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# THE CIVILIAN

Devoted to the Interests of the Civil Service, Canada

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VOL. XIV

FEBRUARY, 1921

No. 3

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# THE CIVILIAN

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DEVOTED TO THE INTERESTS OF THE CIVIL SERVICE OF CANADA

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## THE MERIT SYSTEM IN THE CRUCIBLE

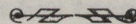
Just as The Civilian goes to press information has been received to the effect that it is the intention of one of the Ottawa members of parliament to move a resolution in the House that the outside service be removed from the jurisdiction of the Civil Service Commission. Indications are not lacking also in certain sections of the subsidized press that the remnant of the old patronage-mongers are itching for a return of the spoils system.

These signs are authentic, and should give every civil servant food for careful thought, The fight to retain what has been gained during the last few years, after sacrifice and strenuous effort on behalf of the Service, promises to be renewed with fresh intensity during the next session of Parliament. There are those who would return to the patronage system, and their anxiety to do so is ill-concealed. The genuine believers in the merit system must gird their loins and be prepared for a renewal of the conflict if they wish to hold what has already been secured and obtain efficiency and fair-play in the service. A principle is at stake; purity in public service is being challenged; merit will be supplanted by incompetence if all real adherents of the ideal of worthiness in public office do not let their voices be heard. The Civilian has always stood for the merit system. It will continue to do so. It will carry on the fight for the great body of the civil servants of this country, and it believes that the great body of civil servants of this country are heart and soul for the merit system and the destruction of patronage.

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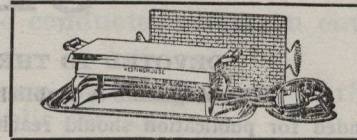
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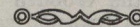


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# THE CIVILIAN

DEVOTED TO THE INTERESTS OF THE CIVIL SERVICE OF CANADA

## A Farewell Contribution

From Griffenhagen and Associates, Ltd.

Problems of organization did not become a field for professional endeavor until human enterprise, of the sort that is usually referred to as "business", took on such large proportions that it was forced to depend on the co-ordination of the activities of many persons for its success. With this growth of industrial concerns it became necessary to develop means through which central policies and control could be transmitted from the management to the various branches and individuals making up the organization. It also became impracticable to handle transactions by decisions reached in individual cases as opportunities for personal contacts became fewer, and thus standards, routines, —the forerunners of so-called "red-tape" — made their appearance. As part of the same development, a distinction grew up between "line" functions — those having to do with the making and carrying out of decisions as required by the current day to day operation of the organization as a working mechanism; and "staff" functions — those involved in providing specialized information, counsel, and service for the guidance and aid of "line" officers. Likewise, certain old time methods of procedure broke down under the test of volume, and hence questions of system, labor saving devices, wholesale record keeping, and related questions, took on great importance. This led to the development of the profession of industrial engineer, to serve in the solution of problems of organization, management, and method in their general and in their specific aspects.

The tendency of recent years in the realm of political science toward an

expansion and extension of the functions and activities of the government, as interested in the greatest good of the greatest number in the community, has caused a corresponding enlargement of the organization of governmental bodies and has introduced numerous problems of the exact kinds that privately-controlled businesses have had to cope with and have in many respects solved. It has been a natural development that those engaged in the field of industrial engineering should be called in from time to time to assist public officials in the application of those principles and methods that have been developed in the field of industry under the pressure and stress of competition.

The work now being done in our federal service under the direction of a Sub-Committee of the Council on Reorganization and Efficiency is an example of the relation of the work of the industrial engineer to certain technical problems of public administration.

At numerous times in the past, and more and more frequently since the war the need for economy in the conduct of government business has been expressed. Some such expressions have been in the form of the usual attacks of legislators coming to office with preconceived opinions as to the competency of the whole body of civil servants. Others have been the more or less academic admonitions of reformers without interest in the details of government routine.

Several investigations have been made some constructive and some purely critical in purpose. The brief but scholarly study by Sir George Murray into some of the general

aspects of existing administrative and financial policy was one of the former type.

But no solution can come of an "investigation". Nor is there much of practical value in recommendations that deal only in general principle and re-affirm what is generally agreed to by all public spirited citizens. Reports full of truths which are sound but not in form to bring their practical application any nearer than before are not what is needed. It is rather a systematic and businesslike consideration of the exact workings of the operating departments, including the details of their internal organization and of their routine methods of procedure and the concurrent development and installation of improvements based on analogy with the practice of progressively managed business concerns. Nor should the programme fail to cover the central problems of administration that confront the government in its capacity as manager of all departmental operations, such as the distribution of governmental activities and services among the various departments the basis, method, and technique of central expenditure control; and the standardization of such routine operations as the handling of correspondence, files, and similar matters common to all departments.

To assist it in carrying through such a programme the government has seen fit to follow the precedent established by private business and the most progressive governmental bodies and has retained a group of engineers who have been engaged continuously in just such work for years. It has chosen a firm incorporated under the Dominion laws, operating from offices in the principal cities in Canada, and

numbering among its clients some of the country's most representative financial and industrial institutions.

The relations of this firm, of which the writer is a director, to the Council Sub-Committee on Reorganization and Efficiency are the normal relations of a professional man to his client. Its commission extends only to the making of certain studies of subjects and activities on which the client wishes to have a professional outside opinion, and to the submission of a rejection of the recommendation or its modification is of course entirely in the hands of the client. Under the usual procedure, and the writer has heard no suggestion that any other is to be followed, the Council Sub-Committee makes the decisions within its province. These decisions include matters of policy and procedure. Any personnel questions which may at any time be involved would naturally be handled by the constituted authorities, the Civil Service Commission. The representatives of the executive, *i.e.*, the Council Sub-Committee, do not take upon themselves the selection of individuals for appointment, promotion, transfer, or retirement. The Civil Service Commission is the authority with regard to employment questions, just as the executive is the responsible authority in general management. The engineers working under the Sub-Committee have no official standing whatsoever.

These relationships, being the only natural ones, would seem to require no especial mention were it not for the great interest that members of the service have in any work involving the word reorganization and in any proposal bearing on the status of departmental staffs.

In dealing with organization problems in the public service it must be remembered that there are certain fundamental differences between the operation of a public body and that of a privately controlled business. These differences are most marked in those aspects that involve problems of employment and personnel.

In the first place, both the government acting in its capacity as an employer, and the employees while in the service, are under obligations as public servants to take into account the general interests of the community as a whole.

The higher administrative officials in the department do not in many

ways possess the authority to decide questions of employment, remuneration, and conditions of service which is enjoyed by the private employer. Nor are the higher administrative officials under the incentive of necessity to earn profits as a test of the effectiveness of their management. Because of this difference certain of the inducements towards effort to secure economical and efficient operation of the work under their direction do not have the same force that they do in private business.

All of these differences have their bearing on the problem of securing the most effective administration of public affairs, of developing current improvements in methods and organization, and of providing the proper relations between the government as an employer and the employees who actually carry on the government's work.

It is because of these considerations that all progressive countries have established special agencies to deal with the complex problems of government employment. The proper selection of employees, their advancement as their efficiency or length of service increases, the recommending of salary and wage scales, and the like, are ordinarily placed in the hands of a civil service commission in order that the varied interests of the government in its capacity as an employer, of the employees themselves, and of the general public, may all have impartial consideration. The civil service commission also constitutes the expert employment department of the government — it should serve the operating departments as an efficient recruiting office and the employees as the guarantor of uniform treatment.

It has been the conclusion of those of my colleagues who have had the closest contact with the public service that without a comprehensive civil service law and a strong and competent civil service commission it is inconceivable that those conditions of democracy, fairness, and opportunity, so essential to an efficient public service, can be expected.

As a second vital consideration we would put the question of compensation. While sound organization and direct and effective methods of procedure are necessary to good administration, they are not, by any means, sufficient in themselves. A competent,

satisfied, and an industrious personnel is essential, and none of these qualities are to be secured except through the application of a fair schedule of remuneration — one that recognizes the principle of the minimum wage, has a proper relationship to the responsibilities and importance of the work to be done, provides adequate rewards for those who are efficient, and recognizes the facts as to the cost of living.

Our Dominion Government, through the salary scale appended to the recent classification and the superimposed bonus, has shown more appreciation of these principles than most public bodies.

## Board or Hearing or Whitley Council.

The Government has apparently made up its mind that it will not grant an enquiry into the methods of the present Board of Hearing and its chairman.

The apathy of the Government over this just and very moderate request urges the pressing more strongly than ever for the necessity of a National Government Employees (or Whitley) Council.

The demand for such a Council is practically unanimous throughout the service and is absolutely essential to bring about peace and quietness among Government employees.

The Council that is required, should be such that all the diverse civil service interests are directly represented and should be composed of representatives of the C. S. Federation, Postal Associations, East and West Labor Unions, Railway Mail Associations and one or more to represent classes of employees not included in the above, such as the Postmasters' Association. Departmental committees should be constructed in the precedent laid down by the Government in Great Britain.

Its need at the present time is vital as after a long and critical investigation into the classification and the proposed re-organization by G. and A. the opinion becomes stronger than ever that the whole of the work of the past 2 years is useless and should be discarded.



# At the Sign of the Wooden Leg

## The American Invasion Continues

Your  
Humble  
Servt  
Silas  
Wegg

On December 14, 1920, certain young men and women, enticed from their homes by carefully-worded advertisements, gave themselves up for seven hours to the consideration of eleven questions propounded by the Canadian Civil Service Commission as tests of the ability of some or all of these aspiring folks to assume the duties of Junior Civil Service Examiners.

The questions are given in full on another page of *The Civilian*. I would reprint them under the Sign of the Wooden Leg if this department existed for humorous purposes, but the editor has instructed me so often to keep to my proper sphere of "moral uplift" that I dare not introduce into my articles anything that might provoke a laugh. He has permitted me, however, to quote from the examination papers, provided I use the quotations for the enforcement of some lesson. Let us see what we can do in that direction.

Consider Question No. 1 of the first part of the paper:

*Of what value might be what is generally called a liberal education, for a career in the Clerical Groups of the Civil Service?*

I thoroughly appreciate that question, its moods and tenses, its judicious use of capitals and lower case letters, even its little comma after the word "education", as if to say, "Take a breath here before you contemplate the awful importance of the future." One objection obtrudes itself. Why not a capital C for career?

How easily the classic fitness of the phraseology might have been spoiled! A careless examiner might have put it — "Of what value is a liberal education?" and let it go at that. Thank whatever gods there be, or might be, we have men among our commissioners who recognize the force and beauty of the conditional mood. "Of what value might be——". The phrase betrays the cautious man. He will not by any implication, not even by

example, commit himself to the theory that a liberal education is of value. He will not even grant that such a thing exists. Mark the guarded words: "What is generally called a liberal education", quite in line with the methods of a scientist who will not say positively that there is an ethereal substance pervading space but is willing to hold discussion on the hypothesis that there might be what is generally called ether. Surely our commission is composed of men who will not make any false steps.

Perhaps there may have been, or might have been, or should have been, some careless proof-reader at work here, and the question was intended to read: "Of what value is what might generally be called a liberal education", but this assumption is untenable. It postulates the existence of value in the world other than those assigned by the commissioners, and might prove the basis of a claim for reconsideration of his case by some unsuccessful candidate who actually happened to have what is generally called a liberal education. The question has been rendered burglar-proof against all who would creep or crawl into the fold, trusting to any proficiency they had attained in the arts or sciences.

Now, what is the lesson to be drawn from the consideration of this question? It is Staurday afternoon and so I cannot call up the commissioners to find out, but I think they would tell me the lesson is: Safety First.

I should like to write on Question No. 3 — "Service Work in the Government: Clubs and Associations", were it not so broad a field to enter. Maybe at some later time, when the clubs are converted into wooden legs and the associations begin to associate, I will have a word or two to say. Let us pass on to Question No. 4. Plain italics will do, Mr. Printer, as well as capitals. It is not the type but the tip that makes one's meaning clear.

*You are in charge of a staff of Clerks, and you are to give them an inspirational talk on efficiency. What would you say? Mention assiduity, application, alertness, energy, initiative, enthusiasm, etc.*

Why, this is pie. (Don't take offence, friend Printer. It isn't your kind, however much it may look like it.) Not only do we have the question: "What would you say?" but the answer as well: "Mention assiduity, application.....etc." Thank you kindly, sir, she said. I will try No. 4, and I will mention assiduity and all the others in strict rotation. 100 per cent.!

But not so fast. Did you not forget little etcetera? Oh, those foxy boys in the Hunter Building! You may think you have them tied hand and foot, but old Houdini is not in it with them when it comes to shaking the shackles.

Etcetera, like Cleopatra's "but yet", is a gaoler to bring forth some monstrous malefactor. Run over that golden roll of virtues from assiduity to enthusiasm, mention them, as desired, extenuating naught, setting down naught in malice, and still your knowledge will be as filthy rags if you cannot find some extra grace, some commonly unregarded official virtue, on which to dilate in your Inspirational Talk on Efficiency. The capitals are offered gratuitously by myself. The commissioners slipped up when they read the proofs.

You may in your calm moments be able to think of some inspirational idea lurking within the tough shell of that "etcetera", but imagine yourself in a crowded room, watched by argus-eyed attendants, and ever gleaming in front of you the long-hoped-for prize of a junior civil service examinership at \$1,320 a year, with bonus. I bet you would funk and the Commission win out again.

The lesson of this seems to be the same as that in the first case, to wit, Safety First. Yet what civil servant

is so dull of soul that he cannot find greater things than that in the consideration of this question? I speak not of the one in charge of the staff of Clerks who is to have the exquisite pleasure of making the gothic arches of the East Block, or the window sashes of the Norlite Building, reverberate to his periods on assiduity, so much as I do of the clerks themselves. I see them in my mind's eye, wiping their pens on their coat sleeves, pulling their neckties into shape, smoothing their stray locks, if any, then leaning back in their chairs at five o'clock to partake of sweet communion with their dearly beloved chief. Dinner is getting cold at home, but what of that? For fifteen minutes, by good luck for half an hour, they will be borne aloft on the eagle wings of Jones's inspiration. And who knows but some of them may be led to see life from new angles and sign the book before the line is drawn the next morning. I sense it now. The true lesson of all this is: It is never too late to mend.

Question No. 5 has me almost flooded. Here it is in all its ghastly loveliness:

*Are you acquainted with the "Alpha and Beta" tests, or the "Binet-Simon Scale for measuring Intelligence", or the "Stanford Revision of the Binet-Simon Scale?" In what ways can they be applied? How much do you know about them? State in detail.*

I think I could make a fair mark here if correctness in answering counted for anything. By saying "No" to the first part of the question and "Nil" to the last part, I should be given at least 75 for exactness. But I am afraid that this is not all that is required by the commissioners. They do not value one's conversation when it is "yea, yea" and "nay, nay", the apostles not having been efficiency engineers.

At any rate, we may learn from this question that life is one blank thing after another. No sooner does Binet discover the way of measuring intelligence but he goes, in this following the opstles of old, and calls his brother Simon. Together they elaborate a yet more excellent way and apparently rest from their labors, for next comes a later disciple still, Stanford, who revises all that Simon and Binet evolved. Even these three owe something to certain shadowy mythical entities known as Alpha and

Beta, the Hengist and Horsa, I suppose, of efficiency land. Why not Alpha and Omega? That would have given the scheme of things a warrant from the sacred books themselves and thus established once and for all the claim of Griffenhagen and Associates to be the Ten Lost Tribes of Israel.

I must lay aside my pencil soon, for the editor tells me that I must leave room enough on my two pages for the illustrations. You can all be thankful for that. Still I cannot go without reference to at least one question in the second part of the paper. What do you make of Question No. 3?

*Explain: (a) Blind Alley, (b) Demotion, "Lump Fund Position"..... (j) Playfair Report.*

Let us be brief. (a) For Blind Alley see any page of the Arthur Young Classification Manual. (b) For definition of Demotion buy a Chicago Stockyard Dictionary. (c) "Lump Fund Position" is a disease common among camels. See that

Hump! (d) Apportionment is not what in your dreaming it seems to be. (e) Open Competition is the life of trade. (f) A Cancellation Test is a test of cancellation. (g) "Residential Qualification" means "What is your local pull?" (h) Ridley Investigation is the old trial by fire. See also Latimer. (i) For Efficiency Records read "At the Sign of the Wooden Leg." (j) Plaifair Report! Ah there, old truepenny! I know you from of old. It is the secret word passed after hours from senior clerk to chief clerk, from chief clerk to deputy minister, from deputy minister to the great man himself. 100 per cent!

I cannot provide a moral sufficient to cover my insertion of this last question and the appropriate answers thereto, except I repeat the neat but not gaudy phraseology of our prize question:

*Of what value might be what is generally called a liberal education, for a career in the Clerical Groups of the Civil Service?*



NON-UNION CIVIL SERVANT.—Undoubtedly an excellent idea, but you're not going about it the right way for me.

