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THE CIVILIAN

DEVOTED TO THE INTERESTS OF THE CIVIL SERVICE OF CANADA

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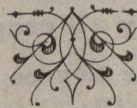
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THE CIVILIAN

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The New Civil Service

The significance of the following article by Professor Wrong is the interest aroused outside the Service in the problem of good government. Professor Wrong is interested in a movement to establish a Civil Service Reform League in Canada.

IT is a law of nature that when a reform is made, its defects are, at first, more obvious than its advantages. Every reform involves change and every change involves alteration of a system that worked in some sort of way and to which its servants had grown accustomed. It is not easy to do a thing in one way to-day and to change to-morrow and to do it in a way quite different. All this is written to account for a possible disappointment with the recent changes from the patronage system. Some members of Parliament are perplexed as to appointments in their constituencies. Who should know better than they the eligible people? Others think that an examination is a poor test of fitness for the duties of the public service. Choose a person, they say, for his qualities as a whole and not for mere book knowledge. Ministers chafe because they cannot get quickly the men they want, and office-seekers with every claim but merit, fume and rage before a closed door. It is all according to nature and it shows that the new system is getting well under way.

From it we must not expect too much but we have the right to expect a good deal. Directly and indirectly it will affect the whole public life of the country. Directly, by improving the calibre of those in the public service. Every man in the service knows how sick at heart he has often been at seeing merit count for little and influence with the politicians count for much. What a dark future had a hard working official in the Post Office at Toronto or Montreal when the road to the highest office was rigorously closed to him and was open only to some one who, whatever his qualifications as a politician, would at best know nothing of the workings of the Post Office. The politicians have been really shocked to see the Postmastership at Toronto go

to a man who has earned the highest place by actual service in the Post Office. They do not see where they come in. They are weary of life because such things can happen. Meanwhile in the heart of the efficient public servant a new encouragement has found place. Merit is to be recognized. He may by ability and zeal gain the highest posts. In Montreal and Toronto and Winnipeg and Vancouver he may rank as an equal with the leaders in banking, in the professions and in commerce and fear nothing but the failure to do his duty.

This spirit the new system will arouse in the good man now in both the outside and the inside services. (There is, by the way, no reason why they should be rigorously separated, no reason why a good official at Ottawa should not be made Postmaster or Collector of Customs at Montreal or Toronto.) We shall find as the new system matures its results that when inefficient men drop out they will be replaced by others who must have established at least some claim to efficiency. We shall find something else. Since the politician cannot get offices for his nominees he will lose the incentive to crowd the public service with persons who are not needed. There will be fewer people in some of the public offices. No doubt some of them are undermanned and need more, not fewer, persons really useful. But some of them are manned with people who only cumber the earth and when they drop out there will be no motive working to replace them. Not only will this help the public revenues. It will clear the way for requiring that every public servant shall have work which ought to and must be done and that he does it. The civil service will be like a great bank or railway. No one will be there who does not perform or has not

performed some work of real benefit to the public.

In one other direction I am thinking of the profit of the great reform. Canada is not peculiar in having its politics bedevilled by the active zeal of men who want only something for themselves. In every country there is a class whose patriotism is limited by the measure of what they think their country can do for their own pockets. This kind of person delighted in the old patronage system. The more selfish of them rejoiced in what they secured directly by way of contracts for themselves or others and in offices in the public service. Self-important people, though seeking no personal gain, were eager for the influence which came to them because they could command favors from the government. It was people of this type who were most active in many constituencies. And now their occupation is gone and there is an aching void. No wonder some are sore at the change. We have to face the growth of an alternative. If the new system works effectively the petty politician will be able to promise no rewards to himself or to his friends. There will be nothing for him in helping to elect this or that person to Parliament. Because he is selfish his interest in politics will wane as he finds steadily that "there is nothing in it." For a while he will try to prove that, in spite of civil service reform, there is still something in it. If the Civil Service Commission holds fast and really uses its powers, he will soon grow weary of ill doing. Then he will drop out of politics and the great problem conflicts us, who will take his place?

Here at last is found the supreme test of the possible working of the great reform. Who will take his place? Who will do the hard work of organizing the political party, looking after the voters, easing misunder-

standings between the member of Parliament and his constituents, oiling generally the political mechanism. In every town in Canada there are the political workers really few in number and it is by these people that nominations and elections of candidates for Parliament are determined. If the old type of worker has lost heart and drops out who will take his place? Will the man of means and leisure who lives in a big house and has a big motor car take the time and trouble to attend committee meetings,

look in on this or that voter who has a grievance, consult with other men who have no selfish ends to serve, and act with them for what is for the well-being of the country? Will the leading lawyer, banker, physician and merchant do it? Will the clergy preach from their pulpits about the duty of the good man to take part in politics and to spend time and, if need be, money for the good of the state? If, as we bury the bad old system we have a vital hope that there has been born something better we

may well thank God and take courage. That something will mean unselfish interest in public affairs by the average man, the spirit of sacrifice on the part of our leading citizens, and constant alertness to check the evil doer. If we have these things reform will work and effect endless good. If we have them not old evils will endure in spite of the new machinery and the last state of the country will not be any better than the first.

GEORGE M. WRONG.

CSFC

The Civil Service Commission Explains

A public meeting to hear the Board's Experts on the current work of re-classification

THE most noteworthy event thus far in the carrying out of the policy of publicity declared for by the Civil Service Commissioners was the meeting of people connected with the Service held on the evening of Tuesday, September 17. This meeting will probably be regarded by future historians of Civil Service reform as marking a change in the attitude of the public and the Service toward each other.

The meeting was called by the Civil Service Commission with a view to explaining to Civil Servants exactly what is proposed in the pending re-organization, and, generally, the policy in administering the new law. The place of meeting was the present House of Commons chamber in the Victoria Memorial Museum building. Many who have had the bitter experience of seeing important discussions of their own affairs wholly neglected by Civil Servants, predicted that there would not be a large enough audience to fill the seats on the floor of the hall. These calamitous expectations were magnificently falsified. The place was jammed to the doors and hundreds were turned away unable to gain admittance at all. More than half the audience had to stand throughout the evening, and it was a fine testimony to the speakers and to those responsible for the meeting that, although the proceedings continued until after eleven o'clock, practically the whole assembly remained to the end.

Mr. Walter Todd, President of the Civil Service Association of Ottawa,

was present as honorary chairman, but owing to the fact that he has only partly recovered from a severe illness, he was unable personally to direct the meeting. This duty was taken over and very efficiently discharged by Mr. F. E. Drake, senior Vice-President of the Association.

The Civil Service Commissioners, Hon. W. J. Roche, M.D., chairman, and Messrs. LaRochelle and Jameson, occupied places of honour, and beside them were the business men who are collecting information and advising in connection with the new classification of the Civil Service, Messrs. P. H. Myers, Fred. K. Telford and H. S. Dixon.

In a graceful and informative opening address, the chairman outlined the history of reform in the Civil Service of Canada and showed the need that existed for the passing of the new law that is now in force. He warned his hearers that it would not do to assume, even now, that patronage was dead, and urged that the movement against it should continue. "I fear," he said, "that many, even in the Civil Service who have been accustomed in the past to depend upon political influence for preferment for themselves, will be reluctant to give up their efforts in that direction. All kinds of influences are very apt to be brought to bear upon the Civil Service Commission. If we as Civil Servants are honest in our desire to see the merit system substituted for the patronage system, it behooves us to play the game fairly and refrain from using or attempting to use politi-

cal or other influence to obtain preferment. Much will depend upon the relationships established between the Commission and the Service at this early stage. A hostile or critical attitude on our part will not, I think, be conducive to those relations which should exist between the Service and the Commission which has our destinies so largely in its hands. On the other hand, I submit, an attitude of aloofness or unapproachableness on the part of the Commission will not assure the best results. It seems to me that in this meeting we have the evidence that the present Civil Service Commission purposes to start on the right track." He then went on to make suggestions—in effect to lay down rules—governing the questions to be put by the audience to the speakers. Personal questions, or those having a personal bearing, would not be expected. The audience should allow also for the fact that the information might not yet be at hand to answer some questions, or it might not be desirable to answer certain questions at this stage. He held out the hope that time might be found at this meeting after other matters were disposed of to deal with the salary question.

The Hon. Dr. Roche, Chairman of the Civil Service Commission, was the first speaker called upon. He spoke briefly and with directness. The explanation of details, he said, he would leave to the visiting business experts. As to the engagement of those business men, he explained that complete information as to the Civil

Continued on page 295

Memorial Regarding a 1918 War Bonus of \$350 for Civil Servants.

Presented by the Civil Service Federation of Canada

GENERAL STATEMENT

In approaching you for a war bonus for Civil Servants, we, the appointed representatives of the federated Civil Servants of Canada, both inside and outside, do so with a full realization of our respective positions. To us you are not Cabinet, or Council, but employers, the largest employers of labour in Canada, engaged in running a business for whose efficient administration you are responsible to the people of Canada as a whole. We feel assured of your approval of our belief that circumstances should not be possible of creation under which we could secure employers who should be more alive than yourselves to their privileges and responsibilities. We only ask you to apply to your employees the principles which you have established by Order-in-Council, namely, that of July 11, 1918, as the proper basis for the employment of labour.

(The vital sections of this Order-in-Council are quoted on page 5.)

In presenting to you the plight of your average employee, we do so in the certainty that the full conditions cannot be known to you. A large part of these conditions, such as the evil effects of fixed salaries and permanency of employment at too low a rate to attract or hold the competent, are now in process of adjustment as a result of the reclassification and reorganization called for by the legislation of the past session. We desire here to express our appreciation of your action in this matter and of the efficient way in which your instructions are being carried out.

But there are other conditions of vital importance which require immediate attention. These have been brought about by a truly astounding increase in the cost of living, an increase generally estimated at fifty per cent for the war period 1914 to 1917, and if the present rate of increase in the cost

of living maintains its upward tendency for the year 1918, and we know of no factors which are likely to disturb its course, the increase for this year will amount also to fifty per cent, or fully as much as that of the preceding three years. (See page 5 for exact figures.)

The salaries of Civil Servants, established ten years ago, and increased since at an average rate of only \$22 a year (see the section on salaries, page 5) are being stretched more than twice to cover the needs of families which had none too much ten years ago. The struggle long ago passed the bounds of reasonable economy and your average employee is now cutting down in ways which sap his strength and efficiency, and that of his family. In fact the struggle of the last few years has introduced elements of weakness into life

which have been serious for all but which have borne particularly upon the children.

No increase now can ever repair the harm done to the rising generation by this period of under-nourishment. The short-sightedness of such a policy on the part of employers responsible for the welfare of an essential part of the State, for the whole State in fact, can only be atoned for by a generous assumption NOW of their duty to pay their employees a living wage.

Lest you think that we are overstating the plight of your employees, we will call attention to the fact that our figures are based on the average employee

and that there are thousands far below the figures presented. Yet the average salary compares favorably only with such minima as those established for street cleaners in the city of Toronto, for example, and is several hundred dollars short of the accepted minimum upon which a family of five can live in decency at the present time. (See the chart.)

We feel also that attention should be called to the fact that while the disorganization attendant upon any organized interruption of work (strikes, to use plain language) may be dramatic, it does not do even a fraction of the damage caused by the continual lack of *esprit de corps* in a neglected service. This feeling of discontent is always liable to break out into open rebellion. This fact is serious and one for which present conditions are and have been directly responsible.

We view with concern the growth of any condition that will necessitate the assumption by Civil Servants of the role so frequently forced upon organized labour in its bargains with capital. We, as employees, prefer to approach you, as employers, in a spirit of co-operation.

Your employees know that reclassification and reorganization were provided for by the last Session, but they have seen similar legislation fail to be translated into action, and in spite of the facilities granted by the Commission in the way of publicity your employees have not been made sufficiently familiar with the fact that the worst evils in the Service are already in process of adjustment under capable direction. In fact, such information as they have was gained largely upon their own initiative. Furthermore, the situation with respect to the cost of living is acute, and they see that situation met in industry and by other Governments.

We feel it our duty to inform you that the spirit of dissatisfaction with present conditions in the Civil Service of Canada is one of no inconsiderable proportions, and difficulty has already been experienced in postponing a renewal of the strife which broke out in last July.

Cabinet as employers of labour.

Neglect wholly responsible for present conditions.

Conditions being remedied.

More publicity desirable.

Conditions demanding immediate relief.

Thousands below the average figures quoted.

Dissatisfaction widespread.

Acting Prime Minister to the Memorial Delegation, October 8.

MINISTER OF PERSONNEL; "There will be some one to act as shepherd of the flock."

