mon latin à chercher la raison pour laquelle on a mis 2 classes dans 1, dit un employé. Pour moi, remarque un autre, je ne peux y voir qu'une contrefaçon du fameux cirage.

* * *

Il me pèse sur les épaules de rester jusqu'à 5 heures, avoue candidement un employé à un autre. Pour ma part, répond ce dernier, rien ne me plairait plus que de rester jusqu'à minuit. Pourquoi, demande le premier abasourdi? Parce que l'os que nos antagonistes auraient à ronger, en ce cas, serait peut-être assez gros pour les étrangler.

* * *

Plus je veux m'expliquer le besoin de cette classe de \$900 dans la classe de \$800, plus je me trouve bloqué, dit un employé à son ami. Rien de plus naturel, répond ce dernier, puisque c'est expressément pour cela que cette classe a été créée.

* * *

On a beau dire et beau faire, observe un employé, ils sont plus privilégiés que nous dans le Service Civil aux États-Unis. La doctrine Osler ne les atteint qu'à l'âge de 60 ans, tandis qu'ici on nous chloroforme à 35.

* * *

Pourquoi, demande un employé à son voisin, a-t-il été fait moins de bruit sur le surcoût dans les heures de travail que sur les autres inaugurations faites dans le service? Sans doute, répond ce dernier, pour ne pas réveiller la garde qui, aux barrières du Ministère du Travail, veille pour le bien-être de ses protégés.

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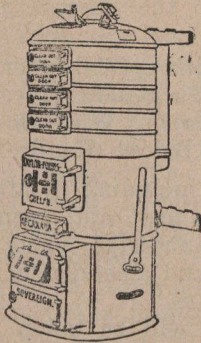
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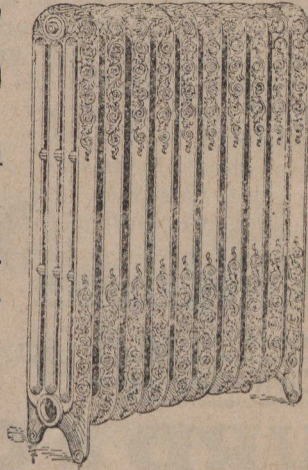
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Compulsory Subjects.

Writing.—To be determined from the Transcription paper.

Spelling.—Writing from dictation, and the correcting of mis-spelled words from a printed paper.

Arithmetic.—The elementary rules, fractions (vulgar and decimal), interest and discount, and simple problems involving these.

Composition (including Grammar). —A test of ability (a) to write letters on given subjects, or to embody in letters certain given information in a grammatical and intelligible form; (b) to give the essential features of letters, reports, or other documents of a non-technical character, in a clear, concise, and grammatical form.

History.—A general outline of the history of Canada, England and France, from the discovery of America.

Geography.—With special reference to Canada, and a general reference to North America, Western Europe, and the British Empire.

Transcription (including Writing). —To make a neat and accurate copy of a manuscript which has been altered and amended in various particulars.

This paper will be taken as a test of writing also.

Typewriting.—Plain copy, and simple tabulation. Special importance attached to accuracy and neatness of work. A speed of at least thirty words per minute will be expected.

Optional Subjects.

Stenography.—Special importance attached to accuracy. A speed of at least eighty words per minute will be expected. Tests will be given at the rates of eighty and one hundred words per minute.

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Athletics.

Within the past couple of weeks a peaceful settlement of the athletic war between the M.A.A.A. of Montreal and the rest of athletic Canada as represented by the C.A.A.U. has been made. The great amateur union was obdurate and uncompromising up to a month ago. The mix-up between the two harrier leagues in Montreal was the turning point in the fight, giving the M.A.A.A. the best trump card it has held during the contest, and showing the C.A.A.U. the need of immediate settlement of the question. The unique thing about the settlement is that both sides can claim success as the result of the conference.

As the delegates to the conference in Ottawa returned to their homes in Toronto and Montreal, they gathered round their respective town-pumps in the King Edward and the

Windsor. The delegates did not dilute their home-made brew with any foreign condiment. In Toronto was heard the news that the amateur definition was safe for all time, and in Montreal athletic circles were informed that amateurs could play with professionals. Both were correct. The pride of the greatest amateur club in Canada is appeased, and the M.A.A.A. is back in the amateur ranks. To attain this great object the amateur union has simply consented to a nominal and temporary relaxation in the amateur definition which will not change the situation in the least. The justification of the C.A.A.U. in conceding even a temporary compromise is to be found in the grave complications which threatened to grow out of the Harrier troubles in Montreal.

The attending circumstances and the negotiations were above board and easily discerned by the casual observer. Never since the Sabine

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war has there been a treaty signed which both contending parties could claim as a victory. The Roman men defeated the Sabine men and the Sabine women defeated the Roman men and rival houses became united in marriage. The divorce and re-marriage of athletic interests may be a wholesome episode in amateur athletics in Canada.