WORKS FOREMAN.—Possibly we might get on a little better if you'd come on the job and help.

## Service Portrait

Hon. W. J. Roche

The name of the Hon. W. J. Roche, M.D., LL.D., chairman of the Civil Service Commission of Canada, will always be associated with civil service reform. It was Dr. Roche who undertook to carry out the enactments of the Civil Service Act and that he has done his best to carry out that law in the spirit as well as the letter few will doubt. Any failure on the part of the powers that be to do so, cannot be laid at the door of Dr. Roche.

As chairman of the Civil Service Commission, he is perhaps the most popular member of that organization, not only with the members of the commission staff, but with the members of the service in general. This is due in large measure to his geniality, courtesy and earnestness and to the fact that he has genuine civil service reform dear to his heart.

Dr. Roche was born at Clandeboye, Ontario, on November 30th, 1860, and was educated at Lucan public school and London high school. For two years he taught school in Lincoln and Essex counties, Ontario. Later he attended Trinity Medical College, Toronto, for three years, taking final year at Western University, London. He was first graduate on medicine at the latter institution in 1883, taking first class honors.

In June of the same year he removed to Minnedosa, Man., where he practised his calling for more than twenty-five years. From 1885 to 1901, he was territorial representative on the Manitoba Medical Council. He was Grand Master of the I. O. O. F., Province of Manitoba, for one year, and Grand Representative to the Sovereign Grand Lodge, held at Chattanooga, Tenn., and Atlantic City, N.J., in 1894 and 1895.

Dr. Roche was elected to the House of Commons for the constituency of Marquette, Man., in the general election of 1896. He was re-elected at the general elections in 1900, 1904, 1908 and 1911. In 1901 he was selected Conservative Whip for the West, and continued in that position until 1910, when he was made assistant chief whip.

He was appointed Secretary of State in the Borden government, October 10, 1911, relinquishing that portfolio upon being appointed minister of the Interior and Superintendent-General of Indian Affairs, October 29th, 1912. He was re-elected by acclamation after entering the Cabinet. He resigned from the government in October, 1917, on the formation of the Union

Government, and was appointed chairman of the Civil Service Commission immediately afterwards. He had the degree of LL.D. conferred on him by the Western University, London, as well as by Queen's University, Kingston. He was elected Chancellor of the Western University in 1915. He is an Hon. Lieut.-Colonel of the 32nd Manitoba Horse.



Hon. W. J. Roche, Chairman Civil Service Commission.

# THE EDITOR'S VIEWPOINT

It is a favorite affectation of those who live in the West, and of many who live in the East for that matter, to point to the progressive spirit of the people of the prairie and mountain provinces and to decry the backwardness of Quebec. There may be foundation for this view of public life in the Dominion, but in the matter of civil service organization the evidence is the other way. The Dominion Trades and Labor Congress has accepted as an affiliated body the Provincial Civil Service Association of Quebec, and issued to that body a charter. The Quebec Union will now be known as the Provincial Civil Servants' Association of Quebec, Federal Union No. 36, and has a membership of almost a thousand in the cities of Quebec and Montreal. But in British Columbia, civil servants have decided to postpone the day when they shall take the progressive step of linking up with the great and growing forces of organized labor. Thus "backward" Quebec leads the way to progressive British Columbia. The action of the Quebec civil servants brings nearer the time when there will be a nation-wide federation of union civil servants which will be in a position to see that justice is done to the public employees of the country.

For many years now the cry of public men, whether they be statesmen or mere jacks-in-office, has been for the merit system in civil service appointments and promotions. At least that is their attitude when speaking or writing for the public. But how dear to their hearts really is the merit system? Do they believe in it as passionately as they would have us believe, or do they utter the word "merit" with the same glibness that they do others and attach just as much genuine importance to it? We are beginning to believe that the vast bulk of the talk of the merit system among politicians is simply make-believe. What evidence have they given that the merit system to them is anything but a catch-phrase to be used as occasion requires? Is there the slightest reason for believing that it means a vital principle to them, that it involves obligations and responsibility which must be carried out whatever may come? Sincere believers in the merit system there are, but they are not found among those who most loudly proclaim their adherence to its principles. Those apostles of worthiness in public affairs are more often to be found among the obscure but hard-working civil servants who have no axe to grind and no master to serve.

Ask the average civil servant if civil servants should enter politics; and he will hold up his hands in horror. This attitude is generally acquired not through any long process of reasoning but by blind acceptance of a principle

laid down in the long ago and now embodied in the national tradition. To many it is beyond debate, and therefore when any civil servant ventures to express the opinion that public employees should have representation in Parliament and should enter a political campaign he is looked upon either as a mistaken enthusiast or an underminer of national stability. But in England civil servants have long passed through that stage of political importance. In London there has been set up a Civil Service Joint Parliamentary Committee on which all the leading groups and associations of civil servants are represented. The duties of this committee is to establish a civil service group of members in the House of Commons; the enlistment of parliamentary sympathy and support for civil service movements; forming and conducting deputations to ministers of the crown, watching legislation likely to affect the civil servant as such; securing parliamentary support for, opposition to, or amendment of such legislation; ascertaining views and obtaining pledges on civil service questions from all parliamentary candidates during election time and communicating such information to civil servant electors; and endeavoring to secure the execution of the candidates' pledges after their election. What is there revolutionary in this? The time is long past when such a body should be organized in Ottawa.

In the last issue of *The Civilian*, an editorial paragraph said that in the recent vote on the by-law on the purchase of the Ottawa Electric Railway (which was defeated) the "property owners of Ottawa have under observation day after day a system of public ownership by the federal government". It continued: "They are aware of the folly and farce of management, either political or semi political as may be seen in the news department of this issue and they are not inclined to risk the demoralization of a good tram service for the 'tragic joke' of public service as they see it in the Dominion government service". An impression has got abroad that we were referring to the national railways system. This is entirely erroneous. We were simply referring to the sad and farcical condition of affairs in Ottawa under the wing of the federal government, and did not have in mind the national or any other railways. Now were we condemning wise public ownership.

There has been a flutter in life insurance circles over the decision of certain large companies to issue policies of limited amounts without medical examination of the assured. This system is not at all new in Ottawa. The Civil Service Mutual Benefit Society has been employing it with success for some years past.

## Whitleyism in England

By our English Correspondent

In a recent article published in *The Civilian*, I made mention of the progress which has been made in the establishment and development of Whitley Councils in the British Civil Service, and referred particularly to the Admiralty Council as the most prominent of the bodies forming together the National Council. In this article it is proposed to set forth as briefly as may be the constitution of the Admiralty Administrative Whitley Council which has been the model for most of the other similar bodies in the Civil Service of the United Kingdom.

The object of the Council are defined as under:—

To secure, by means of regular discussion between official representatives of the Admiralty and representatives of Staff Associations or groups of Staff Associations having members employed on the administrative and clerical staffs of the Admiralty Establishments the greatest measure of co-operation in all matters affecting the efficiency of the Admiralty Service and the well-being of those employed therein; to provide machinery for dealing with grievances and generally to bring together the experience and different points of view of the various members of the administrative and clerical staffs of Admiralty Establishments.

Among the more specific functions of the Council are mentioned:—

(a) Provision of the best means for utilising the ideas, ability and experience of the Staff.

(b) Means for securing to the staff a greater share in and responsibility for the determination and observance of the conditions under which their duties are carried out.

(c) Determination of the general principles governing conditions of service, e.g., recruitment, hours, tenure and remuneration in so far as they are peculiar to members of the staff of the Department.

(d) Encouragement of the further education of members of the staff and of their training in higher administration and organization.

(e) Improvement of the Office machinery and organizations and provision of opportunities for the full consideration of suggestions by the staff on this subject.

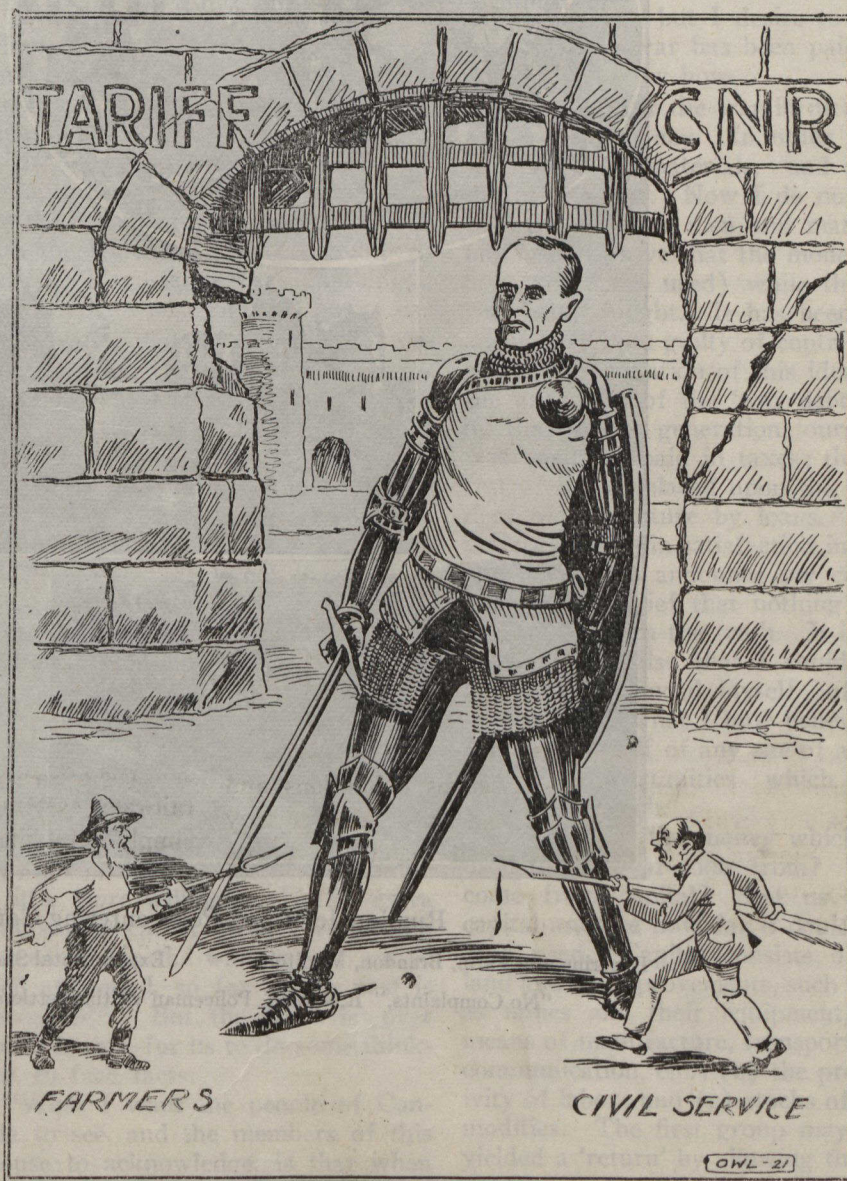
(f) Consideration of proposed legislation so far as it has a bearing on the position of members of the Admiralty Staff in relation to their employment.

The functions of the Admiralty Council are also held to include the discussion of promotions made in the Department which may be considered to violate the principles of promotion accepted by the National Council, and similar discussions of disciplinary actions taken in the Department.

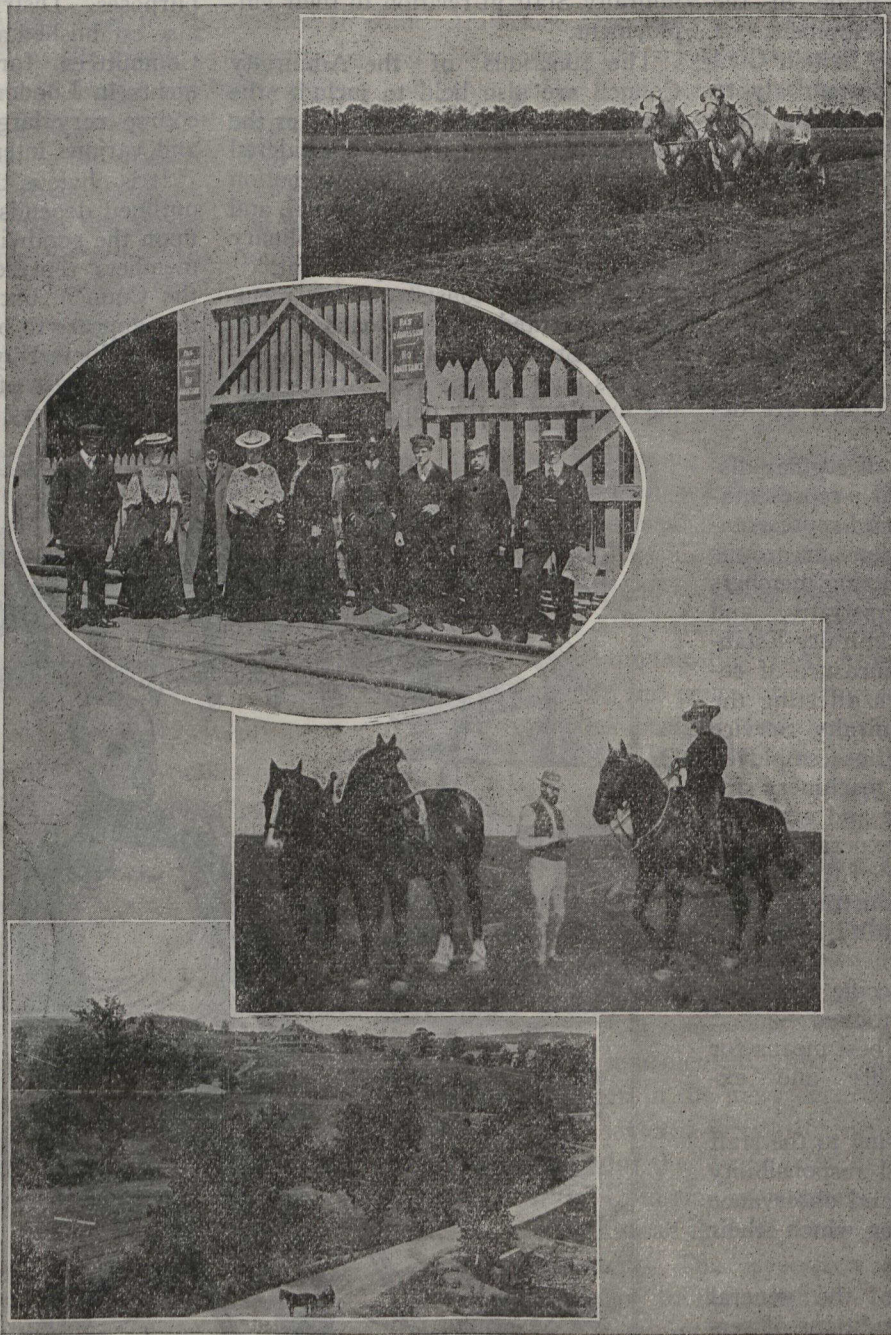
The Council consists of 21 members, appointed by the Board of Admiralty Staff in relation to their em-  
various civil service associations having members in the department form-

ing the "Staff side"; and the Council is empowered to appoint Standing Committees or Committees for special purposes. District Committees are also established at Outports and Office Committees for Admiralty Departments in London, the staff being of course very large and having many and various interests and problems.

It is obvious that the scheme above outlined depends for its efficacy more upon the goodwill or otherwise of the members representing both sides of the Council, but the opinion in London appears to be general that the results achieved by the movement have justified most of the hopes cherished by the founders.



LA MORT D'ARTHUR

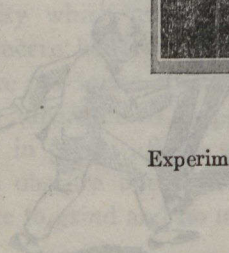


Russian Jews and Poles entering Canada

Experimental Farm, Brandon, Manitoba

Experimental Station, Kentville, N.S., 1913

"No Complaints," R.N.W.M. Policeman visiting settlers on the Frontier



# The Finance Minister's Conversion

## A Prophetic Dream

By L. D. Burling.

"This motion affords me the opportunity of presenting the budget for the consideration of the House. It is usual in such presentation to deal with the important topics of the financial position of the Dominion; the condition of our trade, domestic and foreign; the state of our revenue and expenditures for the past and, so far as can be estimated, for the coming year; and to submit the fiscal measures which the Government deem essential, having regard to the situation disclosed.

"You may have expected that this would be the general course along which my remarks of today would proceed; but, in view of the special circumstances in which Canada, in common with the rest of the world, finds herself, I hope I may be pardoned if I treat the subject in a manner somewhat different from what has been my custom in previous budgets which I have had the honor to present to Parliament.

"The total so-called 'war debt' of Canada is a billion dollars or so. Now I shall not burden you with figures regarding the distribution of this amount between such items as taxation and bond issues, ordinary and capital expenditure, etc. Neither shall I tell you that the debt which now confronts us will constitute a burden upon the people of Canada for generations to come.