THE WAR BONUS OF \$350: "Just trust us, we will give you an answer soon."

It seems unquestionable that the best way to develop the *esprit de corps* which is absolutely essential to the efficient conduct of Government will be not only to grant our request for an immediate war bonus, but for you to assume the initiative in making a similar grant next year. The latest award of the Conciliation and Arbitration Board of Great Britain, granting a war bonus of ten per cent, with a maximum of \$400, to Civil Servants receiving \$2,500 to \$5,000, includes the following paragraph:

Esprit de corps and Governmental Initiative.

This award is made without prejudice to the consideration of any further application that may be made on behalf of the officers in question after the expiry of the present year.

A Board of Arbitration may wait for "application on behalf of the officers"; a Government should not.

We feel that the present conditions are due at least in part to the operation of the principle that what is everybody's business is nobody's business, and we here renew our firm conviction that a member of the Cabinet should be immediately appointed to exercise co-ordinative supervision over the personnel of the Civil Service.

A Minister of Personnel.

Our idea is that such a Minister of Personnel shall be accessible to the representatives of Civil Service organizations and shall be assigned by Council with the duty of reporting on conditions in the Public Service.

ANNOUNCED POLICIES

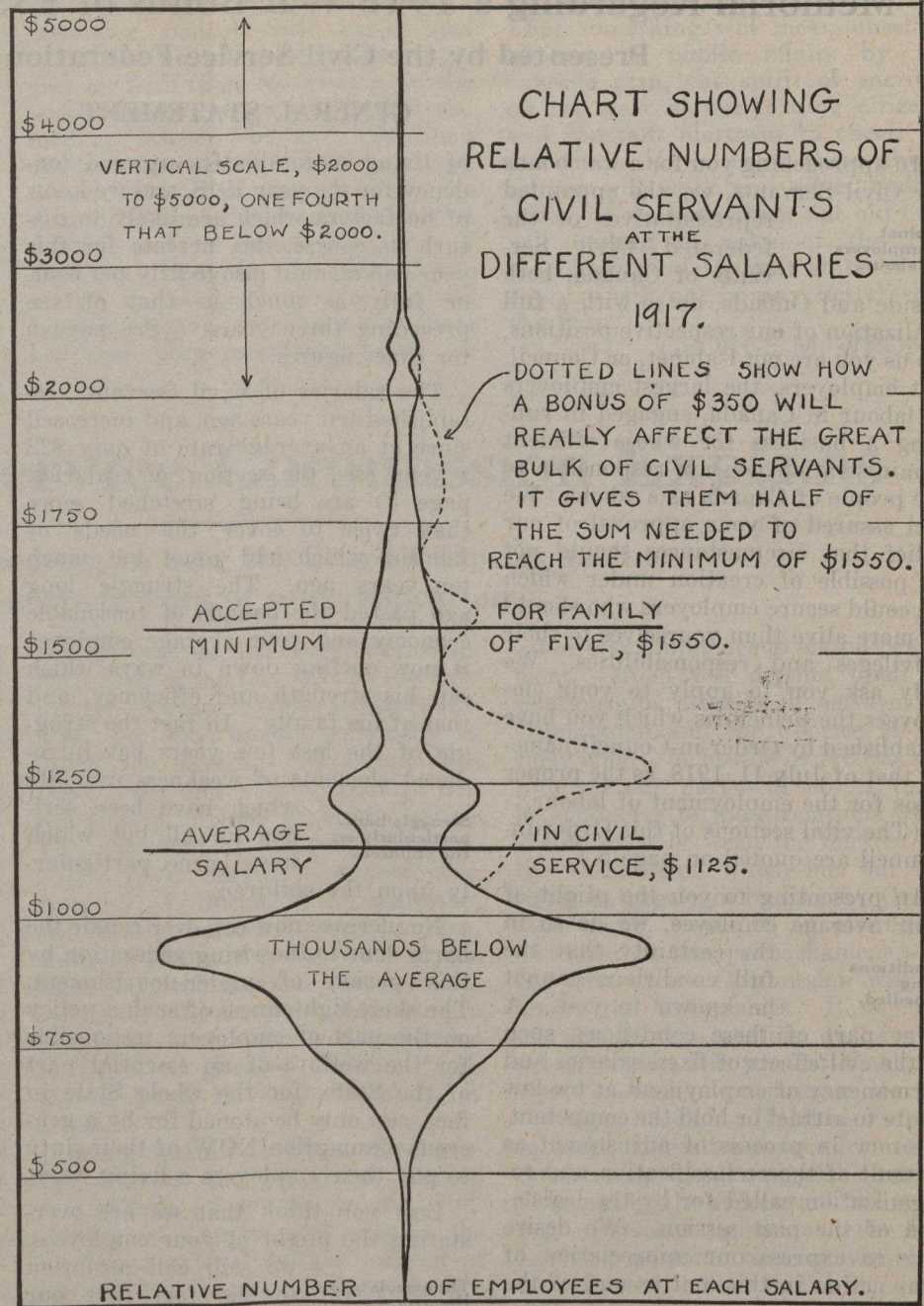
We feel justified in applying the following words of the Prime Minister in his Labor Day address at Toronto to the Civil Service as a whole:

The Prime Minister.

The methods by which the operation of the road is to be carried out must be as efficient as those of any private corporation.

The full operation of such a policy will mark a new era in Civil Service administration.

Lord Shaughnessy, in a speech at the opening of the Exhibition a week



Lord Shaughnessy.

earlier, made the following pertinent remark:

Some scheme should be devised whereby the relations between employee and employer should be put on a more satisfactory and a more lasting basis. In the past it has been customary for both sides to approach one another prepared to grant only the minimum of one another's demands. If this were changed and each side should approach the other prepared to grant the maximum demands, much more would be accomplished.

We feel sure in pledging the in-

The Finance Minister.

creased efficiency and wholeheartedness of Civil Servants when they once feel that they are in the hands of employers who have their interests at heart, and we are assured that the Government is able to meet us in this mutual exchange of maximum concessions by the words of the Finance Minister in a statement issued to the press:

The Canadian people are wealthier and more prosperous than ever before.

(NOTE.—This statement mentions the Canadian people, but it is an axiom in economics that a Govern-

OUR
VOLUNTEERS
IN KHAKI
4,462

Civil Servants Under Arms

OUR
DEAD - - 371
WOUNDED 551
PRISONERS 23

FOR GALLANTRY

THE old saying that "death loves a shining mark" is proving terribly true just now. Many of our finest men, whose conspicuous services have won distinguishing rewards, are numbered in the casualty lists. Among the latest is Lieut. Irving Harrison Dawson, who died on September 2 of wounds received in action on August 29. Last May he was awarded the Military Cross: "*For conspicuous gallantry and devotion to duty as forward observation officer during an attack. He established a visual signalling station and, in spite of heavy shell fire, maintained constant communication throughout the day. Though wounded, he refused to leave his post until relieved a day later.*"

A much-decorated Civil Servant, just home on leave after three years' service, is Corp. Henri Gauthier of the French army, in civil life an employee of the Topographical Surveys. He is now but twenty-one years old, but he has seen some of the hardest work in the war and has served in the 1st Colonial Infantry, the 7th Colonial Infantry, and the 61st Senegalese. He had his baptism of battle in the Champagne region in 1915. The next year saw him with the French contingent that fought with the Serbian army, and shared the famous retreat to the sea. There he caught malarial fever and was ill for four months. Back in France in 1917, he fought along the Chemin des Dames and suffered wound and shell-shock. This year he participated in the fighting against the German drive in the Champagne and in the Allied counter-drive on the Marne, commencing in July. On one occasion he was a survivor of a company that went into action 180 strong and came out with 76. Four times his individual services have won him honor and he wears the *Croix de Guerre* with four stars. For two citations in orders awarded his battalion, he wears the distinguishing cord.

A cable states that Captain John Osborn Galpin, Royal Air Force, has

been awarded the new decoration of the Distinguished Flying Cross for having downed five enemy planes. Capt. Galpin already wears the D.S.C. and his rapid promotion from cadet to Flight Commander has been won by signal services.

A SHINING RECORD

Those who have followed the splendid military record of Captain Frank H. Tingley, M.C., Canadian Field Artillery, will regret the news that he is again severely wounded, in the legs and neck, and in hospital at Wimereux.

Frank Harvey Tingley, son of Major A. J. Tingley, of Moncton, N.B., was born in 1890, graduated as civil engineer from the University of

New Brunswick in 1910 and was engaged as an engineer under the Department of Public Works when war was declared. He was a lieutenant in the 4th (Militia) Brigade of Field Artillery and went to the front with the 8th (Overseas) Battery.

Six days before the great fight of St. Julien he went into action on the Ypres salient. In the struggle which raged in that sector during the closing days of April, 1915, he bore his part and on May 2 was struck by a fragment from a German shrapnel shell. For hours he stuck to his post and rendered such noteworthy service that, during his convalescence in England, he was decorated with the Military Cross at Buckingham Palace by the King in person.

When fit, Lieut. Tingley returned to the front, and on August 18, 1916, was again wounded. His



CAPT. F. H. TINGLEY, M.C.
(Department of Public Work)

battery zone had been changed on the previous evening and at early dawn he went out to locate a new observation post. He was discovered by the enemy, who opened a machine-gun fire upon him from a concealed point of vantage, and before he could take cover he was badly hit. He got into a ditch and crawled back until rescued.

Later, he was promoted to a captaincy. He has been home to Canada twice, once as a convalescent and once as a convoy officer. He was offered command of a depot battery in Canada, but preferred to return to the firing line.

OUR ROLL OF SACRIFICE

LIEUT. J. J. GENDREAU, dangerously wounded in the chest on August 26, belongs to the Customs staff at Lake Megantic. He has been serving with the 5th Mounted Rifles.

MAJOR ARTHUR E. DUBUC, D.S.O., was admitted to Wimeroux Red Cross hospital on August 29, severely wounded in the face. Major Dubuc is one of the most distinguished of Canada's Civil Service soldiers. He won his way up as an officer of the 22nd French-Canadians and at one time commanded that famous battalion. He is a Public Works official and has been wounded twice before.

JOSEPH RICHARDSON, of the Vancouver Post Office staff, died in the University War Hospital at Southampton, Eng., on August 27 of wounds received in action in the drive east of Amiens on August 10. He enlisted with the 68th Battery and had seen much service in France, fighting at Vimy Ridge, Ypres, Arras, Hill 70, and the Somme. News of his death was received with deep regret in Vancouver. He was a general favorite with the men of the postal services and with the public whom he served. He leaves a widow.

CAPT. FRANK H. TINGLEY, M.C., of the Public Works staff, Moncton, suffered dangerous multiple wounds on September 5. He has had a fine career in the army and was wounded twice previously.

LANCE CORP. B. E. BLACK, Post Office Department, Ottawa, admitted to hospital at Bristol, Eng., on September 2, has wounds in the back. He was a 207th recruit and transferred to a very famous unit.

IRVIN HARRISON DAWSON, M.C., died in France on September 2 of wounds received in action four days previously, was a St. Catharines boy, a science graduate of Toronto University and an engineer on the Welland Ship Canal. He held a commission in the old 7th Field Battery of St. Catharines and went to the front with the 49th Battery, raised by his home unit. The order granting him the Military Cross is published in this issue.

FREDERICK WILLIAM KING, killed in action on August 26, was the elder son of the late W. F. King, C.M.G., LL.D., Dominion Astronomer, and Mrs. King. He was on the Observatory staff before he enlisted with a field battery for overseas service. Later, he was with the Princess Pats.

CAPT. GEORGE BLACK, Commissioner of the Yukon territory, is in hospital in England with a bullet through his thigh. He was wounded in the first of the Canadian advance on the Arras front. Capt. Black qualified for a commission after the war broke out and then went back to Dawson and enrolled a great many men for overseas. His services, both in Canada and France, have been noteworthy.

CLIFFORD MILLER, of the staff of the Printing Bureau, died of wounds in No. 42 C.C.S. on August 31. He was twenty-eight years of age, went overseas as sergeant in an Ottawa battalion and reverted in order to get to France quickly. His brother, J. C. Miller, recently returned to Canada, wounded.

V. C. HENDERSON, killed in action, was the fourth man of the Registration Branch, Dept. of the Interior, to make the supreme sacrifice. He went overseas with the Field Artillery, but transferred to the Trench Mortars.

CORP. HENRI GAUTHIER of the French army, an employee of the Topographical Surveys, is home on leave. He has been wounded and decorated. Further reference to him will be found elsewhere in this issue.