* * *

The importance of the healthy investigation just closed of athletic conditions cannot be over-estimated. Some of our religious bodies are attacking evil-doers in ballot-box manipulation. Conditions prevailing in the playgrounds of the country have so far unfortunately escaped notice. How would it be to see that boys learn that it is a pleasure to be fair and square for the mere sake of being so, apart from the hope of reward or the fear of punishment? "The canker galls the infants of the Spring too oft before their buttons be disclosed." The canker in sports tends to develop those instincts in the youthful mind which the moral reform movements are contending with in the grown man. The Toronto School Board has recognized the need of properly conducted games and has appointed supervisors to check the mean and unmanly action and to inculcate tactfully and unobtrusively a proper sense of the dignity of fair play. This policy wisely conducted will do more to save the great political parties from foul play at the polls than any other plan that has yet been devised.

* * *

While athletic circles have been in a state of upheaval and almost of anarchy, it was impossible to attempt any beneficent constructive legislation. Now that peace has been restored and all amateur interests re-united, it is to be hoped the men in power will candidly acknowledge the conditions and attempt to amend

them. It would be well for the powerful amateur union to use its influence to induce all its affiliated clubs to abolish the temporary suspension rule. It has never attained its object of discouraging foul play; in fact its effect has been rather the reverse. A preventative against the misuse of gate receipts to satisfy the cupidity of bogus amateurs should be sought out. A good beginning might be made by insisting that all the clubs in the union publish their financial statements in detail. This practice is followed in the best regulated clubs and leagues abroad, both amateur and professional. During the next twelve months it will appear whether the three years' athletic war was wasted time or the consummation of purer ideals in sport.

* * *

The Civil Service Sports.

The second annual athletic games of the C.S.A.A.A. take place tomorrow, 25th inst., on the grounds of the Rideau Cricket Club. The attending circumstances will be very much the same as last year. An entry list of 250 gives promise of a very successful afternoon. The band of the Governor-General's Foot Guards will be in attendance. It is hoped to have a much better arrangement for seating the spectators than last year, the O.A.A.C. having kindly loaned the use of their portable bleachers. Light refreshments at city prices will be obtainable on the grounds. The novel feature of the games will be the combination race, for which post entries may be made. In this event a gentleman, blindfolded, will be driven by a lady by means of reins. The distance will be 100 yards. There are six relay teams and seven tug-of-war teams entered. The first race will be the 100 yards, and it will start at 2.30 p.m. sharp. The competitors for this event are requested to be on hand promptly, as the success of the meet

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 Dr. J. L. Chabot.
 Emmanuel Tassé.
 Robert Masson.
 Editors of *The Civilian*.

* * *

The Montreal Bowling Tournament.

Several civil service bowlers took part in the lawn bowling tournament held at Montreal last week in connection with the "Back to Montreal" celebration. In the rink matches the service was represented by the winners of the "Toronto" trophy, in the doubles by A. E. Thomas and R. R. Farrow, and in the singles by H. S. Campbell and A. E. Thomas.

In the first draw for the rink matches the service rink was pitted against a Westmount rink skipped by Mr. Christmas. The game com-

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menced at 5 p.m. on Tuesday, and resulted after a hard contest in favor of the Service rink by one shot; score 11 to 10. This game did not finish until 7.30 p.m., and at 8 p.m. the service rink commenced the second game against the Stratford rink skipped by Mr. France. This contest also resulted in favor of the Service rink; score 22 to 18.

The game was an unusually long one, finishing only a few minutes before midnight, owing to a peculiar rule applicable only to Montreal bowling. Under Ontario rules the jack is not dead unless driven over the ditch or beyond the boundary of the second rink from the playing rink, and the same rule applies to a bowl which is a toucher. Under the Montreal rules a toucher or a jack which goes outside the boundaries of the playing rink causes a dead end. Owing to this rule there were seven dead ends in the Stratford-Service match.

On Wednesday afternoon at 5 o'clock Messrs. Thomas and Farrow played a game of doubles against Messrs. Cobbett and McPhee of the

Westmount club. The Service bowlers were unable to locate the playing green, and after an uphill game were beaten by three points; score 16 to 13.

The Service rink played their last game of the tournament—semi-finals—at 8 p.m. on Wednesday against the M.A.A.A. rink skipped by Mr. D. Wilson, and were beaten by a score of 14 to 6, but it was generally conceded that the score did not represent the play. While not offering any excuses for defeat, the Service bowlers attribute the loss of this game to the poor condition of the ground and the playing of the game at night. The grounds were certainly unfit to play on as it was usual to see a bowl running against the natural turn, and this was a distinct disadvantage to the Service rink composed of bowlers who rely principally upon the draw shot.