"Happily for myself, and I trust happily for my country also, there has been created within me a conviction that the day for such persiflage is past; that we are standing on the threshold of a new era; and that we must substitute clear thinking for cant, fundamental concepts for superficialities, and remedial measures for palliatives. If I, the Finance Minister of Canada, vested with the responsibility of outlining the fiscal policy of our Dominion, do not live up to my convictions and do not do what I can to change our methods of thought and action, the new era will select a man or men who will; but this would not relieve me from the responsibility for the intervening period of unrest.

"The present unrest is not alone

the natural sequel to war. It is due in largest part to the fact that honest employees find it increasingly difficult to bring up their families in health, comfort, or decency. Now, why is the lot of the wage-earner harder than it was *before* the war? I will tell you. It is because our methods of war finance have merely redistributed the wealth of Canada in such a way as to increase the inequalities which were present before the war. It is our methods of war finance which have created what we have been calling our 'war debt'.

"What is this 'war debt' of over a billion dollars? Simply money spent for commodities and service. Well, who gave these things? Who paid for them? If the people living in Canada today both gave and paid, and I shall make a sincere attempt to prove this for the benefit of any who might question the statement, the account is closed. If posterity pays anything it will pay it to posterity and not to us.

"I realize that this is a radical departure from the previous utterances of Government, and of myself. We told you time and time again that posterity would pay for a large part of the war and urged that this was only right because posterity would benefit most largely by a world 'safe for democracy'. I do not now attempt to defend so unsound a policy; but it occurs to me that the actions of my colleagues and myself may not be unduly recommended to our mercy if I point out that we were passing through a world crisis, that I was sincere and that my conversion is recent, and that the idea that our children would and could pay for a large part of the war may have helped us to bear our burden a little more willingly. If this extra willingness, call it what you will, helped to win the war, may it not be well and good, so far as the past is concerned? But the fight is over and it is time for us to do some thinking, to face facts.

"What I want the people of Canada to see, and the members of this House to acknowledge, is that when we say the 'war debt' amounts to more than a billion dollars we actu-

ally mean that during the war the Government guaranteed a fixed and generous interest on a billion dollars that formerly drew interest (more or less) in other and devious ways, and that the Government has taken over the job of collecting this interest from the people in the form of taxes. I shall return to the subject of who is receiving this interest and who is paying the taxes, and while I shall point out certain disquieting things regarding the distribution of these functions among the people of Canada I shall also attempt to set in motion changes for the better; but I desire to prove first that the war has been paid for; and I shall show how.

"We paid for the war in men, materials, and money. In other words we used men, materials, and money during the war. Now I do not need to prove this for men and materials, but I shall prove that the money was also paid (and used) while the war was being fought. It has been said, and I have been guilty of contributing to the dissemination of this idea, that the only part of the 'war debt' paid by the present generation, ourselves, was what we paid in taxes; that the rest of it was placed upon the shoulders of the future by loans. I experience a certain satisfaction in being able myself to announce my conversion to the belief that nothing could be further from the truth. It is only fair to state also that I could have long ago convinced myself of the soundness of what I now believe had I availed myself of any one of a number of opportunities which were within my reach.

"Where did the money which we used for the war come from? Did it come from capital? Let us define capital and see how far it could have been used. Capital consists of (a) land and its improvements, such things as mines and their equipment, the means of manufacture, transportation, communication, etc.; (b) the productivity of labor; and (c) stocks of commodities. The first group may have yielded a 'return' by allowing them to deteriorate, but this debt will have to be paid when the properties are re-

stored, and the cost has certainly not yet been placed upon the war debt side of the ledger. The productivity of labor has been diminished, and will be affected for years to come; but no one would search here for the money used for the war. The third group, stocks of commodities, could not have been given away, except for an even exchange of other commodities, without losing its capital value.

"It is clear then that the money for the war did not come from capital, but from income. We simply had this income to give, by working a little harder, by giving up a great deal, and by living on the remainder. *And we did this during the war.*

"No one coined anything but the ability to get along with less, and if this sacrifice had been equally borne there could and would have been no objection on the part of sincere people. If the 'war debt' is two-fifths of our income for the duration of the war it means that we simply saved two-fifths of our income and lived on the remaining three-fifths. But there were probably fifty or more who had to live on less than three-fifths to one who was able to live on more. I feel that I can assure those to whom such an idea may come with a certain degree of novelty that the figures I have given are not overdrawn. That is the trouble.

"Now what was the result of this sacrifice? The discovery, for one thing, that there was enough idle labor and idle capital in Canada to do work equivalent to the building of a new transcontinental railroad a year. Why doesn't that labor and that capital work today? In other words why do we have unemployment and unrest? Simply because the conditions under which labor and capital have to work, and will have to work if we make no change in our social economy, all tend to increase the disparity between those who have and those who have not. And there is no 'national peril' to stimulate the people into working any harder than necessary under such conditions. Those who have not are, however, becoming increasingly restive under the present scheme of things. There is only one remedy, and that is to change our methods of distributing wealth.

"But before discussing how the present errors in the distribution of wealth can be removed it will be necessary for us to look into the various

methods by which the money paid out in carrying on the war was brought together under one head, how it is possible to speak of it and think of it as a 'war debt'. We have a war debt, true, but it is one that will never be paid, and that time only can assuage.

"We received the money used during the war in four ways: foreign loans, inflation of the currency, taxes, and domestic loans. Let us examine each of these in turn and see if they offer any chance for the transfer of a 'war debt' to those who come after us.

"*Foreign loans.*—Loans from other countries may represent one way in which posterity may be saddled with part of the 'war debt', but even the money that would have been used for the loan if the loan had been floated in Canada was probably devoted to capital uses and thus placed where it would create income for paying interest.

"*Inflation of the currency.*—The inflation of the currency which took place during the war is serious, because it, rather than any real shortage, is responsible for much of the rise in prices. The effect of an inflation of the currency may best be illustrated by supposing the Government and the purchasing public to be represented by two persons who desire a certain article. In the case of the loan one borrows the other's money and buys the article; in the case of inflation one writes out his own money and both go into the market for the same article. There is twice the demand and the price promptly goes up.

"If we look upon an increase in the amount of paper money as a method of securing a loan which does not bear interest from each of us in accordance with income, and it is certainly nothing else, we shall see that this bears hardest on those with the least income. These will be hardest hit by any increase in prices, and unless there is a stop to the present upward tendency the cost of living, and the 'cost of the war' will again double itself.

"It should be remembered that the inflation of the currency already described is only one form of credit expansion, and differs little in effect from various other forms: the application of bank loans to bond subscriptions, bank subscriptions to bond issues, the use of negotiable paper by individuals, etc.

"Let us apply the term 'debauching of the currency' to the various forms of inflation described and discuss some of the results. It fosters a lack of confidence on the part of both the lender and the borrower; it is responsible for a redistribution of the currency which benefits some at the expense of others. Those who lose cannot stop the process, those who benefit need make no effort to do so, yet the venom of public opinion is directed against the latter rather than against the men or forces responsible for such a system. We, swimming with the flood, may shake our fists at one who is riding comfortably on a raft, may call him 'profiteer'; but he is not responsible for the flood.

"In an effort to make up in some way for my share in the responsibility for the present system, I desire at this time, not only to point out the seriousness of the outlook, but to protest against the methods by which we in our weakness have been hoping to void the penalty of a depreciated dollar. For example: however much the fixing of a price for coal will help the operator or the miner, as burners of oil, it has the opposite effect upon them as producers of the commodity; and it does not require any particular brains to see that this policy is not even penny-wise. The effect of such a policy at a time when we are also declaring an open season, if not a bounty, on profiteers is partly responsible for the present exchange situation, and this is serious nationally and internationally.

"*Taxes and domestic loans.*—Let us assume that we are agreed that the payment for the war, with the minor exceptions already noted, came from income. Now I trust we shall also be able to agree that it is immaterial whether the surplus income was drawn from the people in the form of taxes or in the form of subscriptions to war bonds. For a tax payer might as well accept a tax receipt at once for his money as to get a bond that he must later pay off himself by turning over money for tax receipts. The outstanding advantage in a bond was the fact that the purchase of bonds carried with it no obligation to pay taxes in proportion to the holdings. We made it possible for a person to put all of his or her money in bonds and to receive as interest the money collected by the Government as customs



duties on the necessities of life. Think of it.

"If every citizen purchased bonds in accordance with his ability, and if the bonds were taxed to secure interest, each of us would pay our own interest (and could economically forego both — make money even, by saving the cost of collection, if you will pardon the digression), but too much of our customs tolls are collected on things we all use in almost equal measure to make them a fair pocket-book for the payment of interest on non-taxable bonds purchased in accordance with our several and entirely disproportionate abilities to buy.

"Bond-holders, therefore, so far as the present is concerned, are favored by reason of the non-taxable feature. How about the future, when the bonds become due? If the tax-payers furnish the money to redeem the bonds the money is not paid to this generation, but to the next by the next. The advantage then is one of wealth distribution, and interest-receiving privileges, in this generation. And this is a privilege only because of our unfair methods of collecting the interest we pay. For there would be no advantage in bequeathing a bond if you bequeathed an obligation, also, to redeem it. Therefore, persons gaining by the bond system were and are those who hope also to escape taxation in the future. And the time element makes it possible to shift the burden on to other shoulders. In one way this is extremely fortunate. I am now able to suggest corrections in our policy before any more interest on the bonds becomes due, whereas if all of the money had been raised by unwise taxes during the war the damage could only have been repaired by retroactive measures.

"We have paid for the war, then; let us consider that settled; and let us turn our attention to the question of removing the inequalities in the distribution or wealth. If we paid for the war during the war we certainly can pay our way now that the war is over, for now we have none of the waste of lives, shipping, shells, etc., etc. Every cent paid in taxes for war bond interest goes right back to the people, and we are now suffering no reduction in our assets in continuing business. The disquieting thing is that the soldiers who have come back

after doing their bit find the wealth of Canada so distributed that they have to bear more than their share of the taxes. Their return helps us, as will the payment of taxes by the people who come to us as immigrants; but it does not relieve us of the necessity for seeing to it that the burden of taxation is redistributed correctly. For the purposes of this discussion let us confine ourselves to the so-called 'war debt'.

"If we now have both to pay and to receive interest on the 'war debt' and there is any trouble in this connection, that trouble must be one of distribution. If it is now distributed wrongly, it is our duty to redistribute it, or to achieve the same end.

"Now, is our present method of taxation one which taxes according to our ability to pay? I regret to say that it is most certainly not. The larger part of our revenue is derived from taxes on commodities which we consume equally, and our ability to pay ranges all the way from that of a few hundred millionaires with an average wealth of a million or so apiece to that of several million with an average wealth of a few hundred dollars apiece. Furthermore, the methods of taxation which I have proposed in previous budgets have been estimated, fairly correctly, to collect two dollars or so from the people, also equally instead of in proportion to their ability to pay, for every dollar which goes into the hands of the Government.

The Government needs a certain sum for the coming fiscal year. I do not propose to suggest the continuance of a method of collecting this which will yield \$300,000,000 to private interest while it is yielding \$150,000,000 to the Government. Neither do I need to propose, then, the taking of \$50,000,000 of this \$300,000,000 back in the form of a tax on excess profits. Why should the Government make the people pay a premium of \$300,000,000 in order that it may collect \$50,000,000?

"And I do not propose to secure the extra money needed in the form of a loan. If the interest on such a loan and its redemption were to be taken care of by taxes proportioned to our ability to pay it would not matter how it was held. But if the loan were largely subscribed for by the group of large private interests and the present system of taxation were to be con-

tinued, the common people would have not only to pay the larger proportionate share of the real taxes that will have to be raised during the present fiscal year, but the interest also on the new money borrowed by the Government from the group which has money to lend.

"Do not wonder then that I believe in the removal of our present unjust indirect taxes on commodities and the institution of a just tax on our natural resources — *land*, to use a single comprehensive word. Distressing as the results of a too rapid substitution of one such tax for our present multiplicity of taxes might be, a postponement of the day of reckoning will not help matters and I for one am beginning to feel that we should fix our eyes on the future good and be willing to face now the consequences of a general recognition of the fraudulent nature and ultimately ruinous character of our present policy.

"The Budget contains a full outline of the suggested method of application of the new system of taxation to which I have referred, together with a statement of the estimated receipts.

"The Government hopes that its liberality of thought in presenting a budget so unique as the one which it now lays before the House will appeal to the sound judgment, not only of its supporters, but of the honorable members of the Opposition. The Government sees, in the further and wider application of the principles herein outlined for the amelioration of the burden of the war debt, the promise of a solution for all of our financial difficulties, and takes the present step with firm confidence that it will be justified by the course of future events.

## A HUNDRED YEARS AGO IN S. AFRICA

A Government notice, appearing in the *Cape Town Gazette and Advertiser* of 23rd September, 1820, states that the salaries of civil servants for the months of July, August and September will be payable at the office of the Colonial Paymaster between certain hours. Civil servants a century ago, comments the *Cape Times*, were evidently not so eager for the end of the month as their successors are today.

## Taking the Profit Out of Profiteer

What would you say if, on going into your grocer's to pay your monthly account he greeted you with the remark: "Mr. X... during the past six months you have bought groceries from me to the value of three hundred dollars. The profit on these was sixty dollars, and here is a cheque for that amount." Would you be dumb-founded at such unlooked for generosity? Would you take the money? Would you feel pleased that you had obtained for \$240 the same quality and quantity of goods that would have cost you \$300 had the grocer chosen to keep the profits?

The theoretical case just cited is not likely to happen for the very good reason that your grocer, is not obliged to refund you the profit on your purchases. But suppose he had to do so. Suppose he was in fact your employee, whom, you could not only compel to refund profits, but to whom you and other customers could dictate as to store policy, and quality of goods handled, and whom you could dismiss if, he failed to do as you wished. Would such a situation not be gratifying to you? Remember, I am not suggesting that you change your present occupation to open a grocery store, but simply that you present control over your grocer, in common with other customers.

Let us go a step further. Suppose you could control in a similar way, your butcher, your tailor, your haberdasher, your confectioner, your music-dealer, your druggist, you would save a lot of money every six months, wouldn't you? You would, in fact, be able to afford many little luxuries that are now beyond your means. And you could always insist on good goods instead of being "stung" frequently with stuff of poor quality; boots of paper, or shirts with a silk front and a cheese-cloth back.

There is another aspect to the question. Has it ever occurred to you that money is of service to you in two distinct ways, only one of which you have fully appreciated? Money pays you for your work, and you have been indefatigable in clamoring for more of it in the way of remuneration for services rendered. But money also buys the things you want and you have not really tried to get the most out of your money at this end. When PRICES advance your impulse is to

clamor for SALARY. You forget that these two race-horses, PRICE is fleetest of foot and always wins the race against SALARY. You are not to be blamed for urging SALARY on and getting the utmost speed out of him of which he is capable, but why on earth don't you do something to rob PRICE of his fleetness, and to place obstacles in his path? Please get this? — You can never, never make your earnings keep pace with the H. C. L. until you go after control of the SPENDING end as well as the EARNING end, of your finances. You've got to increase the purchasing power of each dollar you earn; you've got to make your nominal increases of salary real increases that cannot be taken from you by the simple expedient of raising prices of goods. You will be master of the salary question when, you have become master of the price question; and not before.

Is it possible to do this? Can the profit be taken out of profiteer? It can be done. Over in Great Britain it has been done since 1844. All that is necessary is that the customers who now buy goods individually should get together and buy collectively. Let them invest a few dollars each, open their own store and secure reliable and experienced employees, to be closely supervised by a committee elected by the customers from among themselves. Let regular prices be paid to the store at the time goods are purchased; then every six months, let profits be returned to the customers in the form of dividends. The price of a share need not exceed five dollars, and the return to capital should not exceed five or six per cent.

This, in a nutshell, is the Rochdale co-operative plan, which has proved so successful during the past three-quarters of a century in Great Britain. Over 4,000,000 households are united in the great Co-Operative Union, which comprises more than one-third of the entire population of Great Britain. In 1918, 1,364 co-operative retail stores, did a combined business of approximately \$800,000,000. Two gigantic wholesale societies supply the needs of the co-operative retail stores; and these co-operative wholesalers have their own fruit and produce farms, their own mills and factories, their own tea-plantations, butter cel-

lars and bacon factories, their own fisheries, their own coal mines, their own ships and purchasing depots in Canada and the United States. And this wonderful organization of consumers exists today because a group of men and women back in early Victorian days got so disgusted with the profiteers of the age that they couldn't stand it a minute longer.

In 1844, a little shop in Toad Lane, Rochdale, England, was opened bearing the sign "Co-operative Store". Here a group of twenty-four factory workers, men and women, met after the day's work was done and started the co-operative movement as it is now known. They laid down the precepts which have made the movement so successful; viz. business on a strictly cash basis, democratic government of the store by the customers, dividends according to purchases, and a fixed return to capital. It is from this humble shop in Toad Lane not as a result of brilliant individual efforts, but as a result of close and efficient team-work.