IRWIN KELLY, killed in action, was an employee of the Royal Mint. He enlisted with the 26th Field Battery, transferred to another unit, and was wounded on November 19, 1916. He was but twenty-one years of age.

JOHN HARMAN McDOLE, wounded, was an employee of Postal

Station "H," Toronto, and a recruit of the 170th Battalion.

FRED T. DEXTER, wounded, belongs to the Department of Agriculture, Ottawa, and was a recruit of the 207th Battalion.

CECIL E. CATHCART, wounded, belongs to the office staff of the Controller of the Railway Mail Service, Ottawa. He went overseas with a draft from the 74th Battery.

P. V. McMARTIN, died of wounds on August 30, was a railway mail service employee in the Winnipeg district.

A. V. BURLTON, railway mail clerk of the Moosejaw district, was killed in action on August 30. He had served with the 60th King's Royal Rifles.

LIEUT. M. G. ANDERSON, M.C., Finance Department, Ottawa, gassed, has been wounded on two previous occasions.

F. BRUCE ROBERTSON, killed in action on September 9, was an engineer at the head office of the Forestry Branch, Ottawa, and went overseas with a McGill company to reinforce the Princess Pats. He subsequently transferred to the signal service of the 3rd Canadian Divisional Artillery.

PIERCE K. GOOLD, Toronto Post Office staff, has been wounded in the eye.

FRANK HERBERT C. NORTH, wounded in the right thigh, is a Toronto postal employee, twenty years of age, and has been overseas for two years.

RICHARD PARKS, Toronto Post Office staff, wounded in the shoulder, has been overseas but a few months.

J. A. DWYER, another Toronto postal clerk, wounded in the right arm and leg, has been in the army for three years.

T. J. SHEA, Toronto Post Office, has been wounded.

J. E. PHILLIPS, Toronto Post Office, is also in the casualty list as wounded.

LIEUT. A. G. W. DUNCAN, Customs, Ottawa, severely wounded on September 3, was in the 77th Battalion, then in the 207th and finally with the Trench Mortars.

CAPT. E. L. RAINBOTH, M.C., wounded, was in the Dept. of Militia and Defence before he enlisted with the 77th Battalion. He is a machine gun officer and won his decoration and promotion at the first battle of the Somme.

EDITORIALS

THE CIVIL SERVICE MEMORIAL OF OCTOBER 8, 1918

If Civil Servants had been even fairly treated during the past few years and had considered it necessary to memorialize the Government for an improvement in their condition, they would have been expected to present every argument that could be advanced. With a case so flagrant as the one under which they are now labouring, the careful preparation and presentation of the array of facts, figures, policies, and precedents which crowd the Civil Service memorial of October 8 means only one thing—a desire to approach the Government in the spirit of mutual co-operation which should animate the relations between all employers and their employees.

The memorial states this plainly in so many words, but it could have been silent on this point without leaving any room for question as to the sincerity of the belief in this method of approach and the sincerity of the belief that this spirit of co-operation will characterize its reception.

The memorial contains a concrete and constructive suggestion as to how this co-operation can be brought about. Civil Servants have their elected representatives; it asks that the Government appoint a representative whom they can meet, a Minister of Personnel in the Cabinet, alive to the interests of the Service and responsible to the Cabinet for the proper supervision of the duties and responsibilities enjoyed by them as the largest employers of labour in Canada. The memorial rightly points out that this function of Cabinet or Council is too often overlooked to the neglect of the Service.

They state their belief that the Government should be the best of employers; they prove their desire to be the best of employees.

The memorial draws a careful distinction between the conditions in the Service which are in process of adjustment under the direction of the Civil Service Commission and the conditions due to an unprecedented rise in the cost of living, conditions which are acute and demand immediate relief.

Perhaps the most striking facts in the memorial are these: (1) the average salary paid to Civil Servants, top to bottom, east to west, is \$1,125 a year, \$3.60 per day; (2) thousands receive far less

than this; (3) the average Civil Servant has been promoted at the rate of \$22 a year for the last nine years; (4) the advancing cost of living has reduced his salary at the rate of \$62 a year for every one of the same nine years, and has stranded it 80 per cent below the cost of living; (5) with the war bonus added the average salary will still be below the minimum needed by the average family of five and 40 per cent below the cost of living; and (6) since this is the first general war bonus to relieve a condition which has existed for years and which has been met gradually by private industry, the whole sum is not chargeable to one year at all. A proper bonus for this year alone based on the increased cost of living is given as \$725—a figure that throws the requested war bonus of \$350, for more than this year, into its true light.

When we realize that day labourers are now receiving forty cents more per day than do the men and women who run the Government, we feel safe in saying that the average citizen who reads the memorial will come to the conclusion that its framers could have made striking use of the figures of his own trade or profession in support of the claim that the condition of Civil Servants is one demanding remedy.

Even the most casual reading of the memorial will convince any one that the difficulty experienced by those responsible for its construction was mainly one of what to leave out. The case of returned soldiers averaging less from the Government than garbage collectors from the city is striking, but only one of dozens of similar comparisons that might have been made.

We do not wonder at the feeling of dissatisfaction which the framers of the memorial felt it their duty to describe.

The memorial gives detailed figures showing the way in which other governments, worse off financially than our own, have met similar conditions and quotes the instructions issued by the Government in the Order in Council of July 11 to employers as to the proper adjustment that must be made between wages and the advancing cost of living, and the necessity for the payment of living wages, which are themselves defined. It rightly asks that these instructions be followed by the Cabinet in their dealings with their own employees.

It is to be hoped that the Government will see that it is the loser in placing so low a valuation on the staff which it employs for the job of running the Government.

The memorial concludes with a paragraph which so clearly presents the spirit and scope of the entire memorial that we quote it in full:

"We have been moderate in our requests, we have asked for no more than you have already given to thousands of your employees, we have based our memorial upon the doctrine enunciated in the Order in Council of July 11 to all employers of labour in Canada, we have made a sincere attempt to prove not only the justice but the necessity and the practicability of our case, we have followed precedents already established in countries whose financial situation is far worse than our own, and we rest our case with you in full certainty that our confidence is not misplaced."

AFFILIATION OF WAGE WORKERS' ORGANIZATIONS

We believe in the present-day necessity for the affiliation of all organizations of wage workers. And we use the term wage workers intentionally—we wish to be understood. As the Editors of the *Courier* put it: "Labour is no arbitrary sheep and goats classification. The man who sits at a desk is as much a labour man as the man in overalls."

We see no difference whatever ourselves, except that the man in the overalls draws the better wages of the two. Skeptical? Read this: The average wages paid to Civil Servants in Canada (everybody,—deputy ministers, division chiefs, stenographers, clerks, and messengers) as shown in the memorial of October 8, is \$3.60 per day. The wages offered to day labourers, in advertisements signed by the Provincial Government of Ontario, is \$4.00 a day, for example, and posters put up in the city of Toronto advertise for munition workers at wages ranging from \$4.00 to \$15.00 per day. Compare these "overall" wages with the "desk" wages of \$3.60 given to the staff engaged in the job of running the Government.

But we were talking of the affiliation of wage workers' organizations and the interpretation to be placed upon the word affiliation is more important than the classes of workers to whom it is to be applied. We believe that the affiliation of labour organizations no more means that they should all agree on all points than should the members of an executive committee. In fact the stagnation inherent in a policy of unanimous consent would be ruinous to the objects for which any worth-while organization was in existence. For the affliator to become an automatic "O.K." stamp would merely add numbers to a movement to which new members should be willing and should be expected to contribute brains.

We could have used the political party unit in

illustration of our point, instead of an executive committee, if political parties embraced men who were where they are solely or even largely by reason of personal conviction. Too often the very opposite is true. In fact it is this absence of personal conviction which we see as the greatest difficulty before organized labour to-day. Labour is neither so unusual, nor the mental qualifications for drawing wages so uniform as to make labourers as a class any more congenial or unified in their ideas of economy, political or social, than any other cross section of society.

Labourers have grievances, however, grievances so real that the necessity for help leads to the concentration of wide powers in the hands of men whose developing policies may have only one point of contact with the rank and file. Labour leaders are selected largely for their ability to press this point of contact rather than for their general platform, and it is this, rather than the number of individuals concerned, which constitutes perhaps the chief difference between organized labour and organized society as represented in what we are pleased to call democratic government. Much as we regret a condition of affairs so pressing as to make temporary relief speak louder than permanent improvement, it would be a mistake on the part of any large section of the community to surrender their initiative in a movement to whose interests they could be permanent contributors.

Before Civil Servants could actively affiliate with the Trades and Labour Council of Canada, to be specific, it would be necessary, for example, for them to find out the attitude of that Council with regard to the war. Since this might change, it would be necessary for their action to be one of approval now, of the present attitude, nothing more, unless they could share in the formation of that subsequent attitude. If active affiliation demanded more than this, if it demanded the approval of policies in whose formation Civil Servants had had no share, such a condition of affairs could only be described as taxation without representation. While majority rule will always result in a partial application of this principle, let us be sure that a real majority exists and that it has been able to express itself. For, however much we believe in the present day necessity for the organization of those who produce wealth, we must recognize the coming of a day when this would mean the organization of all. Long before this can take place, the president of labour, elected by a majority of labour to execute the will of a majority of labour will be the executive head of the entire country,

and there will be parties within the labour, "party." The necessity now for the sinking of differences which should not be submerged is the operation of a fiscal policy that permits the gravitation of wealth to the minority represented by the "him that hath." This policy is now in full operation. We therefore believe in the affiliation now of wage workers of all kinds.

We believe in action. An organization, like an individual, proves its ability to perform larger duties, not by waiting for some fancied improvement or change in conditions, however essential that change may be, but by assuming all possible duties and responsibilities under the conditions which surround it. Affiliation with labour may now be possible, and it may now be impossible. It has been done in Great Britain and the United States. Whether it is or not, Canadian Civil Servants have the power of making their affiliation potential, and can in this way assist in bringing about those changes which may or may not be necessary before affiliation can become a fact.

Take down your copy of "Time and Tide" and read what Ruskin said to English workmen nearly fifty years ago: "Whatever the rules you speak of may be, unless there be anything in them contrary to the rights of present English property, . . . can you not, you thousands of English workmen, simply make them a law unto yourselves, by practising them?"

We do not hesitate again to use words which express our feeling and which we could not paraphrase without spoiling, though we shall substitute the word "organizations" for "countries" in the following paragraph from an editorial in the *American Federationist*:—

"There can be broad and liberal fraternity between the workers of two organizations without identity of methods and institutions. Because policies are different in the two organizations is no proof that they are wrong in either."

MINISTER OF PERSONNEL

Article 9, sec. 3 of Bill No. 53 provided the first elements of an Appeal Court for Civil Servants afflicted with a grievance or a supposed grievance. It was indeed a piece of bad luck that this article was dropped from the bill, but its loss should simply stimulate the efforts of the Federation to have the article replaced in very much improved form. In lieu of an Appeal Court, there is a crying need of a Minister of Personnel to whom cases of extraordinary anomaly may be

submitted. Just to give one instance of many such cases. When the Inside Service was given a bonus in 1917 the staff of the Railway Commission were informed that they belonged to the Outside Service. Now that the Outside Service has received their bonus in 1918, the staff of the Railway Commission has been informed that they belong to the Inside Service. This kind of government of the personnel makes a man reach out for a straw to save himself before he sinks.

We need a minister of personnel at least until the Commission overtakes its initial tasks of organization, which may be in the next two or three years. In 1867, the Canadian Government placed a minister in charge of all the personnel of the Service. Past Governments kept that minister in absolute autocratic control of every man, woman and child. That minister was a demon, a butcher of men's hopes and a despoiler of their ambitions. He was a Hun and yet all Governments retained him in power to dictate to them what injustices they were to perpetrate. No minister was ever known to protest publicly against the horrors of his administration. His name was Political Patronage. He is supposed to be dead and now, sad to relate, the Union Government who removed this atrocious tyrant from the control of the personnel of the Service has not, so far at least, agreed to appoint a nice clean man like Senator Robertson in his place. All that would be desired of Senator Robertson is that officers of organizations may acquaint him with extraordinary anomalies, pickings and stealings, such as the case mentioned above. It is not intended that he shall settle everything on his own responsibility, but that he should report real cases of hardship and injustice to Council, or to the minister concerned. Ministers who have tolerated the *intentional* iniquities of the long interference of Political Patronage as Civil Service Minister surely should not resent their attention being called to *unintentional* acts of injustice in their departments.