On Thursday afternoon Mr. Thomas played in the singles against Colonel Lockerby of the M.A.A.A., suffering defeat by a score of 18 to 11. Mr. Thomas is well known as a very skilful bowler, but he found

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JAMES K. PAISL Y, Prop.

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the ground too much for him, being unable to locate the proper green. Thursday night Mr. H. S. Campbell played a game of singles against Mr. Cobbett of the Westmount Club, and succeeded in winning a hard game by one point; score 18 to 17. On Friday afternoon, 5 o'clock, Mr. Campbell played his second game against Mr. Mowatt on the M.A.A.A. grounds, being defeated by a score of 18 to 16.

Mr. Campbell is perhaps the best single bowler in Ottawa, and upon a fair green should have beaten his opponent, but like the rest of the Service bowlers he was unable to bowl his usual game, owing to the condition of the green.

While the Service bowlers are not discouraged by their showing in this tournament, they are not satisfied with it and feel that the results might have been different if the grounds had been in even fair con-

dition and the games had been played by daylight.

An Explanation.

Editor Sporting Department of *The Civilian*:

Dear Sir,—

Mr. H. S. Campbell's letter in your issue of the 10th inst. has forced me to the admission that I was the author of the bowling notes to which he refers, and I only make this admission for the purpose of assuring Mr. Campbell that it was far from my intention, even by inference, to detract from the merit of his performance in the tournament.

At your request, Mr. Editor, I consented on the eve of the day of publication to write a few notes on the tournament, explaining that owing to pressure of business my remarks would necessarily be brief

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and be confined to games that I had witnessed.

In fact, I understood that another of the bowlers was contributing some notes on the tournament, and I assumed that he would deal with the games of singles and doubles. My time was so fully occupied in the rink matches that I did not have the opportunity of witnessing Mr. Campbell's games in the singles, but those of our bowlers who were spectators assured me that the reputation of the Civil Service club was enhanced by Mr. Campbell's performance.

Mr. Campbell and I have been personal friends and brother bowlers for such a long time that I am sure he will absolve me from any intention of doing him an injustice.

I am perfectly in accord with the views expressed in Mr. Campbell's letter, and am of the opinion that the advice he gives as to the selection of a rink should be carefully considered when making entries for tournaments.

Permit me in conclusion to state that the success of our rink in Toronto was chiefly due to the excellent bowling of my team mates, Messrs. Urquhart, Payne and Shannon, and that I deem it a very great honour to have had the opportunity of skipping a rink of such skilful bowlers and thorough gentlemen.

In the tournament of 1908, the Toronto papers poked fun at us, but in 1909 they could not have been more complimentary, and the record of the Civil Service for fair sport has not suffered by the visit of our bowlers to the recent tournament.

Let us hope that the success we have attained will result in a combined effort on the part of our bowlers to secure suitable grounds for next season, for we cannot expect to be in the front rank until we have the first requisite—a good green.

Yours truly,

R. R. FARROW.

Ottawa, 20th Sept., 1909.

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SOME IDEALS OF PUBLIC SERVICE.

Continued from page 307.

itself beyond suspicion. There have been lapses on the part of individuals, but these have been few and far between. It is as a class I speak of the Service, and as a class it has, I maintain, in Australia, a splendid record of faithfulness and honesty.

Civil Servants on the Roll of Honour.

I might remind you perhaps at greater length, had we time, of the many civil servants who have distinguished themselves in science, literature, art, adventure, and politics. I am not sure, however, we are entitled to claim any large share of credit on that account.

From the time of Geoffrey Chaucer, the father of English literature and poetry, who at one time occupied the post of Controller of Customs at the port of London, down to the present day, the Service has rendered many illustrious names to the historic roll of fame. It must, however, be confessed in time past the majority of such celebrities were not distinguished by the service they rendered as servants of the State. The positions and remuneration — as in the case of Chaucer,

and, a few centuries later, of Adam Smith, the great political economist and Commissioner of Customs in Scotland—were rewarded, not in consideration of services to be rendered, but as sinecures, wherein they might be afforded full leisure and retirement for the exercise of their poetic imagination and inventive genius. We may be proud that such men have been associated with the service we belong to, but I feel on firmer ground on coming down to our own times, and pointing to the many distinguished Australians who have not only done good and, in many cases, excellent work as public officials, but have made their names more or less celebrated in higher lines of thought and action. The list is a fine one, and I quote only the more familiar names.