A few instances of the practical benefits of co-operative buying in enabling English housewives to stretch their income, may show why the movement is so popular. One woman's husband does not make enough money to permit her a new outfit of clothes every season, if she had to pay ordinary retail prices; but she buys her clothes with her dividends from the "co-op." A charwoman, instead of putting her fourteen year old girl out to work, is giving her an education — on the "divies". Another lady takes her two children to the seaside, every summer for two weeks — also on the "divies". The dividends, in short, are an inestimable boon to thousands of English families, who are thus enabled to have comforts that they would otherwise have to do without.

What has been done in the old country, can be done in Canada. True, the retail merchants, who are strongly organized, have no love for the co-operative idea, and can probably be counted on to take every means of protecting the so-called "legitimate" trade from the competition of the "co-ops." But the same was true back in 1844 and yet the "co-ops" have forged steadily ahead. And the co-operative movement in Canada will find its pro-

gress rendered easier by the fact that if Canadian wholesale houses refuse to sell to co-operators, there is always the Co-operative Wholesale Society of Manchester who will be only too pleased to sell goods to co-operative retail stores. In the case, however, of co-operators, who are also trade-unionists (and every trade-unionist will find it to his advantage to be a co-operator) there is another way in which the opposition of middlemen can be overcome; or at least, another direction which the struggle can take. The trade-unions should aim at ultimately becoming both EMPLOYEES and CUSTOMERS of the manufacturers; and to this end, can ask, that when signing agreements with their employers, that a clause be inserted providing that the latter shall not refuse to sell goods to any co-operative society of consumers. Should manufacturers refuse to accept such a clause, there is still another card to play. Associations of producers could be formed to sell to associations of consumers; or better still the federation of consumers throughout Canada could follow the example of the British Co-Operative Union, and undertake production for its own members. As already stated the Co-operative Wholesale have their own farms, factories, and means of transportation; and eventually, Canadian co-operators may have these things too.

All this is in the future, and is merely mentioned in order to give some perception of the ultimate goal, and the difficulties which may have to be met in attaining it. For the present, the thing desirable is to get stores started in as many cities and towns of Canada as possible. We are barely past the Toad Lane stage of co-operation in Canada, and it will be years before co-operators comprise one-third of the population, as the British Union does. But if the trade-unionists in every city and town of Canada would start a co-operative store, a tremendous stride forward would have been taken, and it would be possible for these stores to federate at once into a co-operative wholesale society which could deal with the employees of trade-unionists, thus eliminating the middleman at once as far as organized labor is concerned.

This letter ought not to be concluded without a word on the subject of *Crises*. Crises, with their attendant, unemployment are the result of so-

called "overproduction", which means simply the production of more goods than the consuming public can afford to buy. Co-operation with the elimination of the profits of both wholesaler and retailer and the refunding of such profits to the consumer increases the latter's purchasing power, and consequently decreases the danger of crises. Moreover, when the workers are both employees and customers of the manufacturers production can be to a great extent regulated by the demand.

If you want to make an increase in pay a real and permanent gain that cannot be snatched from you to-morrow, if you want a semi-annual wind-fall that will enable you to stretch your income and to have some comforts you could not otherwise afford,

if you want to lessen the danger of crisis and unemployment, if you want to be sure of quality in the goods you buy, if you want to increase the power and independence of workers, then you want a co-operative society. It will incidentally pay higher interest than the bank on the money you invest, but that is a minor consideration in comparison with the other advantages named. Nor is there anything utopian about the plan which has already proved so successful across the sea. Let us who are consumers, do our part toward making it as successful here, so that the "divies" may gladden the hearts of our own wives, as they are gladdening the hearts of four million housewives of the Mother country.





After repeated experiments by experts one can safely say that artificial light in the poultry house is an advantage, in that it transfers the period of high production from the spring months to the winter months. Though lights may not be the means of increasing yearly egg yields it certainly does produce eggs when eggs are high in prices.

Light gives the birds the amount of daylight they are used to having during the time of high production, or in the spring months. In Canada, especially, the winter days are extremely short and the hen's day even more so for she goes to roost as soon as it begins to get dusk, and the trouble is that the night is so long that she is not able to take enough feed to do her until morning. The value of the light is simply to increase her daylight so that she can have more time to eat and less time necessary for sleep. It lengthens the hen's day and makes it more in keeping with summer conditions.

There is really no best time when the light should be turned on. It is all a matter of convenience. Some people prefer to turn on the light from four to six in the morning and let the birds go to roost when they see fit in the evening. They claim that this is more natural in that the birds get up as soon as the light comes, and start scratching. They go to roost at the usual time at night and are sure to be on the roosts. Other will turn the light on for an hour or two in the morning and an hour or two in the evening, while some find it more convenient to turn the light on in the af-

ternoon before dark comes and then turn it off about nine or ten o'clock at night.

As long as the day is lengthened to from twelve to fourteen hours it is immaterial just what method is adopted so long as the same method is followed throughout the whole season. Care, however, must be taken so that after the lights are turned on in the evenings the birds will get to roost before the lights are turned out. To insure this some use dimmers. Others flash the lights while some claim that it is not necessary, that the birds will soon get into the habit of knowing just when to take the roost.

On the electric light being turned on at night, there is the difficulty that the birds sometimes go to roost early even though the light is on. If this is found to be the case it will be well to give some special feed in the evening and keep them scratching, or allow the birds to go to the roost at the natural time in the afternoon, and then after supper turn on the light and give them their evening feed. At that time they are hungry, they get off the roost and spend an hour or two scratching to get their evening feed. The exact time is not so important so long as judgment and good management are used.

Since the use of electric light is valuable only in hurrying up egg production, it is not recommended as highly for well matured early pullets that have started to lay, say, in October or November. Under natural conditions these will give a good egg yield, and it is a question as to whe-

ther light in their case is an advantage; but for late and immature pullets and for older hens, light is a distinct advantage. It will hasten the development of the later pullets, bring them into egg production much earlier, and will sometimes be the means of making late birds give a profit when otherwise there would be none. The same is true of hens that have been laying fairly well during the summer and under natural conditions will rest for most of the early winter months. Our experience has also been that for the late hatched chicks electric light has assisted in the development. In a bunch of 200 White Leghorns hatched on the 15th of September, electric lighted brooders were used which gave light all night long and these pullets were laying by the 15th of January.

As a rule, a 60-Watt. Tungsten will give sufficient light for an ordinary pen of twenty-five birds. Shades to the light are not an advantage, but the light should be placed where the most illuminable, a number of barn lanterns with reflectors have been hung on the wall with fair success. Other systems of illumination may be used but danger of fire must be taken into consideration. Automatic clocks for turning on and off the lights are an advantage in that it is then done without any extra attention. Dimmers are an advantage if the light is used in the evening, but if the manager will watch carefully he can by flashing his light once or twice soon train the birds to take to the roost.

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## Public Taste in Drama

(It is the intention of *The Civilian* to conduct a Stage and Screen department with a view to helping to form sound popular opinion by helpful criticism. The following article by Mr. E. W. Harrold of the *Ottawa Citizen* is by way of introducing the subject.)

It is one of the pleasant functions of the sophisticated few to rail against popular taste. No phase of that shadowy thing which is the judgment of the mass escapes the critical structures of this vivid minority, but more particularly does it rail against the popular taste in the realm of the theater.

There is solid ground for this outcry. Successfully to appreciate the condition of popular taste in drama as presently manifested in Canada one has only to engage the fact that two of the most successful theatrical enterprises during the last year have been "Bringing Up Father in Society" and "Way Down East". I have this directly from a man in the business.

To those who believe that the future greatness of the race is as much wrapped up in its cultural standards as in its commercial acumen this illuminating circumstance is a matter which should occasion deep meditation. It will not do merely to rail against the popular taste which produces such a result. The time is overdue when those in charge of the public prints of this country should take steps to remedy the situation. This can be done only by educating our people to a right appreciation of that which is sound in art by pointing out to them that which is good and that which is bad. There should be no two opinions as to the good and the bad in drama, but that stage of development in which an individual is able to know why a play or picture is good or bad can only come through an acquaintance with the elementary canons of sound dramaturgy and by way of well-informed criticism and observation on present-day theatrical events. If such a play as "The Old Homestead" were the only stage piece ever written it would naturally be the best play and the play on which standards for future plays would be based.

Happily the play has been one of the art mediums of men since Athens

graced the world, and better plays have been written before and since the one I have mentioned. This has given us comparative standards to work upon, and all critical opinion is, finally, based on comparative standards. It is to inculcate in the minds of the people, then, the elementary standards which come from a knowledge of the art of the theater that is the task of those public journals which believe in encouraging a higher popular critical standard in matters pertaining to the stage and screen.

The desirability of interesting the greatest possible number of people in that which is best in the drama cannot be over-emphasized, and any effort in that direction has my thorough-going support. Let *The Civilian* make part of its mission in life the spreading of a more discriminating outlook among its many readers. Men and women are never too old to add to their knowledge of life, and the more the intelligence of the individual develops the deeper does his realization become of the vast complexity of life. And no art touches life more closely than the drama. Few people are aware of the vast richness of the dramatic literature of the world, but I have ever insisted that the drama's primary purpose is not to be read but to be acted; that its place is on the stage and not on the shelves of the library.

The facts are that the best plays are found in the libraries and not in the theater. We may fume against public taste as much as we like in this matter, but the public is not altogether to blame. It must be informed and guided until it has reached the position of those whose hearts are close to a finer and better theater, just as those who are already in that position had to be informed and guided. Of course a natural modicum of intelligent insight and discrimination are necessary, and I believe that a greater number of people than is generally believed possess that requisite qualification. So let them be helped in every possible way.

To come back to the facts which I related in the beginning of this article: that "Bringing Up Father in Society" and "Way Down East" were among

the most successful plays during the last year, it is quite certain that there will always be a section of people to whom these trashy things will appeal. But it is also certain that there is another end a larger section of ordinary folks who know them to be trash but who are not quite on sure grounds as to what is the best. It is in this section that the hope of the future lies. Once they are enlightened as to the true purpose of the drama sound popular choice in theatrical entertainment will follow. To help furnish this means in enlightenment is the task which *The Civilian* and other conscientious publications must address themselves.

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### THE CIVIL SERVICE IN U.S.A., JANUARY, 1920

Official statistics show that there are now 691,116 persons in the civil employ of the government, 9,559 of whom are located in the District of Columbia and the remainder throughout the country. On June 30, 1916, there were 480,327 civil employees of the government, showing that a tremendous increase has come as one of the results of war.

At one period during the war more than 1,000,000 persons were on the civil pay roll of the government, but this number has been reduced gradually to below 700,000, and it is expected to remain at this point for some time to come.

---

Did you never view with envy the clear eye and steady hand of your railroader?

Did you never admire the poise and steadfastness of our pioneers of the North?

Did you never watch the assuredness of the mason at his work?

Did you never envy the nerve of the steeplejack?

Did you never watch a craftsman at his occupation?

Did you never go West for the harvest?

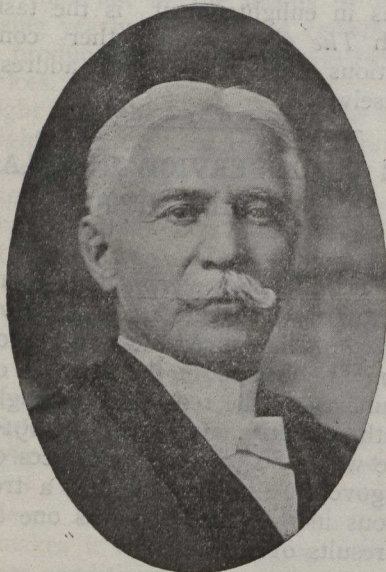
Did you never meet a coal miner? There is no loss of dignity in joining hands with the man who prevents you from freezing to death.

Newsy  
Personal  
Notes

## Mainly About People

What  
We all are  
Doing

Samuel E. St. Onge Chapleau, formerly clerk of the Senate, died on January 26 at the age of eighty-one years. He was a native of Quebec and, in early manhood, served with distinction in the Federal forces in the Civil War in the United States, winning a commission and successive promotions to the rank of major. Returning to Canada, he entered the Civil Service in 1873 and continued in government employment until 1918.



S. E. St. O. CHAPLEAU

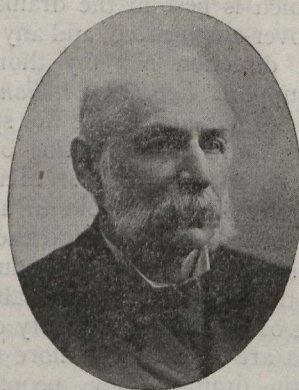
From 1900 he was clerk of the Senate. He was the father of S. J. Chapleau of the Department of Public Works and a brother of Dr. J. R. E. Chapleau, formerly of the House of Commons staff. Major Chapleau's remains were interred in the Arlington National Cemetery at Washington, D.C.

Douglas Stewart, for twenty-three years inspector of penitentiaries in the Department of Justice, died very suddenly on January 26, aged seventy years. He was a Nova Scotian and entered the Civil Service in 1879. After seven years in the Department of Public Works, he entered the Department of Justice and during his long service there acted in many important special capacities, more especially as secretary to various inter-colonial and international conferences, commissions and arbitrations. He had written extensively on problems of prison reform.

### THE OLD GUARD PASSES

There has been a sad thinning of the ranks of the "old guard" of the civil service in Ottawa, both active and retired, during the past few weeks. Several men of notable service have passed on.

William Grannis Parmelee, I.S.O., first deputy minister of Trade and Commerce, died on January 15 at the age of eighty-seven. He was born at Waterloo, Que., and after experience in railway, insurance and banking

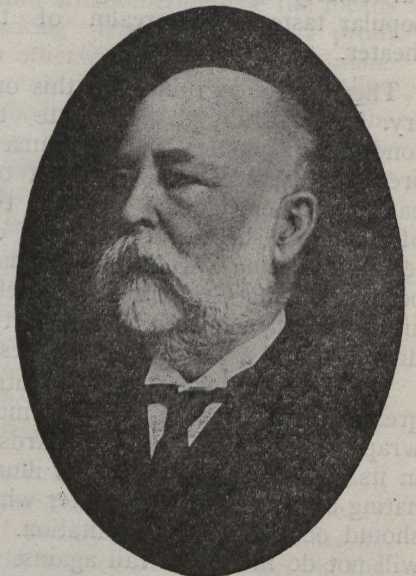


W. G. PARMELEE

lines, was appointed chief clerk and accountant of the Department of Customs in 1876. He rose to be assistant commissioner, and when the Department of Trade and Commerce was formed he was chosen to organize it. He was also controller of Chinese immigration and served on several Royal commissions and on special official missions within and beyond the Dominion. He retired in 1908, after receiving the I.S.O., and was presented with a casket of gold by the departmental staff.

James G. Foley, formerly Clerk of the Crown in Chancery, died on January 11. He was born at Westport, Ont., in 1852, entered the Department of the Interior in 1883, transferred to the Privy Council Office in 1885, became Deputy Clerk of the Crown in Chancery in 1892 and succeeded to the Clerkship in 1908. He was superannuated in 1918. Mr. Foley was an eminent authority and author of official works on election law and political history.

William Fitzgerald, Superintendent of Insurance from 1885 to 1914, died on January 2 after a long illness. He was born in Middlesex county, Ontario, sixty-eight years ago, and was educated for the bar. He was distinguished as a mathematician and in 1885 was selected to succeed his former professor, J. B. Cherriman, in the superintendency of the Insurance Branch, which later became a department. During his twenty-nine years



W. FITZGERALD

in office he greatly increased the scope and importance of the work in his charge. Mr. Fitzgerald is affectionately remembered by the old members of his staff. It was his boast that he had always trusted his staff and that he had never been disappointed, nor had any ever taken advantage of his trust.

The Senate will miss a long familiar figure when it assembles in February. John Carleton, for twenty-four years its housekeeper, and for forty years a civil servant, died on December 29. He was of a personality peculiarly appropriate to a permanent officer of parliament and was steeped in the history and traditions of the House that he served. He had seen its personnel change many times and was one of its oldest living links with the days of long ago.

Lyndwode Charles Pereira, secretary of the Department of the Interior, passed away on December 31, aged sixty-eight years. Born in England, he came to Canada at an early age, entered journalism and became editor of the Montreal Gazette. He came to Ottawa in the early 'eighties as secretary to Sir David Macpherson, then Minister of the Interior. For thirty-eight years he had occupied important government positions, but he never lost his love of literature and both Canadian and United States publications were frequently enriched by poems and articles from his pen. In his younger days he was devoted to tennis and figure skating and in the latter art was one of the best of his time. His collection of championship medals and trophies was probably unequalled.