MENACE OF THE ROUTINE

The Editors regret that in the accumulation of subjects demanding attention, a message of great moment to all non-administrative officers in our Service has not been uttered and re-uttered until firmly stamped upon the minds of all concerned. We refer to the menace of the *deadly routine*. We venture to state that every one of our readers has come across cases of their office mates losing their grip, their efficiency and their enthusiasms because they have been con-

tent to depend for mental exhilarations upon the brain work required by a routine job that offered no opportunities for initiative. We have heard the envoy of the old regime prate of the "sanctity of wealth." The old regime with its "sanctity of wealth" has been ruling the world and has brought on us the present crisis. We preach to-day the "sanctity of labour." The best permanent capital of a country is the efficient men and women who compose it. A discussion of our subject may therefore be viewed from two aspects—the national and the individual.

A Government that overmans one of its vital services is committing a crime against the conservation of that form of energy which best contributes to the wealth of a nation. The loss to the national treasury entailed in paying salaries to two hundred people to do work that might be done by one hundred is a mere iota when compared to the loss of capital man-power caused by the depreciation of the mental and physical vigour of those one hundred individuals who furnish a part of our country's best capital, viz., its flesh, blood, brains, enthusiasms and aspirations.

The case of the individual presents to the psychologist the saddest, though not the most spectacular, loss. The most cheerless aspect of the individual case is perceived in the ease with which one may become a victim to the microbe of the deadly routine. The story is told of a civil servant who upon entering the Service was taken in hand by one of the wise men who gave to the novitiate a practical demonstration of the system in the persons of a number of clerks who had lost their grip by falling a victim to the evil effects of the deadly routine. One precious soul was thus saved, and the newcomer referred to after many years of service is full of energy, hope, optimism and, if needs be, fight.

And so to our readers we say, do not estimate the importance of this subject by our lack of attention to it in the past. If your office work does not make full demand upon your mental establishment, take up some special study or studies that will develop your faculties from day to day. In doing so do not omit or forget your necessary physical exercises, for one of the surest signs of the inroads on the system of this dangerous microbe is the almost unconscious abstinence from necessary exercises which exhibits itself in such insidious ways as motor-riding, incessantly taking the car to the office, and by other similar vices of the blood.

PENALIZING THE SOLDIER'S WIDOW

It should be more generally noted that the terms upon which a pension is to be given to a soldier's widow provide that it is to cease when she marries again. The reproduction of the human species has been left to chance for so long that the framers of these regulations have failed to grasp the important fact that the bringing of a single child into the world will add to society an amount greater by far than any pension outlay, that children are an asset no nation can afford to disregard and that this will be doubly true after the world war is over, and that nations must aid rather than discourage any increase in the birth-rate. Why is a pension granted to a soldier's widow? Because he has lost his life? Most certainly not. She wouldn't have received one if her husband had not been a soldier. The pension then bears no relation to the fact of his death, but is dependent solely on the fact that he was a soldier and gave his life for his country. That any change in the family or financial status of a soldier's widow should affect her pension is, therefore, unjust.

The Government has proven the correctness of this contention by making, to the wounded soldiers whom it is equipping and training for absorption into civil life, a solemn promise that their pension will not be cancelled or reduced, irrespective of the position or the salary in life to which they may attain by reason of that training.

The blame for these regulations probably rests upon an early lack of knowledge as to the extent of the struggle in which we have become engaged, but in any case we should insist now that they be so altered as to remove this injustice and the penalty it imposes upon those who are willing again to assume the duties and responsibilities of motherhood.

NOTES

A tyro in the reportorial world has brought to his newspaper the news that the Ottawa Association represents the Inside and the Federation represents the Outside Service. This brings to mind a ghost which haunted our minds in the early days of our organization ten years ago. At that time there was a little jealousy on the part of our Outside brothers that the Inside was not as disinterested as it professed to be. Past events and especially recent events have finally removed all such groundless fears. It is therefore most unfortunate that we have to be reminded of ugly dreams. The fact is that the

Civil Service Association of Ottawa is responsible for the formation of the Civil Service Federation of Canada and has been a most influential member of the Federation ever since. To say that the Civil Service Association of Ottawa is co-operating with the Federation in asking the Government for a war bonus is exactly on the same basis as to say that the Western Canada Interior Civil Service Association is co-operating with the Federation and it would be equally true. To attempt to convey any different conception of the relationship of all our various bodies is simply to plant the seeds of discord. We make this amending statement in case a reporter's error has gone abroad and to assure our friends abroad that, not only is the association of the Inside Service a loyal member of the Federation, but it is the only component body which has paid its dues for the present year.

—————CSFC—————

A very promising example of the Government's intention to stand by its Merit law and to support the Commission is evidenced in connection with the report of the resignation of Mr. J. K. L. Ross, chairman of the Pensions Board. Mr. Ross desired to have an exception made in the case of his board so that he might be allowed to bring in his own nominees to man the machinery of the Pensions Board. We appreciate the fact that Mr. Ross is in great need of technical assistance, but we cannot understand why section 15 of the Act does not afford him the

necessary machinery. Dr. Roche will, we are sure, speed up in the particular case of the Pensions Board on account of the pressing nature of the duties performed. But to ignore the operation of the Act in the case of the Pensions Board means a wide open door for whomsoever may desire to enter the Service on the arm of that slightly-disfigured-but-still-in-the-ring old fiend "Political Patronage."

—————CSFC—————

Mr. W. E. Lemon, postmaster at Toronto, the first of his kind, has just done a very nice thing, such as we might all rightly expect of a man who got his position on the worthy and appropriate basis of Merit. He has appointed a returned soldier who has lost both legs to a position as switchboard operator in the Toronto Post Office. Of course it was the Commission that made the appointment, but we assume from the news item that Mr. Lemon interested himself on behalf of the good old boy who gave both his legs to the contest against the Barbarians.

—————CSFC—————

The promised continuation of the Anniversary Story of the Federation and *The Civilian* has been postponed until the November number; the congestion of work in connection with the re-organization of the new *Civilian* has made it impossible to prepare the completed story of these two institutions.

—————CSFC—————

The Call of Home

Tho' we may all be fools of Fate and slaves of Circumstance,
 We can but take a manly risk and play the game with Chance;
 A wiser guy than you or I says "All the world's a stage,"
 Where every man must play his part, from childhood to old age;
 But tho' our steps may wander far in search of pastures green,
 From many a spot beloved of yore and well remembered scene,
 In spite of all the varied charms we meet where'er we roam,
 We still keep listening for the cue that brings us nearer Home.
 The scene may be a humble one, the setting grim and bare,
 No loud applause may issue from the world's wide theatre,
 But as we hold the centre-stage beneath the spotlight's shine,
 The orchestra of Memory plays the strains of "Auld Lang Syne."
 Perchance no swell reception gang may hatch the welcome cheer,
 Nor drum nor cymbal in our cause disturb the atmosphere,
 But under all and over all prevails the world-old strain
 That leads our inmost hearts to own the ties of blood and name.
 View with suspicion him who plies a low and slanderous tongue,
 And trains its venom'd shafts to pierce the flesh from which he sprung;
 And put your trust in him who vows that 'neath high heaven's dome,
 There are no better, kinder hearts than those that beat at home.

—Jack Cadden.

The
Collector of
Comments

Dominion Customs Association

The
Unofficial
Surveyor

(By Customs Associate Editor)

I AM sure that the members of the Dominion Customs Association of Canada, in common with the rest of the Civil Service will feel that we have now, in the new *Civilian* an official mouthpiece that does credit to the great army of public servants, and it behooves us to show our appreciation of the enterprise of the committee to do all we can to make it even more powerful and influential, by giving it our moral, and what is more practical, our material support, so that it may "carry on" the good work of Civil Service Reform.

As to Civil Service Reform, does the average Civil Servant realize the potential power he could exercise if every one were a member of some organization affiliated with the Civil Service Federation of Canada. There never was a step in the path of progress or reform made by the "stand-patter" or the "let-well-enough-alone" fellow. The time has passed when the Civil Servant who has a proper conception of his duties, and gives faithful service, need have any fear of being outspoken in denouncing wrongs and injustices in the Public Service. So, get in the game, let there be no slackers; everyone is expected to "do his bit." Join up with your fellow workers and "carry on" the good work of Civil Service Reform so auspiciously on the way to better things for Canada and its people.

—CSFC—

Classification

This very live question is a source of great concern to every Civil Servant, and with the view of obtaining first-hand knowledge as to the procedure to be adopted in classifying the Service, I attended the meeting called by the Civil Service Association to hear the experts who have been called in to assist the Civil Service Commission in the immense task before them. You can realize to some extent what a job it is to classify about fifty thousand Public Servants, and when you consider that their report must be in the hands of the Commission for January, next, we must not expect, as one of the experts said, "a 100 per cent classification."

But it is a beginning in the path of progress and reform, and I am sure all Civil Service organizations will loyally support, and give every aid at their disposal, to the Commission in the work they have in hand to make the Public Service an honourable one, where merit and efficiency will be rewarded, and the nightmare of "patronage" and "pull" will be only an evil memory to the faithful and efficient Public Servant.

Mr. T. H. Burns, the energetic secretary-treasurer of the D. C. A., has returned home, more optimistic, if that were possible, of the good work that will be accomplished by the D. C. A., after a sojourn with the "Wise Men of the East." He reports the great interest that is being manifested in Montreal, Quebec, St. John, Halifax and other centres "down by the sea" in the matter of bettering conditions of the Public Service, and speaks in glowing terms of the hospitality that was everywhere extended to him.

—CSFC—

Acting Officers

One of the many abuses which obtain now in the Customs Service is the "acting officer" filling a position by "patronage" and to which he is not entitled by merit. He is practically usurping an office and blocking the just promotion of men who are his seniors in service and his superiors in efficiency. This condition of affairs can have no other effect than creating a feeling of unrest and dissatisfaction wherever it obtains, and calls for vigorous protest on the part of Civil Service organizations that wish to see merit and efficiency count, and the faithful officer rewarded for duty well done. More anon.

—CSFC—

GETTING TOGETHER

(By T. H. B.)

For the purpose of getting acquainted with the members, and studying the local problems at close range, the secretary-treasurer utilized his annual vacation in visiting a number of eastern branches of the D. C. A.,

where he was received as a welcomed and honoured guest.

Meetings had already been held at Montreal, Toronto, Niagara Falls, and other ports, and interchange of views had been effected to the advantage of all concerned; but the East had not yet been dealt with except by mail, a method more or less unsatisfactory. An invitation, worded in warm and emphatic terms, started the Ottawa representative of the D. C. A. on a three-thousand mile journey, which proved of a most interesting and informative nature.

The first official visit took place at Charlottetown, although a brief stop had been made at St. John to "take on" Mr. W. M. Campbell, the enthusiastic and hardworking secretary of New Brunswick and Prince Edward Island associations, who had charge of the itinerary of the trip. With Mr. Campbell as guide and prompter, the journey to Prince Edward Island was a pleasant experience.

The membership of the Island branch, which has every officer on the roster, though not large in numbers, is a hundred per cent strong in enthusiasm of the prospects of the D. C. A., and each member vied with the others in display of hospitality, for which the Island is renowned. After an interesting meeting, following a social hour at a nearby restaurant, the Northumberland strait was recrossed and the city of Halifax was reached in the dead of night, but not too late for a local representative, Mr. Arthur Lovett, to be on hand to extend a hearty welcome to the wearied traveller. The following day was spent visiting the members and studying local conditions, varied by sight-seeing.

In the evening took place the largest meeting of the members ever held, which included a goodly number of representatives of outside ports. After the speaker had concluded his remarks, a number of interesting questions were submitted, which provoked a discussion, bringing to light many matters of interest. A banquet was tendered the visitor, and concluded a most enjoyable and profitable visit.

St. John was reached the following

evening, and there also the very large attendance, in spite of the raging elements, showed the interest of the members, and a most interesting evening was spent, discussing the problems of the Service.

Quebec, the ancient city, was the last place of the tour and a very busy day was spent in interviewing various officers. In the evening the full staff, or as many as could be spared, gathered together, and considerable light was thrown on matters of interest.

Of the hospitality, kindness, and appreciation shown the visitor too much cannot be said. The drive about the garden-like country surrounding Charlottetown, the fascinating scenery along the St. John river followed by the dinner at the summer residence of one of the officers, in a fairy-like glen, the drive through the devastated districts of Halifax, which is slowly rising phoenix-like from her ashes; all these remain pleasant memories of a pleasant but arduous trip.

An "entente cordiale" of the finest sort has been established, and a perfect understanding of the objects, aims, and ambitions of the D. C. A., has been developed. In short, the members now know who we are, and what we stand for, and personal relations of the friendliest character result in the all too short visits, the memory of which will long be cherished by the writer.