The work and hardships of Australian explorers appeal perhaps most to our admiration. It does at least to mine. Of these we can mention Major Mitchell, Sir Charles Gregory, Sir John Forrest and Edward John Eyre. In science we have many names, and not the least of these is Professor David, the eminent geologist of Antarctic fame. In poetry and literature we may claim Adam Lindsay Gordon, James Brunton Stephens, Henry Kendall, Marcus Clarke, Rolf Boldrewood

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and Haddon Chambers. Our record includes two Right Honorable Members of the Privy Council, a Justice of the High Court, and four members of the late Commonwealth Ministry. The moral of all this is, that there are very many blank pages on the roll of fame, and as the names are written on future pages let us hope there may be included a few at least of those of our present comrades.

An Ideal and a Motto.

The public press has for many years exercised a vigilant and wholesome supervision over the ever-increasing body of civil servants necessary for the ever-increasing functions of government which each year are added to the statute book. Whilst occasionally one may think the press criticisms on our work are tinged with the old-time prejudices, we shall demonstrate in time that they are undeserved by the Commonwealth service. We cannot, however, hope to attain that standard of efficiency so desirable throughout the service and inspire a feeling of pride and enthusiasm amongst the officers until the public realize the old traditions of red-tape and routine are no longer existent, and that our service has a keen regard for business methods, economical administration,

and a prompt attention to the public requirements. It is for each and every one of us to aid in reaching this goal, and every junior member of the service may share in bringing about that result.

In conclusion, let me remind you of the motto of the Imperial Service Order, "For Faithful Service," which comprehends all the ideals we have been discussing. It also reminds us we are but one of many kindred services spread throughout the four corners of the earth, rendering silent service to the King and to the Empire.

Daylight Saving in Great Britain.

The Select Committee of the House of Commons of Great Britain on the Daylight Saving Bill has ended its sittings, but had not up to the end of August issued its report. It is known, however, that the report pronounces against the bill on the ground of the diversity of opinion on the subject, and the serious doubts as to whether the object could be secured without inconvenience.

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Personal.

Mr. John Smith, of the Parliamentary Library Staff, has recently returned from a visit to the Seattle Exhibition.

Col. Sherwood returned on Sept. 5th from Europe where he was spending three months holidays.

Mr. Newcombe, Deputy Min. of Justice, has returned from England where he was before the Privy Council on a case in which the Government of Canada was interested.

The Minister of Agriculture is still absent on business. Mr. Goddard who accompanied him returned on Sept. 11th.

Miss M. A. Côté has been transferred from the School Lands Branch of the Interior Dept. to the Agriculture Dept.

Mr. W. A. Downing, of the Indian Dept., was married to Miss E. M. Short on Aug. 18.

Mr. J. P. Burns, a superannuated member of the Inland Revenue staff, died recently after three days illness.

Mr. B. Bonnell has been transferred from the Topographical Surveys Branch, Interior Dept., to the Patent Branch, Dept. of Agriculture.

Miss V. R. Bennett, of the Public Works Dept., who has been on sick leave for several months, has returned.

Miss E. V. Hays and Miss E. Lemieux, of the accountants office, Dept. of Public Works who recently resigned their position are now married.

Mr. Rivard, of Toronto, Ont., recently in the employ of Messrs. McKenzie & Mann, has been appointed by the Civil Service Commission to a position in the Public Works Dept.

Mr. Lafleur, Chief Engineer, Dept. of Public Works, is still at Baie des Chaleurs with his

family. He is on sick leave, but is expected home shortly.

Mr. Gilbert Brown has been appointed assistant chief engineer of the Dept. of Public Works.

Mr. H. McCormick, Ass't. Law Clerk, Dept. of Railways, was married to Miss M. C. McDonald of this city on Sept. 15th. Mr. Robert Dorman, of the record Branch, Dept. of Railways, was married to Miss Edna Whittier on the same date.

Mr. J. Willett was appointed to the Record Division of the Patent Office, Agriculture Dept., on Thursday, the 17th instant.

Colonel F. Toller, Comptroller of the Currency, and Mrs. Toller are at present at Barnstable, Devonshire, England. The many friends of Col. Toller will be glad to learn that he is much improved in health.

Mr. G. W. Hyndman, of the Finance Dept., is confined to his house through illness.

OBITUARY.

The death of William E. Elwell, of the Topographical Surveys branch of the Department of the Interior, occurred suddenly on Friday, Sept. 10th, of tuberculosis.

Mr. Elwell was one of the most popular men in the Surveyor-General's office, and a large body of his fellow clerks accompanied the funeral to Hull cemetery, where they deposited two wreaths of flowers in token of their respect for one of God's own gentlemen.

Mr. Elwell leaves behind a young wife, besides a father and mother, and it will take many years to fill the gap left in the Topographical Surveys by his death, where his cheery manner under all circumstances, and his willingness at all times to give a helping hand to those in need made him beloved of all who knew him.

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