#### HONORED BY SERBIA

The award of another war honor to a Canadian civil servant is announced. The Serbian government has conferred the Order of the White Eagle upon Major Alfred Eastham, M.C., D.S.O., of the Seed Branch, Department of Agriculture. After his distinguished services on the West front, Major Eastham commanded a unit of Serbians and Russians during operations in Russia. He was originally an officer of the 103rd Regiment, of Calgary, and went overseas with the 56th Battalion, later serving with the machine guns.

This award makes the two hundred and fifteenth decoration won by civil servants of Canada during the late war, so far as recorded by *The Civilian*.

#### J. L. PAYNE RETIRES

The active civil service loses an outstanding figure by the retirement to the superannuated list of J. Lambert Payne, lately Comptroller of Statistics in the Department of Railways and Canals.

Mr. Payne has had a long and important career in the service. He joined in 1885, as private secretary to Sir John Carling, and afterwards served Sir Mackenzie Bowell and Sir Charles Tupper in like capacity when they were premiers. He was subsequently secretary to Hon. A. G. Blair, Hon. W. S. Fielding and Hon. H. R. Emmerson in the Department of Rail-

ways and Canals. The latter minister created the Statistical Branch of the Department and placed Mr. Payne in charge.

Mr. Payne has been at some time actively identified with nearly every civil service organization and movement that has been started and when he went into anything he did so with unlimited enthusiasm and energy.

About 1908 he led the attack upon the money-lenders who were ruining a number of civil servants who had fallen into their clutches. In the face of threats of dismissal from his position and of counter-prosecutions he continued his police court actions until a number of usurers were convinced and their system broken up. The Civil Service Savings and Loan Society entered the field at this time and rendered valuable aid to the debtors.

Later, Mr. Payne took up the work for the blind of Ottawa and the organization that he was chiefly instrumental in starting and of which he was the head for years did noble work in collecting the helpless sightless people from street corners and cheerless refuges, training them to useful arts and giving them remunerative employment.

Mr. Payne is an authoritative writer on transportation and allied subjects his contributions being frequently featured in the Canadian and United States press.

He is still in the full vigor of manhood and his energetic disposition will doubtless lead him into further noteworthy enterprises.

#### OBITUARY

PEREIRA — In Ottawa, on December 31, Lyndwode C. Pereira, secretary of the Department of the Interior, in his sixty-ninth year.

HANNINGTON — At St. John, N.B., on December 28, Thomas B. Hannington, postmaster from 1890 to 1909, aged eighty-four years.

CARLETON — In Ottawa, on December 29, John Carleton of the Senate staff, after forty years of service, aged seventy-three years.

FOLEY — In Ottawa, on January 11, James G. Foley, formerly Clerk of the Crown in Chancery, aged sixty-eight years.

HUGHES — In Ottawa, on January 5, Frank Hughes, of the translating staff of the House of Commons, aged seventy-two years.

FITZGERALD — In Ottawa, on January 2, William Fitzgerald, formerly Superintendent of Insurance, aged sixty-eight years.

BAKER — In Ottawa, on January 1, Alexander Baker, jr., of the Government Printing Bureau, lately of the 1st Division, C.E.F., in his forty-first year.

KANE — In Ottawa, on January 7, Walter J. Kane, of the Government Printing Bureau, brother of Philip Kane, of the Department of the Interior and of W. J. Kane, of the Printing Bureau.

CASSIDY — In Ottawa, on January 1, P. H. Cassidy, formerly of the Department of Customs, aged seventy-seven years.

CARTWHIGT — In Kingston, on December 24, Lady Cartwright, widow of the late Sir Richard Cartwright and mother of A. D. Cartwright, secretary of the Board of Railway Commissioners.

BOWLES — In Ottawa, on December 29, Letitia, widow of the late W. C. Bowles, of the House of Commons staff and mother of Mrs. F. E. Forsey, of the Geological Survey.

BOWIE — In Ottawa, on January 5, Shepherd Bowie, son of Lieut.-Col. W. H. Bowie, sergeant-at-arms of the House of Commons.

PARK — At Windsor, Ernest G. Park, postmaster of Amherstburg, aged eighty-five years.

PARMELEE — In Ottawa, on January 15, William Grannis Parmelee, I.S.O., formerly Deputy Minister of Trades and Commerce, aged eighty-seven years.

DUGGAN — In Ottawa, on January 21, Mary E. Duggan, of the city post office, sister of John Duggan, of the Geological Survey, of Hugh Duggan, of the Department of the Secretary of State and of Miss Margaret Duggan, of the city post office.

CHAPLEAU. — On January 26, Samuel E. Saint-Onge Chapleau, lately Clerk of the Senate of Canada, aged eighty-one years.

STEWART. — In Ottawa, on January 26, Douglas Stewart, formerly Inspector of Penitentiaries, in his seventy-first year.

#### PERSONAL

On the occasion of his retirement, to enter private employment, Thomas Costello of the Dominion Appraiser's staff, Department of Customs, was

presented with an address and valuable tie-pin by his confreres of the Department.

Dr. H. M. Ami, F.R.G.S., formerly of the Geological Survey, who has been attached to the British Embassy at Washington for the past four years, has gone to the South of France because of impaired health. On his return he will again take up work in Ottawa.

James A. Wood, deputy collector of Inland Revenue at Brockville for the past twenty-five years, has been superannuated.

T. T. Bower, assistant postmaster at Winnipeg, has been appointed postmaster.

R. J. Chevrier, gas and electricity inspector for Ottawa, has been appointed district inspector at Montreal.

E. Victor Jesshope, of the Department of Soldiers' Civil Re-Establishment, now in Montreal, was married on January 5 to Miss A. F. Belsher, lately of the Dominion Bureau of Statistics. On leaving the Bureau, Miss Belsher was presented with a memento in silver, by the staff.

Miss Marjorie, Graham, of the Pensions Board staff, was presented

with a silver tea service by her friends there on the eve of her marriage to Arthur H. Smith, of Detroit.

On resigning her position in the Accounts Branch, Post Office Department, Miss Nina Gibson was presented with a beautiful wrist watch.

Harry H. Plaskett, of the Dominion Observatory at Victoria, B.C., son of Dr. J. S. Plaskett, chief astronomer, was married in Ottawa, on January 4, to Edith A., daughter of J. J. Smith.

Dorothy Grace, daughter of W. S. Gliddon, of the Land Patents Branch, was married on December 30, to Irwin M. Morgan.

## The Resignations From Union 66

There is nothing so well calculated to destroy initiative, blunt ambition and encourage apathy as employment at routine duties in bureaucratic government offices. None realizes this more than the men so engaged. And against its erosion they are well nigh powerless, and so time passes and eventually they become fainthearted and sapped of all the aggressiveness and purposefulness which they once possessed. But always there are a few who will fight and struggle to throw off the shackles of bureaucratic inaction. Always there is the little minority who will exhibit signs of revolt against administrative oppression or indifference. Hopes are raised in the hearts of the more alert of the others, and thus pioneer movements are begun. Often they fall; often they go on, spreading the light and fighting for justice, until a nationwide movement is brought into being.

Such movements invariably meet with opposition, sometimes active and open; sometimes hidden and passive. Then comes the testing time; then are the followers of the new movement called upon to reveal the true nature of their beliefs. How often have promising crusades against injustice been wrecked at this crucial stage in their development? And how often has that wrecking come from the inside where the weaker of the followers quaver and break line? It takes a deep conviction and a staunch heart to go on at this stage in the battle.

Has that stage been reached in the career of Associate Federal Employees of Ottawa, Federal Union 66?

Perhaps the parallel is not quite exact, but still the parallel exists. A few of the more timid of members of Union 66 — a very few — have thought it advisable to sever their allegiance to the Union. Their reasons are that they disagree with its policies. This is the equivalent of saying that they do not believe in the wisdom of themselves and their fellow-members. Well, we can afford to be tolerant of their actions, but it seems to us that they have failed utterly to grasp the real significance of the new movement.

Criticism up to now has been that "this sort of thing won't get us any where." The cry has arisen that the Union is "going a little too strong." This is hard to understand. Those who do not believe in "going strong", or in other words, those who do not believe in calling a spade a spade and speaking out fearlessly, can find solace and inaction in abundance in the old organizations which for fifteen years or so have been "moderate" and "reasonable". And in those fifteen years of moderation and reasonableness they have obtained practically nothing that civil servants would not have obtained had there been no organization. That is what the new movement was originated for to follow out an aggressive, honest and fearless plan of campaign to secure for civil servants that modicum of justice which is their inherent right.

Associated Federal Employees have enough opposition to encounter from those in high office and low office to be shaken by the scuttling of a few recalcitrants who cannot see eye to

eye with its policies. Why did they not come to the main body of the Federal Employees and state their case instead of rushing into print to avow their disapproval of the methods of the organization to which they had sworn allegiance? Only one construction can be placed on their actions. They were afraid of consequences and so decided to flee from the battle — and to make their fleeing known to their masters. Thus their actions betray themselves. Well, the Union is well rid of such half-hearted members, and their declension can only mean a tightening of the ranks and a more solid formation of those who are left.

All will remember the story of the mutiny of the crew of Christopher Columbus. They were afraid of his policy. They saw disaster in traveling an unknown highway of the sea. They exhibited faintheartedness on the eve of one of the most epoch-making discoveries in human annals. But Columbus' steadfastness of purpose prevailed, and he discovered the New World. Therefore let those in charge of the ship go on, ever keeping in mind the promised land of equality and justice which is their goal.

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Bulbs, when properly forced, make splendid house plants and come into bloom during two of the winter months which most need the brightening effects of their rich colors. "Bulbs" it may be added, is a general term which includes Narcissi, Early Tulips and the more recent Darwin Tulips noted for their elegance of form and range of rich colors.

After the bulbs have been potted the next essential is to induce an abundance of root growth as quickly as possible. The proper root development will determine the subsequent size, vigor, and lasting qualities of the flowers. Explicit advice in this connection is, first: choose as the storage place for the pots the coolest, darkest and dampest part of the cellar. Second, provide a condition which approximates as nearly as possible the condition they would have if planted in the ground outside. One thorough watering at the time of potting may be sufficient, but in most cases it is

not; therefore water regularly as often as the top soil shows signs of dryness. Another method is to plunge the pots into damp sand and keep the sand moist. Provided the place is not too cold, or they are not kept exceptionally wet, rooting will proceed satisfactorily. Third, after two months or ten weeks has elapsed bring the pots into a lighter place and water even more regularly and frequently. Allow them to make about three inches of growth and the growth to change to a good green color, then bring some of the pots into the full light and warmth. Very rapid and healthy growth should soon result.

A few words of advice as to what not to do. First, do not on any occasion place the pots too near the furnace or near the hot air outlets; dry, warm air is disastrous to healthy plant growth. It dries out the soil and hardens the roots; it stunts the foliage and shrivels up the blossoms. Second, do not over-water at any period; the

soil should be kept always moist but never soggy and cold, and do not allow the pots to stand in pans of water. Third, do not allow the plants to experience too violent temperature changes. At the time of rooting the temperature may range from 35° to 45° and after the plants are brought into the light it should range from 50° to 70°. Higher temperatures during the day, due to combined furnace and sun heat, may not hurt the plants but they are apt to be materially injured if forced to experience several hours of dry, high temperature during the evening when they should enjoy the resting period always provided for them under natural conditions.

Flowers with little or no stem, and plants with a stunted growth, are directly due to improper forcing methods. Bulbs appreciate the sunshine, and when in the flowering stage also respond to, and should have, abundance of water.

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employee, and that you saw his ad in the

"CIVILIAN"

The moral effect is tremendous.

## The Civilian

Piano and Trip to Europe are  
worth winning

if an engaged couple happened to win both  
why  
the Editor is prepared to do the sporting thing  
and make the trip a

HONEYMOON ONE

# Try One

Below are the questions which candidates for positions of Junior Civil Service Examiners were required to answer on December 14, 1920.

If you will read under The Sign of the Wooden Leg you will observe the fatal effect they have had on even the cast-iron intellect of Silas Wegg.

## PRACTICAL PROBLEMS—PART I.

1. Of what *value* might be what is generally called a liberal education, for a career in the Clerical Groups of the Civil Service?
2. (a) What are the requisite qualities of sound investigational methods?  
(b) You are to assist in *setting examination papers* for the positions of: (1) Mining Inspector, Department of Mines; (2) Chief Geographer, Department of the Interior; (3) Museum Helper, Department of Mines. Assuming that you must secure first-hand information concerning the *duties* of these positions, describe in detail your line of action.
3. "Service Work in the Government: — Clubs and Associations: educational, social, athletic, etc." Give your ideas of what could be achieved from Headquarters and in other centres where a large number of Civil Servants are employed.
4. You are in charge of a staff of Clerks, and you are to give them an inspiration talk on efficiency. What would you say? Mention assiduity, appli-

cation, alertness, energy, initiative, enthusiasm, etc.

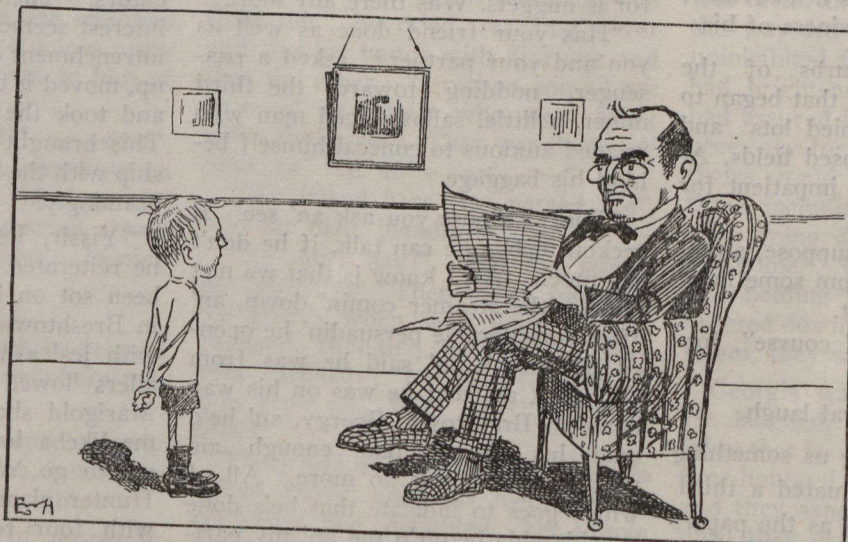
5. Are you acquainted with the "Alpha and Beta" tests, or the "Binet-Simon Scale for measuring Intelligence", or the "Stanford Revision of the Binet-Simon Scale"? In what ways can they be applied? How much do you know about them? State in detail.

## PART II.

1. (a) What are the uses of psychological tests?  
(b) Which of these would you suggest for choosing (i) Stenographer, (ii) Statistical Clerk, (iii) Junior Investigator?
2. The Commission advertises for a Senior Stores Clerk at an initial salary of \$1,230 per annum, with the following scheme of examination: Education and Experience, 2; Practical Questions, 2; Oral Examination, if necessary in the opinion of the Commission, 1.  
(a) What is your opinion regarding the weights assigned to these factors?  
(b) Discuss the matter of weights generally, and illustrate your conclusions from the reasons you assign in (a).
3. Explain: (a) Bland Alley, (b) Demotion, (c) "Lump Fund Position", (d) Apportionment, (e) Open Competition, (f) Cancellation Test, (g) Residential Qualifica-

tions, (h) Ridley Investigation, (i) Efficiency Records, (j) Play-fair Report.

4. (a) What factors should be considered in promotional competitions?  
(b) How do a Classification Report and Organization Chart assist employees to prepare for promotional tests?
5. Give a detailed account of the methods you would employ and the considerations that would guide you in rating the subject "Experience", paying particular attention to the relative importance of each of the following: (a) General Education; (b) Technical Education; (c) Age of Applicant; (d) Past Employment in Direct Line of Experience; (e) Past Employment in Indirect Line of Experience; (f) Unrelated Employment. In each case, give an example illustrating your answer, stating position to which it is applicable.
6. In making a permanent appointment to a position in the Civil Service, it is necessary to obtain evidence as to the character, medical fitness, etc., of the appointee.  
(a) At what stage should the evidence be obtained? Give reasons for your answer.  
(b) Outline a scheme whereby evidence might be obtained without unduly delaying the appointment.



SMALL BOY.—Father, what is this patronage everybody is talking about?  
FATHER.—Patronage is what politicians deny in public and practice in private.

## "Klondyke"

There was unmistakable excitement on board the east-bound train that morning. It began on the platform when three rough, unshaved men in miners' costume arrived and carefully superintended the removal of their baggage to the train. Two of them had theirs consigned to the express-car; the third 'lowed he wouldn't bother nobody, and even refused assistance in transferring his heavy, blanket-bound packages to the seat he was to occupy. After the train started there was glancing back over the shoulders to see if the miners were in sight, and, if they were not, men rose carelessly and walked backward or forward through the cars until they found the objects of their search and seats as near to them as possible.