—CSFC—

VANCOUVER BRANCH

Mr. David Laughnan, president of the Great War Veterans' Association of British Columbia and a member of the Customs staff of the port of Vancouver, has accepted the editorship of *The Veteran*, the official organ of the Dominion Great War Veterans' Association, and will take up his duties on October 15.

The news of Mr. Laughnan's departure from the Coast will be received by hosts of friends with regret, though all will be gratified that he has

found the work for which he is suited. A fluent speaker, holding moderate views, he has been a tower of strength to his returned comrades.

Private Laughnan was a sergeant in the 72nd Seaforth Highlanders of Vancouver for three years. He answered the "call" from Hazelton, where he was living when war was declared. He was with the *Omineca Herald* in that town. Private Laughnan was wounded in a midnight charge near Ypres on April 22. A bullet penetrated his abdomen, inflicting injuries from which he is still suffering.

There recently passed away from the ranks of Customs Officers at this port the oldest member, Thomas Alcock. Mr. Alcock entered the Service in January 1888 and thus had been over thirty years in the Customs.

Mr. Geo. Nuttall, stenographer to the Collector since August, 1914, has been promoted to be Assistant Appraiser, with an increase from \$1,200 to \$1,400. The position he vacated is being filled by Mr. C. E. Jones, former Assistant to the Appraiser.

Mr. W. Drinnan gave an interesting talk at our last meeting in making his report of his recent visit to Ottawa on our behalf. He reported having been extremely well treated by Messrs Grierson and Burns and having received every assistance from them. The Minister of Customs also received him with courtesy and heard his representations regarding salaries and other matters.

It is a matter for regret that, in spite of all that the V. C. A. and the D. C. A. tried to do, Officer W. B. Anderson has been compelled to leave the Service owing to defective eyesight, this defect coming on while in the Public Service.

By an exchange, Officer W. C. Arsenault has been transferred to Edmonton, and his place is being taken by Mr. Todd of that port.

—CSFC—

THE INCREASES

Order-in-Council No. 2051, Aug. 19, granted additional increases to the whole Postal Service, and Order-in-Council No. 2047, Aug. 20, made similar grants to the Customs and Inland Revenue staffs. These have been reported in a former issue of *The Civilian*. Since these grants, the staff of the Public Works Department has been provided for in accordance

with the terms of the Order-in-Council, Aug. 19, No. 2051.

—CSFC—

"I see you're drinking coffee, Judge," said a man to Judge Lindsey, of Denver, one hot day. "That's heating. In this weather you want to drink iced drinks, judge—sharp iced drinks. Jevver try a nice cool gin?" "No," said the judge, "but I've tried several who had."

TORONTO BRANCH

Two splendid records of long public service were fittingly recognized by members of the Civil Service Association of this port when they presented beautifully illuminated addresses to two members who have been superannuated. The first presentation was to Mr. J. R. McCaffry, surveyor of the Toronto Custom House, who has been connected with the local office for 49 years; and the other was to Mr. Wesley Pearson, appraiser of the local port, who has been employed in this branch of the Public Service for 36 years. The testimonials were presented by the Chief Clerk, Mr. W. K. S. Tinning. An address was also made by Mr. B. Anderson, who is the oldest employee in the local Custom House, having a record of 50 years.

Who Will Be Successors

Rumours that these positions were to be filled by bringing men in from outside places instead of by promotion from employees of the local staff caused some discussion of late. The matter came before the meeting and was referred to the special committee, which will take the matter up with the proper authorities.

—CSFC—

Members of the D.C.A. in all parts of Canada will be grieved to learn of the death of Harold, only son of Mr. and Mrs. Thomas H. Burns. The death of Harold occurred on Thursday, September 3rd, after an illness of over six months. The anxious care and solicitous attention given by the parents for the comfort of their son during these trying months has called for great self-sacrifice on the part of Mr. and Mrs. Burns. All correspondents of Mr. Burns will understand the cause of any delay in the course of letters passing between themselves and the Secretary of the D.C.A.

The Public Works employees of the city of Montreal met Sunday afternoon, September 29, in the Labour Temple, and organized, 100 strong. The officers elected were: President, F. D. Descory; Vice-President, W. A. Harper; Secretary, S. McGarry; and Treasurer, Mr. Carey. Messrs. D. A. Hickman, of Ottawa, and McKenzie, of Montreal, were present, and addressed the meeting on organization.

Continued from page 280

ment is as prosperous as the people of which it is composed.)

Order-in-Council No. 1743, of July 11, 1918, sections 9, 15 and 16, contains a statement of policy with regard to wages and living conditions, spoken to employers of labour by yourselves, upon which we might rest our case without further argument. That policy is expressed as follows:

Canadian
Order-in-Council

9. That all workers, including common labourers, shall be entitled to a wage ample to enable them with thrift to maintain themselves and families in decency and comfort, and to make reasonable provision for old age.

15. That in fixing wages, hours and conditions of labour, regard should be had to the labour standards, wage scales, and other conditions prevailing in the locality affected, always mindful, however, of the necessity of payment of living wages.

16. That to better preserve industrial peace during the war, employers and employees should, after once establishing an agreement as to wages and working conditions, agree to its continuance during the war, subject only to such changes in rates of pay as fluctuation in cost of living may justify.

The Board of Appeal has frequently, as in the case of the Ottawa

Boards of
Arbitration and
Conciliation

Street Railway strike, and that of the Canadian Pacific Railway telegraphers, added to the figures established by the Boards of Conciliation. The general policy governing such action has been well expressed by the Board of Conciliation and Investigation appointed to consider the matter of wage increases for the employees of the British Columbia Electric Railway Company, as follows:

The guiding, if not the controlling factor, in forming an opinion as to the rate of wages to be paid to the employees, must be the cost of living.

The position of employees in disposing of their labour has to be dealt with irrespective of the financial standpoint of an employer. When material is sold to a company the manufacturer does not, as a rule, reduce his price to suit the financial requirements of the purchaser.

CIVIL SERVICE SALARIES AND THE COST OF LIVING

The salaries paid to Civil Servants were established, generally speaking, in 1909. At that time the average salary paid to your employees, Inside and Outside, amounted to \$925

Average salaries
and minimum
wage compared

per annum. Disregarding living allowances and recent war bonuses, which are fully treated in a later section, this average salary had been increased by promotion, and, in the case of the Inside and two Outside Services, by statutory increases, to \$1,125 per annum, or \$3.60 per day. This is an average increase of \$200 in the nine years, or \$22 a year. This is graphically compared in our chart with the increase in the cost of living for the same period.

Recently published figures issued by the Department of Labour of Canada show that the increase in wholesale prices for the period beginning in 1914 and ending with June, 1918, is 106 per cent. The corresponding increase for the United States is 94 per cent. We believe these figures to be properly indicative of the rise in the cost of living during this same period. We have used wholesale prices because we believe them to be more susceptible of exact treatment and less liable to local fluctuations or postponement than the retail prices. We see no reason either to question the ability of the trade to pass these increases on to the consumer, but we realize that it is only in comparatively few commodities that advances in wholesale prices are immediately reflected in the retail.

A proper estimate of the increased cost of living during the period 1909 to 1914 is difficult to make. It has been placed at fifty per cent in frequently quoted figures, but the Labour Department's figures indicate that from 1910 to 1914 (their statistics do not extend earlier than 1910) the increase amounted roughly to only ten per cent. Since the average Civil Service salary increased at the rate of approximately ten per cent during this same period (\$22 a year on \$925 for four years) we shall be perfectly fair and assume that the 100 per cent increase in the cost of living figured above for the period 1914 to June, 1918, represents the total increase in the cost of living since 1909. Using this conservative figure it can be easily figured that while the salaries have gone up \$22 a year during the past nine years, they have been reduced at the rate of \$62 a year during the same period by

Increase in the
Cost of Living
since 1909.

Relative changes
in Civil Service
Salaries since
1909 computed.

the lowering purchase value of the dollars they were paid in. So much for the relative value of Civil Service salaries.

The figures regarding Civil Service salaries for 1918 are not yet available, but in 1917 the actual average Civil Servant's salary was only \$85 a year better than the minimum wage established for street cleaners in the city of Toronto. And when you have added the \$350 war bonus asked for, the average salary will still be \$75 less than the accepted minimum amount needed for the decent existence of a family of five. In fact this minimum was figured months ago, and rapidity of change, upward, has been the rule rather than the exception.

We are informed, to give a specific example, that the returned soldiers in the Government Service in the city of Ottawa, and there are 600 of them, receive an average salary of approximately \$900. This is \$85 less than the amount paid to garbage collectors in the same city.

Average salary of
returned soldiers
and minimum
wages compared

The concession of maxima emphasized by Lord Shaughnessy (page 4) is not limited on the part of Civil Servants to the pledge we have already made of a fair day's work for a fair day's pay. Civil Servants have already contributed to the Government the millions which they would have received during the years since 1914 if the Government had treated them with a consideration equal to that displayed by the Oneida Community and by many other large employers of labour in the United States; employers who, while engaged in businesses which must make a return on their investments, have given war bonuses yearly based on the cost of living as determined by the Department of Labour. If the Government of Canada had followed this principle the average employee would be receiving for the year 1918 a war

Government
already indebted
to Civil Servants

bonus of \$725. This places the requested war bonus of \$350, which is properly chargeable also to several at least of the preceding years, in its true light.

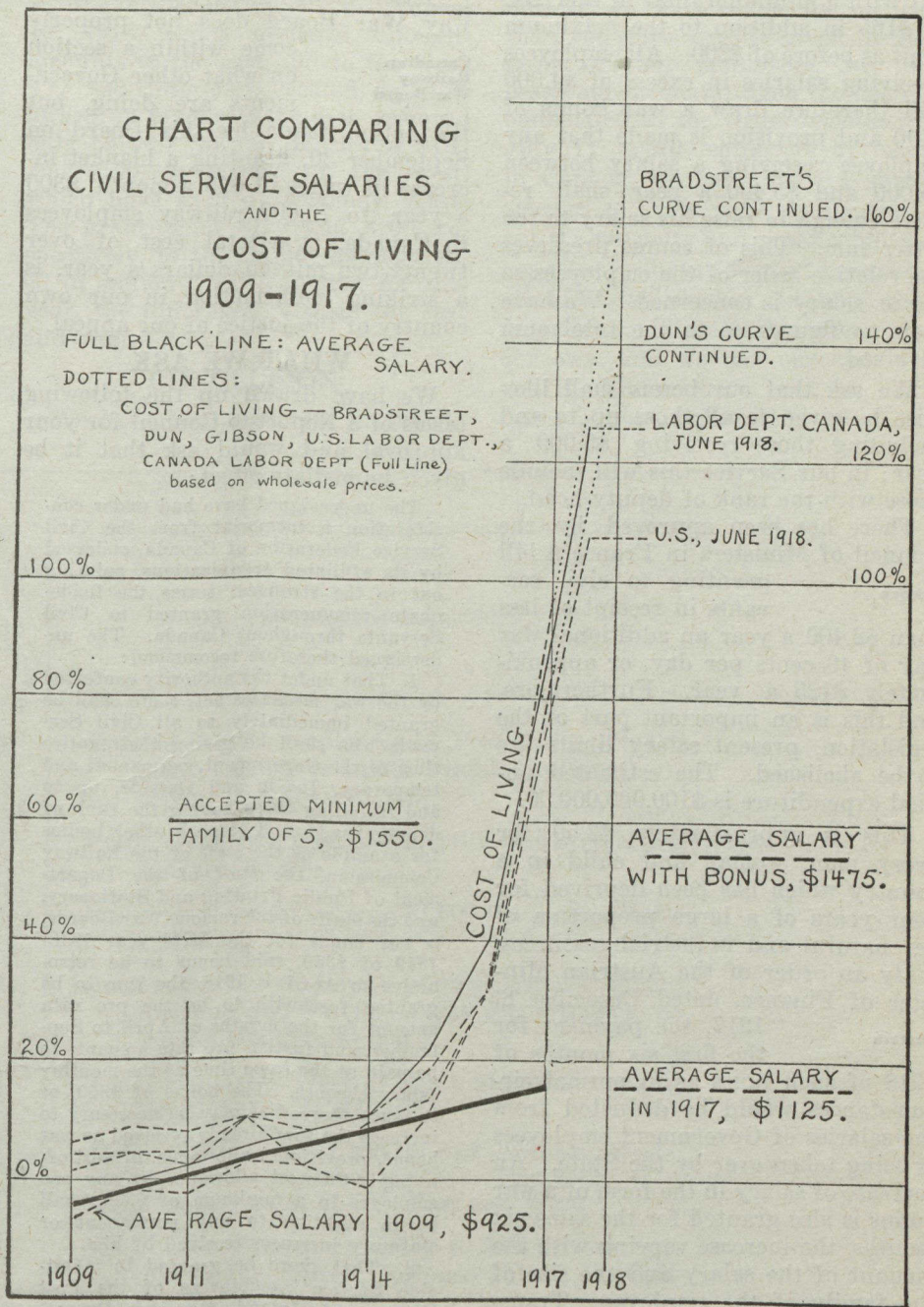
War bonus of
\$350 in its
true light.