Strolling about the platform had been two men who appeared to take little interest in what was going on around them; nevertheless, on the appearance of the miners they had exchanged significant glances, and then had walked nonchalantly in opposite directions. When the conductor came through to collect tickets, ten minutes after the train started, one of them was seated directly behind two of the miners, while the other was on the opposite side of the car, behind the man who had refused to be parted from his baggage. As he took the tickets from their long, white fingers, the conductor scowled and glanced sharply at them and the miners in front, and then shook his head grimly, as though it were no business of his.

Out through the suburbs of the city, and on past houses that began to alternate with unoccupied lots and then with large unenclosed fields. At last the car became too impatient for restraint.

"From Klondyke, I suppose, strangers?" called a voice from some indeterminate point in front.

"With your piles, of course", jocosely added another.

This brought a general laugh.

"Do you mind telling us something about the place?" insinuated a third. "Is there as much gold as the papers lead us to believe?" What sort of winters do you have?" "Is there any big game?" in quick succession from various points.

The two men who had consigned their baggage to the express-car looked about and nodded good-naturedly.

"Yes, we're from Klondike", one of them answered, "me an' my partner here. But we didn't bring our pile; that's back in our claim under ten feet of snow and ice. We're goin' for it just as soon's the weather opens in spring."

"Didn't you get anything?" asked several, in tones of disappointment.

"Oh yes", he said, indifferently; "thirty thousand or so apiece, back in the express-car. But that ain't much for Klondike. We count on three hundred; then we're goin' home an' settle down to be comfortable. As to gold bein' there, in answer to somebody up in the farrard end o' the car; yes, we can affidavy on that. It's more plently just now than pork an' beans. An' as to the winters, in answer to somebody else in the back'ard end o' the car, they're pretty tolerable bad. We was up there last winter, an' we know; an' we'd 'a' stayed this winter if it hadn't been for my family hankerin' to see me. They writ for me to come, an' my partner here said he'd mosey along just to see what winmmin-folks' cookin' was like. Besides, we can do just about as much down here as we would hived up there. An' let me see — wa'n't there somethin' else? Oh, yes, about the big game. Well, I ain't quite clear on that. Up there we hunt with a pick and pan, an' the biggest game we care for is nuggets. Was there any more?"

"Has your friend done as well as you and your partner?" asked a passenger, nodding toward the third miner, a little, sallow-faced man who seemed anxious to conceal himself behind his baggage.

"Him? S'pose you ask an' see. I reckon mebbe he can talk, if he don't say much. All I know is that we met him on the steamer comin' down, an' after considerable persuadin' he opened his mouth an' said he was from Klondike, an' that he was on his way home to Breshtown, Georgy, an' he'd made his pile an' had enough an' wa'n't comin' back no more. All of which goes to indicate that he's done considerable better'n me an' my partner. — Say, Georgy", raising his voice as though to make it penetrate to the understanding of a very deaf person, "these gentlemen want to know about

Klondike, and have you made your pile."

Georgia looked about with a pleased, deprecatory smile.

"I 'low I hev", he acknowledged, graciously; "done made hit in jes' t'ree mont's. Now I's goin' home an' hev a plumb good time an' live like a lord."

"Good for you!" cried a drummer, approvingly. "But how'd you do it so quick? Find a pocket?"

Georgia grinned and shook his head.

"Done hit by straight hard wu'k", he declared, proudly. "Down home fo'ks say none o' my fambly ever wu'k. They 'low we's too shif'less. Now I reckon when we-all buy de old Hunter place whar pop wu'k all his life, an' cet pop up to be a gen'leman, dey'll be s'prised. Yissir!" He threw his head back and for one brief second looked the passengers squarely in the face, all forgetful of the two or three generations of servile "po' white trash" blood which flowed sluggishly through his veins. Then his eyes dropped as he added, apologetically, "Den I's git merried."

"What?" "Really?" "Is that so?" from various parts of the car; and two ladies, who had hitherto ignored his presence, turned and gazed at him with kindly interest. Georgia flushed with embarrassment at such marked attention, but his sloping, apologetic shoulders began to straighten up unconsciously, and again his eyes flashed straight into the eyes of his interlocutors. Then the influence of their interest seemed to draw him from his intrenchment of baggage, for he stood up, moved it back toward the window, and took the inside end of the seat. This brought him into closer fellowship with the car, and he looked round beamingly.

"Yissir, I's goin' to git merried", he reiterated. "Marigold an' me hev been sot on hit ten year. Most fo'ks in Breshtown would 'a' been satisfied with jes' ashack to start with; but I allers 'lowed that when we merried, Marigold should live like a lady an' me like a lord. That's what roused me to go West. Now we's buy de Hunter place an' build a new house with four rooms, — four rooms", lowering his voice a little and looking about the car. "Our fo'ks never had but two; my brother Peke merried an' went to a shack that had only one. De

Hunter house hitself 'ain't but t'ree, an' hit's fallin' down at one end with age. We's have four", — he dwelt on the four with contemplative ecstasy, — "an' I 'lot on gittin' a cow an' some pigs an' hens,—an', yes, a kerridge; a mule an' kerridge."

"But that will only take a very small part of your money", suggested the drummer. "What will you do with all the rest?"

"Put hit aside", answered Georgia, promptly. "None o' my fambly ever had any money put aside."

"You must have a pile", remarked a portly man, glancing a little enviously at the bulky packages, and at the same time comparing his own comfortable need for money and appreciation of it with this backwoodsman's evident primitiveness.

"A pile? yissir; that's what I keep a-sayin' over to myse'f", Georgia agreed. "I reckon thar'll be enough for all on us. None o' my fambly'll ever need any mo'."

All this time the two recipients of the conductor's scowl had been apparently uninterested spectators of what was going on. One had tapped impatiently upon his window, and the other had fumbled with his newspaper. But in their indifference they had observed that the two miners who sat together were strong, keen-eyed, resolute men, apparently able to hold their own in all sorts of vicissitudes, while the man from Georgia was simple, unsophisticated — and in possession of all his baggage.

Presently another significant look was exchanged, and the one who had been tapping upon the window rose carelessly and crossed over to him of the newspaper.

"Is this seat engaged?" he asked.

"No", said the other, removing a valise from the seat to the floor and then folding his newspaper as a preliminary to conversation. "Going far?"

"To Georgia."

"Really?" he exclaimed, in feigned surprise. "Why, I'm going there myself."

The miner in front turned eagerly and gazed into their faces, but apparently they did not notice him.

"Most inquisitive set of people in this car I ever met", one of them remarked.

"Yes; anything but boring strangers with questions, I say."

Georgia turned away, but his ears remained vigilant.

On thundered the train, — into the night, when some of the passengers, including the two miners who sat together, went off in search of berths in a sleeper, leaving the others to compose themselves into as comfortable positions as their quarters would permit; and into the day, when the dishevelled passengers began to stretch themselves and yawn drowsily.

At length, on one of his rounds through the car, the conductor stopped beside the two men whose fingers were noticeably long and white and nervous.

"I believe your tickets ran out at the last station?" he said, inquiringly.

"Yes, but we've changed our minds", one of them answered, easily. "Last night I ran across this man, an old friend of mine whom I haven't seen in twenty years. Now we're going on together for a visit to our old home in Georgia. We'll pay the difference."

"H'm!" the conductor said, coldly. "Where to?"

"Breshton, Georgia."

The miner whirled round with his mouth open and his eyes bulging in eagerness. As soon as the conductor moved away he blurted out,—

"Dog-gone it, stranger, that's my place. Who mout ye be?"

"Smith and Robinson. My n'ame' Bill."

Georgi'a face beamed with pleased recognition.

"Why, I know heaps o' Smiths and Robinson", he cried, reaching over and shaking hands with first one and then the other. "I reckon you-all are some o' de family who went West when they's boys. Thar was Tom, an' Seth, an' Ike, an' — an' —"

"My friend here is named Ike", said the man, blandly.

"Ye don't say!" cried the miner, de lightedly. "Then me'en him was ole frien's when we's boys. He's changed, though", looking the man over curiously; "but then folks do as they grow up. Wall, waal! I's plumb glad!"

There was no more reserve. Georgia talked freely, and was met with a cordiality that delighted his simple heart. He spoke of Klondike and the gold there, and made frequent awe-struck allusions to his own pile; and they listened and looked at each and rubbed their long white fingers to-

gether, and every moment grew more cordial and familiar.

At length they brought out cards and asked him to take a hand, and, when he drew back, offered to teach him the game. At this he laughed uproariously and declared that he had "knowed" how to play high, low, Jack, before he was old enough to wear breeches; only, and here he looked defiantly embarrassed as he made the confession, he had promised Marigold when he went out to the wicked West that he would never play cards or drink whiskey, and he wa'n't goin' to. They coaxed him and laughed at him and dared him, and, though he looked embarrassed and stammered and apologized, he held firmly to his promise. He wa'n't to do anything like that while he was on his way home to be married, he declared, stoutly.

And so it went on, and the train rushed into another night and another day, and into another night and another day, and still they besieged and stormed the fort they found impregnable. And then at last one afternoon, as the shadows began to gather in the car, the train slowed up at a small, unpainted building which a brakeman introduced to the passengers as Breshtown.

They helped Georgia off with his baggage, and then piloted him to a carriage which they had telegraphed ahead to have in readiness. He lived six miles from the station, he had told them, and had frankly added that the way led through a wild, almost uninhabited forest. At this their eyes had brightened hopefully, and they had assured him that it would be unnecessary for him to order a carriage; theirs would be large enough for all three, including his baggage, and they were going directly his way to their old home. A negro boy was on the seat holding the reins, and him they ordered down; they would drive themselves, they said.

Georgia was hilariously exuberant. He laughed, and sang, and cracked jokes that he remembered to have been time-honored in the old neighborhood; and they sang and laughed with him until they came to a lonely place in the woods, and then the carriage was turned quietly into the bushes and Georgia felt the cold muzzles of two revolvers pressing against his temples.

"Now turn over your money", one

of the men ordered, calmly, "and be quick about it."

Georgia looked at them in dazed wonder to see if they were in earnest.

"Ain't you my ole frien' Ike?" he demanded.

"Not much. Out West we've got names that would make you shake in your boots to hear. But that don't matter. What we've come all this way for is your money. Now pass it over quick, and no fuss."

"I won't!" cried Georgia, obstinately. "I got hit to buy de Hunter place an' to git merried with."

"Oh, well, just as you like", said the man, indifferently. "We'll kill you and then take the money. It's all the same to us. You can't help yourself."

Georgia turned white and glanced appealingly from one to the other. They were calm, smiling, but implacable. Slowly he unbuckled the belt from his waist and passed it to one of them. The man showed his teeth a little, but nevertheless opened it and counted the small wad of bills and gold pieces which it contained.

"Six hundred and seventy-five dollars", he said. Then he rolled the belt and money into a ball and contemptuously threw it into the bushes. "Now we'll git right down to business", he went on, the words beginning to hiss as they came through his closed teeth. "Give us your money."

"I hev", wailed poor Georgia, almost hysterically, "every blamed cent."

"Once more, give us your money", the man hissed. "It is the last time we ask. Killing comes next. Open your bundles."

"But there ain't no money in 'em", eagerly. "See." And he hurriedly cut the strings from one of the packages and disclosed an assortment of brightly-colored dress-goods and ribbons and laces. "I bought 'em for Marigould. An' this", cutting the strings of another bundle, "is full o' bead stuff an' Injin fixin's. I 'lowed Marigould would like 'em. An' these other budles", cutting the strings from one after another as fast as possible, "is full o' pretty rocks an' shells an' things. Long's I had all de money I wanted, I 'lowed Marigould would like 'em better'n she would mo' gold."

"And do you mean to say", speaking the words slowly and menacingly, "that you brought all this stuff from

Alaska when you might have brought gold?"

"Why, of course", wonderingly. "I didn't need mo' gold. De ole Hunter place can be had for two hundred, an' a fo'-room house raised for two hundred mo', an' a mule an' kerridge an' cow, an' all the res' bought for a hundred and fifty. That'll leave a hundred an' fifty to put aside. Plenty enough, land knows. More'n any o' my fambly ever had afore."

The rumble of a wagon could be heard coming through the woods, and a vindictive gleam into the men's eyes. For a moment they glared at Georgia as though debating the question of a quick and signal revenge; then the rumble grew louder, and they suddenly sprang to the ground and disappeared in the woods. When a wagon came noisily round a bend in the road, Georgia was just emerging from the bushes with his belt and money. The money he slipped into his pocket, the belt he rebuckled around his waist.

"Howdy, Peke?" he called, cheerily, as the driver of the wagon approached near enough for recognition. "How air ye? How's the folks?"

"Hey! that you?" came in mild surprise from the wagon. "When'd ye come? Oh, I's tolerable, an' the fo'keses air all well."

"An' Marigold?"

Peke grinned.

"Marigold's well, tew. Ast 'bout ye, t'other day."

Georgia sprang into his carriage and cracked his whip.

"See ye ag'in, Peke. Hain't no time to fool now. — G'lang, there, you ole plug you!"

The two vehicles moved apart; the foliage closed in between them, and soon nothing could be heard but the decreasing rumble of a wagon in one direction and the impatient, softening cracks of a whip in the other.

## JUSTICE

The judge must be of vision clear  
and wide,  
To read life's bill-board from the  
hidden side.

Do you read a daily paper?

Labor—Cut the lumber  
—Made the pulp  
—Printed the paper  
—Distributed it.

## HOW YOU MAY HELP

Civil Servants do not have to be reminded of the benefits of co-operation, whether it be co-operation between employers and employees, or between those who serve and those who are served.

Public utilities are industries half way between strictly governmental services and those entirely free of government regulations. The employees of a street railway are, under any form of operation, public servants. Their problems will therefore appeal to those who work and are paid by the state.

However, well trained and disciplined a body of motormen and conductors may be, they cannot do their best when they are not accorded the sympathy and co-operation of their passengers. With co-operation and sympathy even an inferior corps of street railway men can furnish a satisfactory service. Is it not worth while then to consider how the patrons of the street cars can help to make the service better?

The conductor's chief problem is to convey his passengers to their destination in the speediest manner compatible with safety and comfort. He is helped when passengers board and leave cars quickly, and is hindered when they are tardy and indifferent.

Then there is that other polite, though insistent request to please move up to the front of the car. The farther you are from the rear the easier it is for others to get aboard, and you are nearer the front exit, by which you can depart without meeting a stream of incoming passengers. This is a simple thing, but you have to make it a habit before you realize how great a help it is in securing speedy service.

A third means of helping the service is to restrain the natural desire to join the crowd anxious to get on the first car that comes along. With cars on every line following each other only a few minutes apart a passenger, unless in a desperate hurry, loses very little time and generally gets better accommodation by taking the next car.

Three divisions are enough for one sermon, so we will leave some other suggestions that we have in mind for a second talk. Let us review the points of this discourse, trusting that you will keep them in your memories.

*Please have the exact fare ready.*

*Please move up to the front of the car.*

*There is usually a seat in the next car.*

Thank you.

OTTAWA ELECTRIC  
RAILWAY COMPANY.  
(Advt.)

# Département Français

## INTRODUCTION:

C'est une grande joie pour nous de signaler à l'aurore de cette nouvelle année, à nos lecteurs de langue française que nous désirons devenir plus intimement liés à eux en leur offrant l'avantage de pouvoir lire et écrire dans nos colonnes dans leur langue maternelle, afin de donner occasion à ceux qui le désireraient, de défendre nos principes et par là contribuer au succès de notre entreprise. Nous croyons remplir un devoir légitime à l'égard de nos frères de langue française, qui forment un élément important dans le service civil. *The Civilian* s'engage à prêter une attention toute particulière à cette page.

C'est là faire preuve d'un esprit de concorde et de fraternité, qui est la base fondamentale de la vraie démocratie, contre la fausse nationalisation de nos antagonistes, et démontrer par là à tout le monde que les hommes et les femmes de langue anglaise s'inspirent de plus en plus de sentiments amicaux à l'égard de leurs confrères de langue française et désirent acquiescer ainsi des relations plus times avec eux dans le service civil.

Soulignons ce geste amical et profitons de cet exemple de tolérance et d'entente cordiale.

Espérons que nos efforts seront appréciés et avec un peu d'encouragement le département français du *Civilian* deviendra intéressant à lire, contiendra toutes les nouvelles concernant les services français dans tous les ministères et servira de trait d'union entre tous les groupes de langue française du service civil.

## GRIFFENHAGEN ET CIE

Nous constatons avec plaisir, que nos deux quotidiens d'Ottawa, le *Citizen* et le *Journal*, sont entièrement d'accord au sujet de l'emploi, nous dirons *illégal* de la susdite compagnie pour réorganiser les divers ministères du service civil.

Mais n'allons pas plus loin sans nous expliquer: l'arrêté en conseil qui a placé Messieurs Griffenhagen au-

dessus de la Commission du Service Civil parlait de réorganisation; mais jusqu'ici nous avons constaté plutôt de la désorganisation partout où ces Messieurs ont passé. Au bureau de l'Imprimerie Nationale après avoir congédié des centaines d'employés dont un grand nombre étaient encore utiles sinon nécessaires, il est maintenant question d'ouvrir une cinquantaine de positions qu'il aurait été facile de ne pas rendre vacantes. Et l'économie tant annoncée devant résulter de ce branle-bas général n'est pas prête à se faire sentir de sitôt.

Ce n'est pas la peine de congédier des employés avec des états de service pour les remplacer par des nouveaux. Et voilà que deux autres ministères importants sont exposés à souffrir dans une même mesure, des effets pernicieux d'une réorganisation mal conduite, mal inspirée, étant faite par un personnel complètement indépendant de la Commission du Service Civil.

Nous le demandons, de concert avec tous les journaux non aveuglés par l'esprit de parti, laissant le soin de réorganisations aux conseils Whitley. Du moins, nous ne pourrions pas faire à ces hommes qui en font partie le reproche d'être des étrangers; nous ne pourrions pas leur supposer des motifs hostiles; nous ne pourrions pas les accuser d'ignorer les conditions de travail dans les bureaux du gouvernement, et par-dessus tout nous croirions à leur vrai patriotisme, à leur désir réel d'améliorer le sort des employés civils tout en prenant les moyens d'assurer dans le service civil la plus grande mesure d'efficacité possible.

Voilà en faveur d'une réorganisation faite par des Canadiens, versés dans les secrets de l'administration, expérimentés et compétents en ce qui concerne le fonctionnement de nos institutions, au courant des besoins réels du service, et surtout éclairés par un patriotisme indiscutable.

Les conseils Whitley, nous le répétons, seraient logiquement les corps pouvant se charger d'une réorganisation pratique, juste et équitable. Son personnel composé d'hommes d'expérience, d'experts véritables en ce qui

concerne les problèmes canadiens aurait pu accomplir le travail que l'on a imprudemment confié à une compagnie étrangère dont le nom seul suffit à nous rendre soupçonneux et méfiants.

Et même au cas où il aurait fallu faire appel à des hommes du dehors pour certains travaux particuliers, à des spécialistes en sciences, technologie ou génie civil, le Canada est assez grand, nos universités sont assez nombreuses, nos professionnels sont assez renommés pour pouvoir fournir au gouvernement tous les experts désirables sans aller au-delà des lignes chercher des spécialistes nés d'hier ou des clerks inconnus qui se sont réveillés quelque beau matin tout transformés, hier ignorés et humbles mais aujourd'hui consacrés "experts" de par la grâce du gouvernement canadien qui leur jette la bagatelle de \$10,000 par mois alors que les seuls hommes capables de faire ce travail sont mis de côté.

Encore, si en définitive ces experts pouvaient se passer de nos chefs du bureau pour accomplir leur besogne. Mais au contraire, le peu de bon qu'ils ont pu accomplir c'est grâce à la coopération de ces mêmes fonctionnaires ou chefs que le gouvernement a si odieusement ignorés. De sorte que nous pouvons dire que les Canadiens, en somme, font l'ouvrage et c'est la compagnie américaine qui reçoit les fleurs... et le gâteau de \$10,000 par mois.

Nous le répétons, nous ne craignons aucunement une réorganisation par les conseils Whitley. Avec eux nous obtiendrons justice. Espérons que les efforts réunis de la presse et des employés civils, des Canadiens de tous les partis comme de toutes les classes finiront par décider le gouvernement à faire cesser cette anomalie d'une compagnie américaine chargée de la réorganisation du service civil américain, basés sur les conditions d'après-guerre, qui se guide entièrement sur les données obtenues au cours de ce travail pour la réorganisation du service civil canadien, basée sur les conditions d'avant-guerre.

# More Especially Women

Her infinite variety in the Service

## KISSES

"O Kiss me and go,"  
Said the maid of my heart,  
And proffered her lip  
As a hint to depart—  
"The midnight approaches,  
My Mother will know,  
My kindest and dearest,  
O kiss me and go."  
  
She gave me the blessing  
In such a sweet way,  
The thrill of its pleasure  
Enticed me to stay.  
So we kissed till the morning,  
Came in with its glow,  
For she said every moment,  
"O kiss me and go!"

Read the first letter of Marian Grant nee Temple, formerly of the Internal Department to various of her friends in the service:

Hotel Vendome,  
New Orleans, Dec. 17, 1920.

Miss Y. Monette,  
Dept. of Finance,  
Ottawa.

My dearest Yvonne:—

Jim has just left me to procure reservations for our return to New York by water and from thence by rail to Ottawa, this gives me my first chance to write you since I left on the 3rd.

We only stopped over one night in New York to meet relatives and friends of Jim's and from there direct here, this great big husband of mine certainly must have latent romance in his make up, as this city he brought me to is both romantic and delightful.

We have done nothing up to this morning but live outdoor visiting all those places you have often spoken of and wished you would one time be able to see; early this morning we went shopping for souvenirs and gifts not only is it interesting to go into the old fashioned quarters and ransack them for curios, but it is far more economical the difference in price for articles here and in the big establishments in New York is unbelievable. I managed to get some sheer lawn undies at one-third the price I should have

to pay in New York or Ottawa. Jim bought me the loveliest real jade set of neck chain, belt buckle and bangle, you ever saw for \$8.00 and green you know you said always suited me. I believe I shall start for home with regret and how I shall ever get down to housekeeping.

Do you remember Billy Saunders, he was at one time in the Agriculture and went overseas in the Artillery, Jim brought him to me at the Hotel in New York, he is real nice and interesting and wished to be kindly remembered to you, he is off to Cuba for two years.

Are you still a member of 66, Jim has been reading me the account of their aggressive action, he is delighted with the courageous way they have come out.

Do you know that he was scared for my sake at one time that some of his highbrow friends would be a little cool over his joining the Union. But my dear Yvonne we confidential stenos know better than anybody else that such action is necessary and Jim in his blunt way now he knows I approve is going back to his department, full of enthusiasm and fight for Organized Labor.

Here he is now, so I must close, my next letter will be written on the sea, Jim is right here now and says you're not to quit the Union and only marry a man who is a Labor man.

Your ever  
affectionate friend,  
MARIAN.

## DIPPED FRUITS

These make one of the most attractive and delicious confections for all occasions.

Take—2 cups granulated sugar  
1 cup water  
1 liberal pinch of Cream of Tartar, boil without stirring until it turns a golden brown—have ready your shelled nuts, dates, figs, grapes, etc. Grease space on your table, then take a hatpin and take your fruits, etc., one by one and dip them

and place on the greased patch to cool.

## ADVANCE FASHION NOTES FROM PARIS

The spring of 1921 will mark the return of Paris in all its incomparable diversity as the fashion centre of the world.

Modes for the coming months will offer a greater variety since 1913.

Skirts are narrow or full, or gathered in at the bottom and suggest no strong change but are slightly longer and infinitely more graceful. Ostrich feathers as trimmings both for millinery, frocks and cloaks have returned again.

Seal and monkey fur are the extra costly fashionable trimmings for suits and cloaks.

Evening frocks and gowns have returned in some degree to a more dignified and one could almost write more modest make.

Party and dancing frocks too are more conservative.

A series of dance frocks in metallic charmeuse satin, in tones of silver, bronze, steel, gunmetal and gold were almost puritanical in their simplicity, but mark a departure from recent years which will be welcomed by the majority.

Flowing veils and scarves too are much in favor.

Chatelaines and Girdles — since the signing of peace — there has been a marked return to femininity in woman's dress and the military and masculine is fast disappearing — neck charms too are being relegated to the bottom of one's knic-knac box — but one of the most fascinating woman's foibles that is returning is the wearing of chatelaines and girdles.

One sees them today in the fashionable centres of the big cities in gold, silver and enamel of surpassing beauty and one of the more modern attachments to them is the colored fountain pen which comprises both beauty and utility.

Even if you haven't entered for *The Civilian's* Circulation Competition, you should view the Piano at Orme's.



## POSTAL ITEMS

Editor *The Civilian*:—

I think I owe you my subscription for *The Civilian*, and beg to enclose same now so as to have you send me on your ever-welcome paper as usual. personally I appreciate *The Civilian* and trust that it will be a power for good throughout the service. We have the A. P. W. out here in the West and I have always tried to instil into my fellow workers' mind the ideal of Dominion-wide amalgamation. Mr. Jacques, when at the D. P. C. convention in Toronto spoke of the "aggressive spirit of the West". Let us all have that spirit and conduct ourselves as we ought and the time will certainly come when we will be one united body able to back up our demands by a 100 per cent. membership of a united Association. There are few left of the older clerks and reclassification fairly put the lid on the pot. Wishing you, *The Civilian*, and Union 66 every success, I am,

Yours fraternally,

R. D. T.

Saskatoon, Sask., Jan. 12, 1921.

### HOURS OF POSTAL EMPLOYEES

Editor *The Civilian*:—

Post offices should be closed to the public on Saturday afternoon. They are partially closed now and it might as well be made complete. The money order offices are closed and there is no delivery by letter carrier. The Customs Houses and Inland Revenue Offices are closed, and so are the departments at Ottawa.

The Provincial departments in various towns and cities and a great many stores and manufactories are also closed on this afternoon. There would seem to be no valid reason why postal clerks in conjunction with other citizens should not be permitted to enjoy the best afternoon in the week.

Postal clerks have to work eight hours per day and there are mighty few other civil servants who perform duties these hours. And they do not receive any more money for it either, as a reference to the classification will show.

TONO BUNGAY.

Toronto, Jan. 19, 1921.

### J. P. CHILLAS, MONTREAL

One of the best known public servants in the East is Mr. J. P. Chillas, Assistant Post Office Inspector, Montreal. Mr. Chillas has been many years in the service and in that time has studied very closely the growth and development of the postal service throughout the country.

Mr. Chillas was born at Nicolet, P.Q., October 27th, 1850, the son of H. A. Chillas who as far back as 1845 and many years afterwards, was postmaster of that town. Mr. Chillas was educated at Nicolet College, one of the oldest and far-famed educational institutions in the country. He was appointed to the service on January 7th, 1871, by Sir Alexander Campbell, the then Postmaster General, and for a little over two years served as railway mail clerk between Sherbrooke and Stanstead on the Massawippi Valley Railway, since absorbed by the Boston and Maine.

In 1873 he was transferred to the office of the Post Office Inspector at Montreal, which office was under the charge of Mr. E. F. King, Post Office Inspector, a highly qualified officer with a wide range of experience through all branches of the service both in and out of Ottawa. Mr. Chillas was transferred again in 1879 from Montreal to Three Rivers on the opening of a new postal district, to assist the newly appointed post office inspector, Mr. Bourgeois.

He was appointed Assistant Post Office Inspector on July 4th, 1881. This appointment was confirmed in 1888, by commission bearing the Great Seal of Canada, and the signature of Lord Lansdowne, then Governor-General of Canada. In 1897, on the closing of the Post Office Inspector's Office at Three Rivers, he came back to the Montreal Inspector's Office, and has been in that position since.

Mr. Chillas completed 50 years of continuous service on January 7th, 1921, nearly forty of which have been as Assistant Post Office Inspector. The existing system of political patronage stood in the way of higher promotion.

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# The Fate of a Nation

(By Playfair.)

Editor of *The Civilian*:—

Some time ago I forwarded to you a series of questions relating to administrative problems in the service. These questions were published in your December number. In accordance with my promise accompanying my communication I have prepared replies to the questions which are submitted for the usual approval or otherwise of the publishers.

## Questions and Answers

Q.—1. Is public ownership in the federal Service a tragedy or a joke?

A.—It is a joke to many — to the persons who in 1911 prevented the then Mr. R. L. Borden from carrying out the pledge in the pre-election platform of the Conservative government — to the persons who almost succeeded in again preventing the same Prime Minister, Sir Robert Borden, from carrying out the pledge of the Union Government in 1917. These persons are the jolly buccaneers, celebrated in the song and story of all virile races, who go the pace, sow their wild oats, caring not what the crop may be. There are a multitude of buccaneers who at this New Year season 1921 are gambling with "the Fate of the Nation" and whose merry chorus is, — "set all sail, clear the deck, stand to quarters, up with the Jolly Roger."

To all men who love their country or prefer good government to bad, the problem of public ownership as presented in the management of the federal Service at this time is a tragedy. Therefore the Service is a tragic farce. This is almost a syllogism.

Q.—2. Is there a conspiracy on foot to abolish the Civil Service Commission?

A.—There is. A survey of the present situation reveals a rather startling state of affairs which must be examined and digested. Unfortunately the doing of our Cabinet Council are secrets into which no man may pry. It has been conjectured, however, that Canada owes to Sir Robert Borden almost exclusively the gift of the Merit law abolishing Patronage. Conjecture also says that in the present cabinet there is a large preponderance of opinion favorable to a return to Patronage. Turning to the House of

Commons, the opinion of credible witnesses is to the effect that about 80 per cent. of the members would be ready to vote in favor of a return to Patronage did a suitable opportunity arise. Turning to Deputy Ministers, it is found that on account of the ineffectiveness of the Board of Hearing in adjusting the Classification, these important and influential officials are not disposed to exert themselves unduly to sustain a system, no matter however highly they may approve the idea upon which that system is founded, which has brought to the administration of their departments so many distractions that seem boundless and interminable. Civil Servants themselves have always been in the past faithful adherents of a Merit law. Today their attitude on the whole problem of their employment is tempered chiefly by ethical and economic conditions arising out of Classification, the principle of which they approve, but the details and the application of which they find extremely unpalatable. Then there are subjects like the Griffenhagen Order in Council and a shameful economic condition to effect the sanity and sound judgment of the rank and file and to undermine their allegiance to the present system of administration. The conspiracy is both conscious and unconscious.

The third question is treated in several of the answers following.

Q.—4. Will Canada revert to the spoils System within a year?

A.—No. There is one final, and it is believed secure, bulwark against a reaction, in the soundness of public opinion upon this great principle. Apart from that final appeal, there are undoubtedly lions in the path. The imminent danger confronting the Merit principle is real, but it is not realized by those in the best position to meet the attack. The Commissioners should depart from the traditional secrecy of officialism and take everybody into their confidence. One and all will accord them credit for good intentions in regard to Classification. If they wish to regain the confidence of Civil Servants they should frankly confess disappointment at the outcome of the work of the Young Co., admit the generally unsatisfactory economic situation, and immediately introduce

the British Whitley scheme of democratic representation. This should be done in order to save the ship from going over Niagara, to save to Canada the best law now upon the statute books.

Q.—4. Are the Ministers who uttered a sacred pledge in 1917 to abolish Patronage, keeping Faith in 1920?

A.—The Canadian Ministers who joined in the pre-election Patronage pledge in 1917 have now realized that they "threw away a pearl richer than all their tribe". They have also realized that such a pledge constitutes an unrequited tribute to the clamour of a mob of Democracy. They are today wiser than their times. They know that for the good of the people, Democracy must be administered in small doses. They remember the report that a president of the United States was once recalled home because some people were trying to set up a Democracy in that country. They know that Democracy is the government of the mad passions of a depraved human nature. They know that Aristocracy is the authority of the best. Canada's Ministers know that the flower of liberty is not indigenous to Canada's fertile soil. They know that the best races are developed by hardships and privations. By the law of natural selection, they choose a few to endure the physical and moral hardships of owning all the land, food and clothing. The great mass of the people are made to endure the highly moral uplift of privation of the necessities of life, and the purifying effect of worry, distress and persecution. This is witchcraft. A wonderful system! Still more wonderful is it when applied to the national service. The more chaotic the conditions of employment — the greater the privation and distress, the more efficient will be the work done. Great system!!

The very first act of the Ministers who gave the pledge in 1917 was a guerdon of good faith. "The pernicious evil" — PATRONAGE —, which Sir George Foster said was "the cause of 99 per cent. of all the corruption in public life" was abolished theoretically by law. To some high judicial body had to be allotted the duty of executing the law. The law has been well executed. Three gentlemen, who had been parties to the "pernicious evil" of Patronage were selected to oversee the abolition of the thing upon which they had thrived and to make their old-time pals disgorge or re-

# Ottawa's Most Pressing Problem

## How to Provide Transportation Service To Meet The Needs Of a Growing City.

There is hardly a city in the world today that does not have its local transportation problem. Generally the situation centres around the question of fares, due to the inability of the nickel, or whatever be the charge for a ride, to cover the costs of operating the cars.

In Ottawa the problem is somewhat different. This city has been able by the application of principles of efficiency and economy to maintain a fairly satisfactory service at a low fare, but the franchise under which this has been accomplished expires in 1923, and a condition of affairs confronts the public in which the operating company finds itself helpless to order equipment or make the extensions required to serve a growing community.

These facts were recognized a year ago by the O. E. R., and a new plan of operation was suggested to the city. The City Council felt itself bound by the municipal ownership vote recorded in 1918, so that any plan that did not recognize the acquisition of the road by the city was sure to be side-tracked. Now that the decision has been reversed, the question may be reopened. In fact the question must be reopened, for nothing but disaster can attend a policy of drift and do-nothing.