NOTE.—The average Civil Servant was receiving \$925 in 1909, the increase in the cost of living since has been placed at 100 per cent, and the

average salary is now \$1,125, or \$200 more than it was in 1909. The difference between 100 per cent of \$925 and \$200 to \$725. And this assumes that there have been no promotions for length of service or increased efficiency in the Public Service of Canada during the past nine years.)

Besides the millions represented by the multiplication of this amount, \$125, Civil Servants would have received other millions in gradually decreasing amounts during the earlier part of the war period. They have, therefore, clearly contributed these millions to the Government, and this fact should be considered in connection with the millions which will be required now for the minimum asked for by the Service.

Statistics comparing the increase in the cost of living and in wages for over 80 per cent of the railway employees in Great Britain during the war show that while wages have lagged behind they have never been far below the cost of living. The average difference, in the case of the employees above mentioned, during the period of the war, has been approximately ten per cent. This is a condition which would be shared in common by Civil Servants if they were engaged in private industry and justifies us in the use of figures based on this assumption. The average Canadian Civil Servant's salary is now 80 instead of ten per cent behind the cost of living, and will still be 40 per cent behind this desirable goal after the war bonus of \$350 is added to it.



—CSFC—

BONUSES ALREADY RECEIVED

A summary statement of the bonuses received by your employees since the first of April, 1918, is given in the table on page 294. Under the provisions of the order as drawn up for your approval on the last page of this memorial only those employees listed as having received bonuses of less than \$350 should share in the war bonus we ask.

Bonuses received during 1918.

Under the provisions of the order as drawn up for your approval on the last page of this memorial only those employees listed as having received bonuses of less than \$350 should share in the war bonus we ask.

WHAT OTHER GOVERNMENTS ARE DOING

The following figures regarding war bonuses granted for 1918 to civil servants in Great Britain, France, and Austria, countries which are generally supposed to be bled white financially, prove that our request for a flat increase of \$350 is not excessive.

There has been granted to all civil servants in Great Britain drawing salaries of \$5,400 a year or less, a war bonus for the year 1918 on the following scale: The war

bonus varies from \$250 a year to those in receipt of salaries of \$1,165 or less, through gradual increments, to \$325 a year to those in receipt of a salary of \$2,500. For those receiving a salary in excess of \$2,500 a year the war bonus is paid in two installments and calculated twice, once on July 1 (last) at ten per cent of the salary for the preceding six months, with a maximum limit of \$200; and again on Jan. 1 at ten per cent of the salary for the preceding six months,

Great Britain

but with a minimum limit in this case of \$165 in addition to the maximum limit as before of \$200. All employees receiving salaries in excess of \$4,000 will therefore draw a war bonus of \$400 and provision is made that any employee receiving a salary between \$5,000 and \$5,400 a year shall receive enough to raise his salary to the latter sum. This of course preserves the relative order of the employees so far as salary is concerned. We have seen no figures as to the total sum involved.

We ask that our bonus shall likewise be given to all those up to and including those receiving \$5,000 a year; in our Service this will include those with the rank of deputy head.

There has been approved by the Council of Ministers in France a bill granting to civil servants in receipt of less than \$2,400 a year an additional war pay of 40 cents per day, or approximately \$125 a year. Furthermore, and this is an important part of the legislation, present salary limits are to be abolished. The estimated annual expenditure is \$100,000,000.00.

This is approximately \$2.50 for every man, woman and child in a country which has been deprived for four years of a large proportion of her natural and industrial resources.

By an order of the Austrian Minister of Finance, dated December 8, 1917, the payment for the first six months of 1918 of such taxes as in normal circumstances would be deducted from the salaries of Government employees is being taken over by the State. An increase of salary in the form of a war bonus is also granted for the same six months, the increase varying with the amount of the salary and the size of the family of the employee. Translating this into figures per annum, and disregarding odd cents, the war bonus rises with the number of children from a minimum of \$200 to a maximum of \$615 per annum for the lowest grades (\$325 to \$446 per annum), and from a minimum of \$286 to a maximum of \$1,060 per annum for the highest grades (\$2,840 to \$3,650 per annum). Bonuses are also granted to the State police force, copyists and other non-statutory employees, retired State officials, and persons in receipt of pensions. The increase in the salaries of Government officials amounts to \$154,483,000.00 per annum.

Action taken by the Canadian Railway War Board does not properly come within a section on what other Governments are doing, but the action taken by this Board on September 30, granting a blanket increase in wages of \$25 a month, \$300 a year, to 75,000 railway employees in Canada, at a total cost of over twenty-two million dollars a year, is a striking confirmation in our own country of the justice of our appeal.

WHAT WE ASK

We have drawn up the following terms of a Report-to-Council for your approval and would ask that it be given immediate effect:

The undersigned have had under consideration a memorial from the Civil Service Federation of Canada, endorsed by its affiliated organizations, pointing out in the strongest terms the inadequate remuneration granted to Civil Servants throughout Canada. The undersigned therefore recommend:

1. That under the authority conferred by the war measures act, there shall be granted immediately to all Civil Servants who shall be giving their entire time to the Government, permanent and temporary, Inside and Outside, up to and including those having the rank of deputy heads, and to such other bodies for example as the staff of the Railway Commission, the staff of the Department of Public Printing and Stationery, and the staffs of the various War Boards, a war bonus for the fiscal year 1918-1919 of \$350, said bonus to be retroactive to April 1, 1918, the sum to be granted forthwith to be the pro rata amount for the months of April to September, and further pro rata amounts to be paid at the same time as the monthly salary cheques. The bonus of \$350, or so much thereof as may be necessary to increase the sum already received as war bonus, provisional allowance, or cost-of-living-in-the-west allowance by any one employee to a minimum of \$350, shall be in addition to any permanent or statutory increases received by him.

2. That there be granted to "Outside Service" employees of the Post Office and Inland Revenue Departments, in each case east of Sault Ste. Marie, and who are in receipt of salaries of \$1,600 or less per annum, immediate allowances of \$130 and \$100, respectively, in order to equalize the prevailing discrepancy between the salaries in the east and in the west.

The \$350 war bonus asked for is 31 per cent of the average Civil Service salary. Since previous 1918 war bonuses are subtracted from its operation, this is the first general war bonus and is properly chargeable to the past four years of war. This makes its effective addition to Civil Service incomes less than 8 per cent a year. But the whole

\$350 is little more than half of the bonus that would be granted to every Civil Servant this year, for this year alone, if war bonuses followed the principle of the closing lines of the Order-in-Council of July 11, and were strictly proportional to changes in the cost of living.

Moreover, you have already given \$350 to thousands of your employees.

We think our request for a flat increase much fairer than the percentage method employed by Great Britain. Our \$350 will be 50 per cent of the salary of a clerk at \$700 and only 10 per cent of the salary of a division chief at \$3,500, a system which is automatically proportional. In Great Britain the clerk will receive \$250 and the division chief \$400. The request for a flat increase follows the precedent established by France and differs from that of this sorely stricken country only in amount and in the classes of employees to which it is to be applied. The total in our own case cannot amount in any event to more than the cost of a few days of our participation in the war, and will be less than the amount just granted by the Canadian Railway War Board to 75,000 railway employees in Canada. We regret our inability to place definite figures of cost before you, but even the estimates as to the number of your employees made by your own experts vary within wide limits, ten thousand in fifty thousand, and we have not attempted it. Furthermore, we are convinced that the cost does not properly come within the range of the discussion. In support of this we would point to the adopted policy of Boards of Conciliation as quoted on page 5.

Flat increase better than percentage.

Total cost relatively insignificant

A bonus to all as in Great Britain.

Comment on Section 2.

Our request that everybody from those with the rank of deputy minister down be included in the distribution of the war bonus is clearly in line with the precedent already established in Great Britain.

With regard to section 2, your employees see no reason to regret that some have already received more than the minimum we ask, but they consider unfair the fact that other employees on similar schedules in the same cities have not received so much. When this affects employees of the same department, and

Canadian Railway War Board

France

Austria

War bonus of \$350 in its proper perspective

doing the same work, in different sections of the country where there is now no difference in the cost of living, the case is one demanding remedy.

Outside Service employees of the Post Office and Inland Revenue Departments living west of Sault Ste. Marie have, for the past twenty years or more, received a cost-of-living-in-the-west allowance. This has amounted to \$180 in the case of the Postal Service and \$150 in the case of the Inland Revenue. This is not justified by present conditions, a fact established by the figures issued by the Department of Labour, and recognized

in the Order-in-Council of August 19, 1918, which awarded different amounts to the east and to the west. The \$50 difference created by this award, in favour of the east, removed only part of the inequalities of \$180 and \$150, in favour of the west, which have existed for many years. The granting of \$130 and \$100, respectively, to the employees mentioned in section 2 will equalize, for this year, the difference between the east and west.

CONCLUSION

We have been moderate in our re-

quests, we have asked for no more than you have already given to thousands of your employees, we have based our memorial upon the doctrine enunciated in the Order-in-Council of July 11 to all employers of labour in Canada, we have made a sincere attempt to prove not only the justice but the necessity and practicability of our case, we have followed precedents already established in countries whose financial condition is far worse than our own, and we rest our case with you in full certainty that our confidence is not misplaced.

C S F C

Bonuses already received, 1918.	Bonus asked.	Employees Affected.
350	0	Outside Service employees in Post Office Department (hereafter called Postal employees) receiving less than \$1,200.
300	50	Postal employees East of Sault Ste. Marie receiving \$1,200 to \$1,600.
280	70	Postal employees receiving \$1,600, Sault Ste. Marie and West.
250	100	Outside Service employees of the Customs, Inland Revenue and Public Works Departments receiving less than \$1,200.
250	100	Postal employees West of Sault Ste. Marie receiving \$1,200 to \$1,600.
200	150	Postal employees at \$1,600 East of Sault Ste. Marie.
180	170	Postal employees at \$1,700, East and West.
150	200	All Outside Service receiving \$1,200 or less, outside of the Postal, Customs, Inland Revenue and Public Works.
150	200	Messengers, sorters and packers in the Inside Service.
100	250	All Outside Service receiving \$1,200 to \$1,500, outside of the Postal Service.
80	270	Postal employees at \$1,800, East and West.
0	350	The entire Inside Service above the grade of messengers, sorters and packers.
0	350	The entire Outside Service above a salary of \$1,550, including postal employees receiving more than \$1,800.
0	350	Many persons who were clearly entitled to one of the above bonuses under the provisions of the Order-in-Council of Aug. 19, 1918, but who have not received it for one reason or another.

At The Sign Of The Wooden Leg

Silas
Wegg's
Shop

Back
at the
Old
Stand

Them Cards

WHAT I appreciate — I can hardly say “like” — about them is a certain intimacy. Now, there is the intimacy of confidence, and also the intimacy of terror, even as there are whispering summer breezes that visit your slumbers beneath the pine trees and blinding summer thunder-storms that seek you in lands where no sleep is. “Come, let us reason together,” says one Voice, and there is a generous hint of amnesty for all our scarlet sins. Did you have that sense of paternal solicitude when you gazed upon the Cards for the first time, or were you overwhelmed with the tragic import of some other words of Holy Writ— “The books were opened, and the dead, small and great, stood before the throne?”

From what I have seen and heard I am led to believe that the prevailing idea of the Cards is that they were issued by the Avenging Angel and printed on the presses of Tophet—a sort of loose-leaf Doomsday Book with the accent on the Doom. All the circumstances aided the cloistered world of the Service in the obsession that they were in for a strafing at the hands of a hostile horde. The Editors of *The Civilian* and some others have had the privilege of meeting Messrs. Myers and Telford face to face and I am assured that they are urbane and courteous and then some, but the first word of their coming was like the alarm that would ensue on the appearance of Zeppelins over our housetops. The fact that they hailed from another country made their visit doubly ominous. There was a book that years ago used to be found on every back-country shelf. It was called “Everyman’s Business Guide,” or some such title, and its precepts, reinforced by home-ly word-cuts, were engrafted as by-laws on the constitution of the family circle. One bit of advice was given especial prominence, being accompanied by a melancholy picture of an

honest farmer confronted by a flashy individual who was offering a document to him, and the legend was, “Never sign a paper for a stranger.”