Let us review the salient features of the plan proposed. It will repay you to give attention to this matter and examine the company's proposal from every angle, remembering that it is your car service that is under consideration.

### FEATURES OF THE PLAN

1. *The value of the railway property to be determined by a Board of Arbitration.*

2. *An independent Public Commission to be appointed by the Ontario Legislature or some other authority for a long term, so that their knowledge of the business will increase from year to year.*

*A Commissioner who is found to be incompetent to be removed for good and sufficient reasons, by the authority that appointed him.*

*Access by the Commission to the books of the Company at all times.*

*Annual report of the Commission covering the operations of the railway to be published in the press.*

3. *The Public Commission to decide and control the operating expenses, service, extensions, improvements and rates of fares.*

4. *A fixed dividend to the Company on the value of the property, as determined by arbitration, and any value it may add to its property from time to time by order of the Commission.*

5. *The rates of fare to be adjusted by the Commission up or down so that the revenue from the railway will be sufficient only to meet the legitimate expenses of operation, which will include the fixed dividend to the company.*

6. *All surplus revenue at the end of each year to be turned over to the Commission, and when a sufficient accumulation exists, applied to the reduction of fares.*

7. *A Guarantee Fund to be put up by the shareholders of the Company, to be under the control of the Commissioner out of which all unauthorized expenditures will be taken. The Fund, if depleted, to be restored by the shareholders before the end of each year to its original amount.*

8. *The City to be able to purchase the property by a vote of the electorate on one year's notice.*

These features are all practicable. They are drawn from the study of contracts in actual operation in other cities, and can be applied to the needs of Ottawa without any of the hesitation with which experiments are tried.

Moreover, the contract may be varied to bring in other features which may be found to suit the local situation. For instance the plan as here outlined, while providing for flexible fares, includes a provision for a fixed dividend. Some contend that a flexible rate of return to the company is desirable as well as a flexible rate of fare. They hold that an incentive should be furnished to bring about the most efficient management and accordingly advocate the inclusion of a provision that for every reduction in fares that the company can effect through careful handling of the business, there should be a corresponding small increase in the dividends.

You will observe that Feature No. 7 has been included, not as an incentive to efficiency, but rather as a preventive of extravagance. A form of contract might be framed dropping the features numbered four and seven and replacing them by the sliding scale of dividends referred to in the last paragraph. This is for the public to decide.

As for the company, it stands ready to waive its rights under the present franchise, and enter into a new agreement at any time. It cannot be expected to extend or improve the railway while the whole question remains unsettled. There is a clear duty upon the citizens, therefore, to see that a decision on this important question is reached without delay.

**THE OTTAWA ELECTRIC RAILWAY CO.**

nounce the privileges of public office. Never did they lend a too credent ear to the solicitations of their late accomplices. So successful has this highly beneficent scheme become that it has been recommended for adoption in the police and supreme courts of the country.

In the administration of the Civil Service, the Ministers have been faithful to their ideals — a minimum of peace and good-will, happiness and

contentment, for these are destructive of the higher national existence — a maximum of turmoil, worry, poverty for these are elements out of which strong races are made.

NOTE.—The two questions regarding the Board of Hearing has been discussed in the public press and a Board of Enquiry has been requested by the Ottawa Federal Union. This contribution is closed for the present. — (Editor.)

## Commission Orders and Decisions.

The following lists of appointments, promotions, and transfers for the period ending January 15, 1921, have been furnished by the Civil Service Commission:—

### APPOINTMENTS

*Air Board.*—B. D. Hobbs, J. L. LeRoy, Vancouver, L. S. Breadner, Ottawa, air certificate Examiner, J. H. Hector, supplies clk.; J. H. Palmer, F. Ryan; R. Slimmon, T. E. Hill, R. W. Caupland, air riggers; A. E. Hutt, R. W. Beck, J. Finnigan, W. J. McGrandle, C. Pland, H. Curtis, engine fitters; W. Templeton, H. L. Holland, pilot navigators; G. O. Johnston, A. W. Carter, air sub-supts.

*Agriculture.*—Misses M. M. E. Eagleson, E. M. Flewellyn, L. M. Barnes, M. R. Ebbs, C. F. Painter, S. A. Stinson, M. M. Buckley, G. W. Foster, F. McGovern, L. A. Bissell, C. F. W. Johnston, W. K. Laflamme, J. C. Herwig, clerks; R. J. Bowerman, F. Mathews, J. E. O. Armstrong, J. E. Nesbitt, G. W. T. Stanley, J. Stuart, E. S. Notting, vet. insps.; Miss M. E. Whalley, jun. zoologist; N. Curtis, jun. stockyard agt.; J. C. G. Herwig, comm. intell.; J. B. Manion, messenger.

*Auditor General.*—G. A. E. Buttery, C. R. B. Webbe, J. A. H. Dufault, aud. clks.

*Civil Service Commission.*—A. S. Ogilvy, jun. invest.; Misses L. Belanger, A. G. Gray, R. M. Patterson, C. L. Taylor, jun. clk. sten.

*Customs and Inland Revenue.*—W. Graveline, L. G. Lachance, E. A. Marsh, G. E. Aust, G. N. Ruttle, L. Kinch, W. C. Haw, G. R. O'Bomswin, J. C. O'Neil, S. A. G. Smith, J. P. Farrell, J. G. Wilson, J. Sommerville, H. Leslie, A. J. Hoddinott, H. A. Ross, clerks; E. Ansell, O. Smith, G. H. Haytre, J. Ward, A. Heslop, W. J. Woolard, Customs examiner; W. H. Thornton, A. Gaudette, R. Bradwell, P. M. Hodder, J. Cockington, excisemen; H. Allard, W.

West, E. J. Ottley, truckmen; Miss M. M. Nash, I. A. Jones, E. M. Shore, clk. stens.; A. T. Tardiff, B. J. A. Medland, mess. clks.; J. F. F. Ballantyne, Cus. patrol off.

*Finance.*—H. C. Ensor, W. O. M. Peaker, H. T. Wilson, W. H. Gresley, W. J. Cousins, W. Smilie, acct. clks.

*Health.*—G. L. Morse, clerk.

*Honorary Advisory Research Council.*—I. Boucher, mess. clk.

*Interior.*—W. Chadwick, irrigation asst.; H. F. Lewis, migratory bird warden; W. Sinclair, A. B. Howell, G. McKay, D. Finlayson, asst. forest rangers; G. R. Coleman, caretaker; W. W. Whalen, homestead appr.; W. Schiemann, chauffeur; W. St. John Miller, A. M. Perry, J. F. Fredette, sr. eng. clks.; T. H. Burt, jr. hydro. recorder; Misses A. L. J. Evoy, A. I. MacKie, J. M. Philip, M. M. Walsh, Z. G. Cummings, M. M. T. Burner, M. W. Smith, M. P. Evans, clk. stens.; F. R. MacMillan, J. P. Richards, J. W. Davis, Miss K. M. Moorehead, clks.; Miss P. Evans, clk. sten.; H. W. Cochrane, G. H. Haggarty, forest rangers; ind. farming instructor; Miss E. Hoggard, caretaker par animals; B. H. Hughes, instrument man; D. Whittaker, A. C. Wright, asst. hydro. eng. R. T. Blair, O. E. Fournier, jun. eng.

*Immigration and Colonization.*—H. W. Kirk, file clk.; Miss L. O'Connor, clk. sten.; M. D. Scott, A. F. Youngs, insps.; S. V. Purcell, night watchman.

*Indian Affairs.*—W. N. Cochran, indian agt.; J. T. White, G. A. Reeves, R. S. Woolard, farming instructors; Miss E. Turner, nurse; Dr. O. O. Lyons, physician.

*Justice.*—D. Campbell, G. A. Kellett, H. McDonald, N. House, A. Kynock, H. Cooper, P. S. Lowes, H. McPherson, L. Nantel, S. Moore, W. C. Robinson, W. Wickham, guards; W. E. Bishop, indus. guard; Mrs. H. Packer, indust. guard housekeeper.

*Labor.*—L. E. Lasher, M. Dunlop, A. Harvey, file clks.

*Marine.*—M. Sutherland, D. Mitchell, D. M. Murray, N. McDonald, G. Fournier, S. Hachey, F. H. Thompson, E. G. Scott, E. F. Dyer, H. C. Greenwood, J. Grenier, C. M. Covey, T. J. Wyatt, S. O. Webber, A. Duchesneau, M. V. Murphy, lightkeepers; E. R. Irvine, W. Jamieson, E. J. Warman, rainfall observers; H. Corbonell, clk. sten.; E. A. Baker, R. S. McDermid, weather observers; E. H. Himmelman, J. H. Thomas, measuring surveyor; C. Dugas, J. Park, A. Thompson, S. McKinney, L. Simard, wharfinger clks.; J. R. Hamilton, signal agt.; F. W. Barry, F. Hechter, fishery overseer; C. D. Morris, meterol. obs.; A. MacDonald, laborer; W. L. Whitlock, night watchman.

*Naval.*—S. J. Ellis, F. G. Hawkes, J. C. Stephen, J. H. McSweeney, G. J. Gomm, A. Stocker, C. J. Acton, O. J. James, A. T. Lawton, W. G. D. Allen, W. E. Beattie, F. L. Blair, J. Drohan, G. B. Gard, S. Thompson, G. P. Wakeling, radio. operators; G. K. Moffatt, sr. radio electrician; N. G. Buchanan, J. N. Smith, acct. clks.; I. Bowie, A. M. Derby, clk. stens.; J. P. Anderson, sr. clk. bookkeeper; J. A. Goulett, E. M. Arnold, fishery overseer; H. R. Harris, boatman.

*Militia.*—S. Marion, instructor in French.

*Mines.*—G. W. Richardson, supplies clk.; V. Dolmage, J. D. MacKenzie, W. S. McCann, associate geologist; Miss M. S. Ralph, clk. sten.

*Post Office.*—J. J. Snodgrass, F. H. Windle, W. Allin, H. W. Verner, J. Mackie, C. W. Leblanc, H. S. Kochler, L. J. Ruet, J. H. Craigie, J. P. Ashe, G. E. Phinney, L. E. D'Eon, R. E. Matthews, railway mail clks.; R. R. Smith, J. P. Underwood, W. F. Raftus, G. W. Tapper, J. H. Barnes, Miss M. C. King, Miss F. M. Harris, J. W. Hughes, T. M. O'Toole, G. R. Robertson, postal clerks, Halifax; E. Cheney, E. Williams, postal clks. Calgary; J. B. Borte, P. C. Vancouver; C. L'Heureux, P. C. Montreal; W. K. J. Williams, Toronto; C. R. Porter, Moncton; Mrs. M. B. Tache, Quebec; Misses J. Kilpatrick, E. Robinson, F. A. Good, clk. stens.; H. J. Price, F. H. Downing (Toronto); E. Dobson, (Calgary); H. G. Ford, J. B. McIntyre, E. G. Lavors, E. P. Austin, A. Wismer, F. Blair, (Regina); W. Colburn, (Amherst); R. F. Doucet, W. P. Houlihan, (Halifax); T. Cannon, G. Lee, J. C. Hill, (Stratford) letter carriers; Miss F. Lavoie, H. Jephson, I. Mulligan, I. M. Blake, clk. sten.; C. A. Rowe, B. Labelle, acct. clks.; W. Molyneux, postal clk.; J. T. McLaughlin, G. W. Pittam, E. H. Smith, A. Berg, J. Geddes, mail transfer clks.; W. M. Horton, C. H. Bailey, E. T. Williams,



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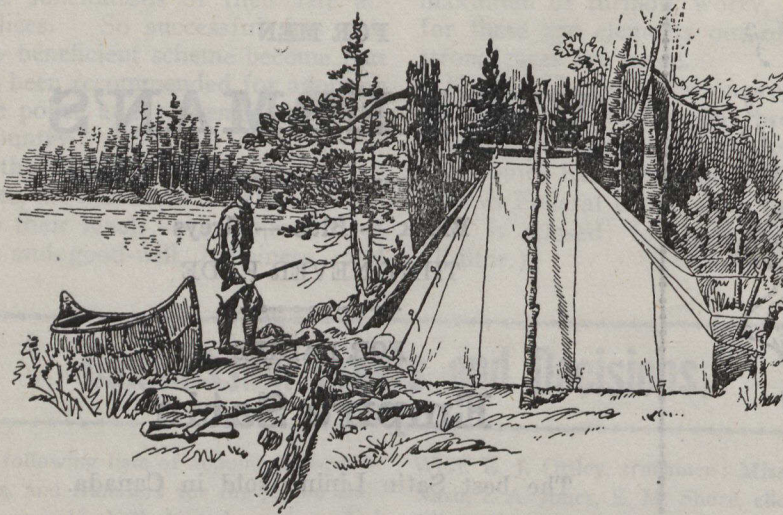
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T. E. Bowler, W. J. Blandford, F. Hanson, postal clks.

**Public Works.**—G. H. Holmes, watchman; D. F. Jeffrey, file clk.; H. D. Pickering, elevator operator; D. Cleghorn, S. Spittle, T. Walton, W. F. Baxter, firemen laborers; J. W. B. Smith, chauffeur; C. A. W. Thompson, J. A. Chivers, Mrs. C. Connors, D. Martin, caretakers; H. A. Graham, fireman; A. C. Egan, tel. agt. operator; C. E. Berry, W. H. Milmourne, F. J. Linton, stationery engineers; Mrs. E. Baker, E. S. Murray, tele. operators; W. G. Brown, blacksmith's helper; H. S. Martin, electrician; F. Goodwin, linemen; A. Demers, plumbers' helper, A. McWade, clk.

**Patent and Copyright.**—M. McNally, F. Van Dusen, jr. clk. typists.

**Public Printing and Stationer.**—Miss I. Legautl, jr. clk. typist.

**Railways and Canals.**—J. Morin, cleaner and helper; J. T. Dutton, J. L. Hanna, lockmasters; J. J. E. Barcelo, jr. eng.; I. Brazeau, diver; M. Moore, bridgemaster; J. W. Myers, acct. clk.

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**CONSTITUTIONAL VERSUS UN-CONSTITUTIONAL METHODS**

This question has been prominently to the fore during the year, and must be briefly referred to. One does so with considerable diffidence, as it is so easy to be misunderstood. The change that has taken place in the last ten year (a revolution, almost) in the attitude of employers to employees, and of employees to employers must be taken into account when studying this question, and I do not think I am overstating when I say that faith in constitutional methods is very badly shaken at the present time. One has only to remember the history of industrial agitation in the short period named to understand why. The unconstitutional (so-called) people have almost invariably attained their object in a short space of time, while the constitutional (comparative term) people have had to wait long and patiently for results. If the words of those who praise constitutional as against unconstitutional effort were sincere, one would expect the position to be reversed, and I therefore submit to members with a due sense of responsibility, that the time has arrived when the Government (our employers) should be faced with the logic of this conclusion and asked in pointed terms, "What is going to be done about it?"

*The Katipo (New Zealand).*

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At a well attended joint meeting of letter carriers and postal clerks at Hamilton, John Archer was unanimously named to represent the Hamilton post office staff on the board of appeal in connection with the government's reclassification scheme.

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The civil service of Ottawa has greatly improved under the Civil Service Commission system. Its members are better educated men and women, with more self-respect, inasmuch as they have attained their place on their own merits. As they

do not owe their positions to political favor they do not expect advancement by such influence. On the whole the independent Civil Service Commission has vindicated itself in Canada as it has in Great Britain and the United States. It is a relief to most members of parliament to be no longer besieged by friends and supporters seeking office for themselves and for their helpless dependents.

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Give ear: you can hear it coming, the tide that is steady and deep—  
Give ear, for the sound is growing, from desert and dungeon and den;  
The tramp of the marching millions, the March of the Hungry Men.

As once the lean-limbed Spartans at Locris' last ascent,  
As William's Norman legions through Sussex meadows went,  
As Wolfe assailed the mountain, as Sherman led the way  
From Fulton to Savannah — as they, and more than they.

So comes another army, your wit cannot compute,  
The man-at-arms self-fashioned, the man you made the brute,  
From farm and sweatshop gathered, from factory, mine and mill,  
With lever and shears and auger, dibble and drift and drill.

They bear no sword nor rifle, yet their ladders are on your walls,  
Though the haubek is turned to a jumper, the jambeaux to overalls;  
They come from the locomotive, the cab and the cobbler's bench;  
They are armed with the pick and the jack-plane, the sledge and the axe and the wrench.

And some come empty-handed with fingers gnarled and strong,  
And some come dumb with sorrow, and some sway drunk with song,  
But all that you thought were buried are stirring and lithe and quick,  
And they carry a brass-bound sceptre; the brass composing stick.

Through the depths of the Devil's darkness, with the distant stars for light,  
They are coming the while you slumber, and they come with the might of Right;  
On a morrow—perhaps tomorrow—you will waken and see, and then  
You will hand the keys of the cities to the ranks of the Hungry Men.

R. W. K., in *Life*.

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