The book referred to did not create, it only epitomized, the suspicion of the stranger. The feeling goes back into the centuries long before books or even cuneiform letters began to record the thoughts of man. And so, now, even when over one half of the people of the globe are Allies of ours, we almost unconsciously reach out our hands for half-bricks whenever a stranger appears on our street. We think he means to do us and we are determined to do him first.

The terror was not due to any immunity we had enjoyed from bombing attacks in times past, for the Civil Servant always had to endure the fierce light that beats upon a throne, or thereabouts, and blackens every blot. He had been the target of rural legislators and city editors since time began. This was different. These Chicago Chaps were efficiency experts, and that suggested Germany and countless new appliances for the harassing of the innocent. We did not tremble when dear old Sir George Murray threw his shadow over us. He was from the Old Country, you know, and we anticipated his condemnations, if such should come, looking upon him as a father that chasteneth his children. Now we were to be at the mercy of the young men of a busy city. Again the haunting words of the Book came to us, “And the young men arose, wound him up, and carried him out, and buried him.”

True there were some optimists. They happen in the best regulated families. An optimist does not dread earthquakes. He delights in them and calls them reorganizations. Because we do not know what is beneath the surface of the earth he infers that it is all gold. In fact he reasons, with some justification, that there must be a lot of gold there be-

cause the pessimist declares there is so little of it above ground. At any rate it is good to have a shaking up all around, for the optimist pieces out the creed that this is the best of best possible worlds with the belief that it will be better still when it has been turned wrong side out. I always admire optimists for their lack of logic, just as I detest pessimists for their insistence on it.

Of course we must distinguish between the true and the false optimists. Among the latter is a variety that one may call the “opto-pessimist.” He believes that while things will not likely go well for the community as a whole they are sure to turn out to his advantage. This is the ego-optimism of the war-profitteer and is sometimes in evidence in the Civil Service. The opto-pessimist has a firm conviction that he is the one good man among a thousand weaklings, and so he welcomes the advent of outside observers. He knows that for years the department in which he works has been seen through the spectacles of favouritism and pique. His day is at hand now for the white light of unbiassed discrimination will be focused through the microscope of truth upon him—and the others. A friend of mind who, through ignorance or perverseness, takes license with the King’s English, always calls an optimist an octopus and vice versa. When reproved he will reply: “It is all the same. Cut off one devilish tentacle and he has seven left to strangle you with. I’ve never met an octopus yet, or an optimist, who isn’t looking for things to come his way.”

It would be impossible to picture all the states of mind in which the Civil Service found itself when word came that the Wise Men were, against all precedent, on their way from the West. Perhaps the few glimpses that we have taken of them will suffice, but no scene would be complete without a view of the shepherds, those careful men who were herding their

little flock of office duties in order that the Magi might be duly impressed as they passed by. Many a sickly wether was pulled from the pit in which he had mired and buck-washed to make a showing. There was a great currying of burrs from the fleeces and much deodorizing before some of our jobs could be rated, even in our own eyes, as administrative or technical. Were we correspondence clerks, we became secretaries; were we stenographers, then we blossomed into private secretaries. An adding machine invested one with the title of accountant, a year-old file of papers with the rank of archivist. We of the shepherd group were determined that none of our flock of duties should go unregarded. And then, if only along with the sheep we could parade for the Magi's eyes a few under-shepherds, some churls of humbler rank who were accustomed to look upon us as Immediate Superiors, how wide our horizon became. No longer were we the little shepherds of Kingdom Come, but rather were we grazers, or, as the fancy soared, Shepherd Kings, for there were men of that rank, we remembered, in the Civil Service of ancient Egypt.

And after all this fluttering of hearts we are told that it does not matter at all what you put about your duties on the Cards; it all depends on how you put it. The Magi, I am informed, never read anything but what is between the lines—the No

Man's Land, one may say, in which all our greatnesses and littlenesses are brought to light and we know nothing about it. I know not what secret essence of my being exuded from me to write my real history on my Card, making my careful account in Carter's inks but a mocking shadow of myself and my activities, or what subtle chemical or X-ray is used to bring to the Magi's eyes this true self that I have wrapped in the mummy cloths of my words, but I consider this feature of the business as the most terrifying of all. If I had committed a murder, I should feel uncomfortable in the presence of Sherlock Holmes, but that would be as blindman's buff compared to what, I am told, the Chicago hawkeyes can find out about you. There may lie salvation in the dotting of an "i" and I may not have dotted it, or damnation in the crossing a "t," and I am very careless in that regard. They may trap me on the use of the personal pronouns or skewer me alive with one of my split infinitives. It would be better sport if the experts would give us an inkling of how the game is played. Or why not dispense with the Cards—consider the paper shortage—and turn the job over to the phrenologists. I have bumps enough, and, what is of great importance,—perhaps not, however,—I got them in the Service.

A few words in conclusion now about the Other Side of the Moon,

or what your Immediate Superior has to write on your Card concerning you. I understand that this is a secret communication, the tenor of which you are not supposed to know. Only the Magi can be aware of what the chief says about you and your duties, and that means that the record is a blank for all eternity, as is the other moon side to the upturned wondering eyes of mortals, for if they apply their magic to what you write and regard not what you have written, how much more will they disregard what another, who knows almost nothing about the real You, writes either for or against you. So we need not worry about what we have written, or what our immediate superiors have written. It is some subtler thing that counts—a finger-print left carelessly as we have handled a Card, an erasure we have made when editing our first modest recital of our worth, or even a slip in giving the year of an examination or in stating our marital relations. *Ex pede Herculem*—Hercules can be reconstructed from his toenails. What inferences, I wonder, can be drawn from a wooden leg.

In the meantime let the battle against patronage and privilege be carried unto the enemy's gates. We are with you in the fight, Messrs. Magi, even if you do find out by your sorcery that we are in debt to your grocers and do not love our great-aunts. So, up Cards, and at them.

—CSFC—

C. S. Commission Explains

Continued from page 278

Service was lacking, and it was deemed well to engage the services of the Arthur Young Company, of Chicago, a concern which had specialized in this business of classifying great bodies of employees and had been engaged for that purpose not only by some of the world's greatest business concerns but also by state and federal governments in the United States, and by the British and other governments as well. Without such help it would be impossible for the Civil Service Commission to carry out in any reasonable time the tremendous task imposed upon it by the Government—that of re-classifying and directing the whole Civil Service of Canada. He went on to explain the plan developed by the Commission of making a working arrangement with the sev-

eral departments under which those now holding responsible positions were called upon to assist in making new appointments. These officers were instructed to make recommendations based on merit alone, with preference for the returned soldier, and they were warned that their own positions would be endangered were they to show favoritism, political or personal. The success of this plan was indicated by the results in one of the most numerous classes of appointments. Since May last about 750 country postmasters had been appointed, and in only half a dozen cases had complaints been received about the new officials. The one object to be attained was to make appointments and promotions according to merit. In considering how merit was to be judged, Dr. Roche proceeded: "In an academic examination you may find

that a young person fresh from school or college comes out at the top of the list. But in future in this country an element will be recognized which is now recognized in the federal Civil Service of the United States as well as in some of the largest industrial concerns, and that is the element of experience. The person fresh from college who passes the academic examination at the top of the list will have no priority over the person with a less favorable showing, but who passes a creditable examination, and who has had experience in the work of the position he aspires to fill. This is provided for in our new regulations which are now before the deputy ministers preparatory to submission to the Governor in Council. When anybody finds fault with the system of academic examinations, I ask what better system he has to propose. So

far as I know, there is no other choice except to go back to the old system, and I think I am voicing the opinion of the people of Canada when I say that that system has been banished forever." (Applause.) Dr. Roche went on to show the need of some such provision as that under the old section 21 to allow for the appointment of technical officers who were needed but who either would not undergo a competitive examination or could not be chosen to advantage in that way. Under the old section many excellent men had been brought into the Service, but it was only fair to say that others less desirable had been smuggled in under the very broad provision that the positions to be filled were technical, professional, "or otherwise peculiar." In the corresponding section of the new Act, section 15, "otherwise peculiar" was omitted, and also it was left to the Civil Service Commission, and not to the head or deputy head of the department, nor to the Governor in Council, to decide which positions were to be considered as "technical or professional." The person to be appointed even to such a position would be chosen by open competition, and when the applicants' relative marks were to be considered, the whole matter might be referred to a specially-chosen board of experts, including one expert from the department concerned, in order that its interests might be duly represented in the selection of the new official. Dr. Roche then went on to explain the magnitude of the work undertaken by the Commission and to indicate in his own courteous and kindly way the needlessness of many personal visits to the Commission by many Ottawa Civil Servants. Many, he said, seemed to think that the Commission could promote whom it pleased at its own will, whether there was a vacancy or not, but the law provided that the Commission could make promotions only for merit and on the recommendation of the deputy minister. Similarly, transfers were made according to a system set forth in the law—recommendation by the deputy head concurred in by the heads of the departments concerned and then referred to the Commission for approval. He suggested that, if Civil Servants would acquaint themselves with the provisions of the law, they would save their own time and that of the members and officers of the Com-

mission. He went on at once to acknowledge in appreciative terms the spirit of co-operation manifested by the Service generally. They had shown every desire to make the administration of the new law completely successful. The Commission, for its part, had not sat in private conclave and framed regulations and then rushed them to the Governor in Council for confirmation, but had submitted them first, not only to heads and deputy heads of departments, but also to heads of the principal branches. On behalf of himself and his fellow Commissioners he expressed a desire to receive any information that members of the Service could offer that would help the Commission to discharge its duties that their efforts might redound to the benefit of the Public Service.

The chairman submitted a question growing out of one statement by Dr. Roche. The question was as follows: The Chairman of the Commission has referred to the fact that the Commission does not initiate promotions, but awaits a recommendation by the deputy minister. Presumably the Commissioners endeavour to ascertain the fitness for promotion of the person recommended. Do they also take into consideration at the same time whether the person recommended is the best qualified person and most deserving of the position?

Hon. Dr. Roche.—As I stated, we have a standard form of questions, and the deputy minister must satisfy the Commission by his answers that he has recommended the best man, and that is one reason why we ask whether the man recommended is the senior, and if not, why the senior has been passed over. Of course, there are some seniors who should not go into a higher division, because of age—their usefulness being at an end; there may be young men in the branch better qualified to discharge the duties of the higher position. Seniority is not to be alone considered. We require an assurance from the deputy minister as to the efficiency of the person recommended. Of course we must place the responsibility on somebody, and whom can we rely upon if not the administrative head of the department, the deputy minister?

The first of the Commission's experts was then called upon, Mr. Telford.

Mr. Fred. K. Telford.—We have thus far been seven weeks in Canada.

In order that there may be a fair understanding at the start, let me say that our work will not usher in the millennium,—after we have gone you will still have to earn a living by the sweat of your brow. You will not all have your salaries raised, nor will you work only short hours, nor anything of that kind. I do not imply that constructive work is not being done, but I do say that some of the things you expect from the reclassification never can come from it. One reason for my speaking to-night is to state what may, and what may not, be reasonably expected of the classification.

The law of 1918 imposed upon the Civil Service Commission a formidable task, and the task that is not covered by any law is even more formidable. There is, first, the holding of tests, examinations, or whatever you call them. I think I am safe in saying that not half a dozen people in Canada realize what a number and what variety of examinations will have to be held. You have been used to semi-annual examinations. In order to provide lists of eligibles for such positions as letter carriers, postal clerks, customs clerks, stenographers, ordinary clerks and a hundred others, they will have to hold examinations at a rate quite without precedent. They will have to turn out eligible lists by the dozen, by the hundred, yes, even by the thousand. I am not exaggerating in saying that this Commission, for the duration of the war, will have to hold examinations, not merely in Ottawa twice a year, but all over Canada every week; they may even be driven to the course found necessary in the United States, that of taking examinations every day and night, almost any hour of the day or night. The second task of the Commission, one which you will not perceive unless you read the law carefully, is to establish machinery to handle a Civil Service which has suddenly, and without notice, been increased almost tenfold. The Commission had machinery—which, so far as I can learn, worked very smoothly—to handle a Service of 7,000. At one fell swoop they were called upon to handle 50,000. Nobody, so far as I know, can tell even approximately the numbers of the Service, much less the duties of the officers, their salaries, appointments, resignations and a hundred other things that the Commission must know in order to direct properly the machinery of the Act. In the

third place, the Commission must make a classification of the Outside Service. A most excellent definition of classification is to be found in section 52 of the Act. Everything is there except the label. Fourth, and perhaps bigger than any of the others except examination, is the preparing of plans for the organization of all departments, branches and even sub-branches of the Service. Most of you people, we have learned by meeting you, have difficulty in knowing the difference between classification and organization. Mr. Myers will explain what classification is. Organization involves an intensive study of the work of the department to be organized. Somebody who understands the work of the department, or similar work, must go into the department and study its working for weeks or months, possibly for years. Not until he knows more about the department than anybody in it has he any right to tell them that they have too many clerks of this class or should have more of that. A fifth duty of the Commission, though nowhere mentioned in the law, is to make a showing before Parliament meets that these other four duties are being carried out. The first step was to make an investigation of the Service to ascertain what positions there are, how they are to be filled, and a thousand and one other details. Our special work is classification. We have undertaken this work before and know exactly what steps are to be taken, and in what order, and we are here to see that that work is done before Parliament meets. Of that we are certain. The one thing we do not know is how good a classification we can make in the time. Certainly we cannot make as good a classification as we could make if we had more time. It is in your power to interpose obstacles and make the classification less satisfactory than it can be made with your help. I presume that one of the good results hoped for from this meeting is to enlist your help in making the work go smoothly. Your choice is not between a good classification and the ideal classification; it is between the best classification that can be made before the 1st of January and none at all. Our instructions are to give the best classification possible before Parliament meets. Otherwise our hands are free. We have no other ends to seek, we have no axe to grind. We want to give you the best classifi-

cation we can, and when Mr. Myers gets through his explanation, I think you will be willing to help us. (Applause.)

The Chairman.—I think we all realize that it is to the interest of these experts to do their work as well as possible, even from selfish motives, for such work will redound to their credit and will benefit them in business.

Mr. P. H. Myers was then called upon. He said: "Mr. Telford has told you that we wish to give you the best classification we can, and your chairman has told you that, if we succeed in our work, it will redound to our credit. Both of these things are true. We have a tremendous job ahead of us, and we are trying to follow the principles that have been established by former investigations of this kind. There are several different kinds of classification. In a small Service of 3,000 or 4,000 employees closely concentrated we could not only send out cards, as we are doing, but after getting the cards back we could give them very careful scrutiny, and also we could visit the several departments of the Service, we could even see each individual employee, if necessary, and so find out the difficulties of each separate position. With that information we could make what might be called a hundred per cent classification. But here we have a Service of 60,000 employees scattered all over Canada. Of course we cannot visit those in the Yukon; we cannot even make a trip to Halifax. We cannot meet each employee individually, nor even every head of a branch, to say nothing of many others we should like to meet. But we have adopted a working scheme whereby we hope to get information on which we can base a very good classification, though not perfect. We will also provide machinery whereby, when the classification is complete, any employees who have been slighted as they may think, can be differently classified.

In order to explain that, I must go into some details. In the first place, what is a classification? Broadly speaking, it is one step toward the solution of the employment problem. Literally speaking, it is placing in classes. There are two schemes of classification of employees. One, the old scheme, was to classify on the basis of salaries. Under this scheme those who received low salaries were placed in low grades and those who received

high salaries were placed in high grades. That scheme has many disadvantages, as you all know; it has been practically abandoned in our work. The other scheme, which is now adopted practically everywhere, is to classify on the basis of duties, and by "duties" we mean three things,—duties, responsibility, and qualification requirements. Duties, roughly speaking, are those acts which a man must perform to hold his job. That may not be a dictionary definition, but it is pretty fair for working purposes. What are responsibilities in this case? In different jobs you will have different kinds of responsibilities. In one job you have to consider the extent to which independent judgment must be exercised, in another the extent to which the one who holds the job must supervise the work of others. In some jobs you find these two things combined. Now, what are qualification requirements? They are those pre-requisites of education, training, and experience that one must have in order to be eligible to compete for the position. That may be a matter to be judged technically. What we are trying to find out is what qualifications the immediate superior, and through him the head of the department, feels the applicant for a given position should possess. It is from that point of view that we have designed the cards that have been sent to you. Questions 7, 8, and 9 are intended to elicit information as to the extent to which the employee exercises supervision over the work of others. You will notice that we ask, not only for the number of those over whom supervision is exercised, but, also, the aggregate of their salaries, and, where possible, their names. If you tell us that you supervise the work of others, and tell us only the number of those others, how can we tell what this supervision involves? Are they inspectors, messengers, locomotive engineers? Or if you only answer question 9 and tell nothing of the aggregate salaries of those you supervise, we cannot tell whether your supervision involves \$5,000 or \$500,000. Question 27 asks you to describe your work and to give the answer in some detail. It is not a question of whether you are performing your duties well or ill, but what those duties are. If, for instance, you are a stenographer, and say "I do ordinary stenographic work," that gives us very little idea

of your duties. But if you say "I do stenographic work for the deputy minister," or "My work is technical, requiring a knowledge of geological terms"; or "I am required to compose my own letters,"—that conveys an idea of the position you occupy. If you say even, "I am doing routine stenographic work, no independent judgment required," that conveys an idea of the position. But to say "I am doing ordinary stenographic work" conveys no meaning for the purposes of present classification. Further, you are asked to state how many hours your work calls for. Do you have only certain regular duties? Or have you special duties to perform at certain times, as, for instance, in connection with the annual report? And how many hours a day and how many days a month do these duties occupy? These questions, properly answered, enable us to judge as to the qualifications required of one in your position. In the third place, questions call upon the immediate superior to state the qualifications that, in his judgment, should be possessed by one in your position. If, for instance, he says that it calls for great stenographic skill and for four years' experience, we see that it is a high-grade position. If the position is that of inspector and the immediate superior says the person occupying it should have a knowledge of building construction and should have also practical experience in a certain branch of building, that helps us to classify the position. The facts as to qualification requirements help in two ways: they help us in the classification and they are of use to the Commission in advertising for applicants. If, in filling out your cards, you will carefully answer the questions I have indicated, I assure you we will give you a good classification and will give it much more quickly than if you answer in such a way that further investigation is necessary. I will comment on that a little later.

If we find a card so answered as to be of no value, there are two things we can do. We can disregard it—which we do not want to do; or we can go to the head of the department and find out what are the duties and responsibilities of your position, and this takes time, hinders the work, and to that extent prevents classification. If we can get all the cards back in good shape, we can give all our time to classification. This is the one

point I want to bring home to you; I don't so much care whether I make any other point, if I make that one.

All but a small percentage of you have received your cards. We would have sent out all the cards sooner if that had been possible, but even with ten typists at work, as we have had, to send out between 30,000 and 40,000 cards is no small job. We sent out two forms of card, the individual and the group cards. Where by scrutiny of the pay-rolls and questioning the deputy ministers we found that there were certain groups of employees of whom the same duties were required, calling for similar qualifications, we grouped these employees on one card. We hope to classify at least some of these, such as the elevator operators, at once, thereby saving valuable time. If you have not received a card, it is probably because you are in a group. If you are not in a group and have not received a card, it must be because, through some error, you have been skipped. The only way in which we could obtain the pay-rolls was by asking the departments to furnish them. That involves a lot of work, and I take advantage of this opportunity to express publicly our thanks to the deputy ministers for having given us these pay-rolls so quickly. In some cases they have loaned us the July pay-rolls themselves, and in others the pay-rolls have been copied for us. If you have been skipped, I hope you will make that fact known to us, for our effort is to include everybody.

After the cards have been made out by the employees and their immediate superiors, and have been signed by the deputy heads, they are sent back to us. We go through the cards in a preliminary way. Those cards that seem to give complete information are passed; those that are not clear or are not full are set aside. Then we take up with the deputy head or branch head the points on which the information is not what we desire. When amended, the cards are returned to the file. Then the work of classification begins. The cards are all in order according to departments and branches, and we have to arrange them in classes. I wish to discuss with you the three elements on which these classes are based. In the first place, we classify according to work done—clerical work, inspection, skilled labour, and so on. In the Civil Service of the Dominion, I suppose we shall

have probably twenty-five different classes of this kind. Then we must classify them according to the importance of the duties performed. In clerical work, for instance, there will be one class who perform minor duties, another who perform duties slightly higher, calling for some experience and some degree of ability. Next will be those duties calling for independent judgment on the part of those performing them. In the fourth class will be those calling for a high degree of independent judgment and for the supervision of the work of others. I may state here that in this work the name on the card is not considered—it is a card and represents a position, and that is all we need to know.

Then we come to the hardest part of the work, defining the duties of the several classes. We shall probably have 15,000 cards representing clerical positions, for the clerical is the most numerous class. These will be subdivided as I have indicated. Now, suppose we take the class of senior typist or stenographer. We will define the duties of that position so that from now on until a change is made, that specification will cover the duties of that position—for we are all the time considering positions and not people."

A voice.—"Talk salaries."

Mr. Myers.—"I am talking salaries. You show on the card what salary you receive, which is one indication of what the position is worth. We shall add to what you give us such other information as we can acquire. We have already consulted the Department of Labour, which can furnish us with information as to the cost of living in different communities throughout the Dominion. They can also refer us to other sources of information. For instance, they can give us the names of private employers to whom we can send questionnaires as to rates of wages. There are probably other means we can take to gain information as to salaries, and we shall avail ourselves of them as far as we can. On the basis of the best information we can obtain it will be our duty to recommend ranges of rates for the several classes—maximum and minimum in every case. As to qualification requirements, we will take the information of the cards supplemented by that furnished by the deputy heads of the departments and will recommend the qualifications as

to education, training, and practical experience that should be possessed by those filling the several positions. This will serve two purposes: the person who wishes to enter the Public Service will know how he should qualify for the position he wishes to secure; then the department will not need to repeat at each call for the filling of a certain position that such and such qualifications are necessary; the deputy head will only need to say, for instance, "We need a horticulturist," and the Commission will be able to proceed with the advertising to secure the proper man.

Another effect of this work of classification will be to make lines of promotion. The junior clerk wishes to know how he can become a senior clerk, and the senior clerk wants to see to what promotion he may aspire. For every position these specifications of which I have spoken will mark out these lines. Everyone will see to what he is eligible and may take the promotion examination whenever opportunity is offered by the Commission.

This brings the classification to the point where it is ready for approval. We want the approval of the departments, but we want also the approval of the employees. We can get the approval of the department by taking the classification to the head of the department for his criticism. It is not so easy to get the approval of the employees, for they are scattered all over the country. There are several ways by which the classification can be got before the employees, and I may mention one. It has been found expedient heretofore in such work to secure the appointment of a committee for each class of service. Take, for instance, the class of inspectors. By having a committee of fifteen, it ought to be possible to have on it representatives of every department in which inspection officers are employed, and they ought to be able to judge, not only whether the classification of inspectors is generally what it ought to be and whether the salary schedules are right, but also whether each class of inspectors—grain inspectors, elevator inspectors and the others—has been properly treated.

When executive approval of the classification has been secured, there will begin the work of fitting that classification to the personnel of the Service, and here for the first time individuals have to be considered. That is a step just beyond us. I mean

that it is not for us, but for the Commission, to determine. Just how they will handle that problem, I believe, they are not yet prepared to say, for the classification is only in its early stages. We have not yet received the cards from even a fair minority of the departments. But by the time the classification is two-thirds finished, I believe, they will be able to say how the classification is to be fitted to the personnel. I hope you will not ask that question to-night, because I cannot answer it.

Now as to results,—what is this classification going to do? Two things, and that is about all. As you have already been told, this is not the millennium, and classification is not going to right all the wrongs of the Service. But it will right many of them. There are two ways to look at classification,—from above and from below, the way the department and the Commission look at it, and the way the employee looks at it. For the Commission and the department head it means control of the employment problem,—transfers, promotion, lay-offs, re-instatement, these two last being terms that are not yet in your nomenclature, but which I think you will adopt. The department head will know exactly where he is, and will be able to control the employment problem. Also the man who wishes to enter the Service will know just where he is, just what the Service can offer him. He can find this out merely by reading the schedules. And I may say that we are going to put the schedules in such a way that they will be readable. We shall have to overturn some well-established precedents, for most of these things that are put out are not readable. We will put an alphabetical index at the front of the book—not at the back. And the person who can read plain English will be able to learn for just what position he can make himself eligible, and just what that position will lead him to. The person in the Service will be able to see exactly what position he occupies and to what he may be promoted. And if the Commission decide that the lay-off is proper, as I think it is, the person who finds that there is not sufficient work in his department can avail himself of that lay-off. And, if he has ambition and ability, he can take promotion examinations as suitable ones are offered, and may soon find himself on three or four lists of eligibles. Thus, before

he reaches the maximum salary of his class, he may find himself promoted to another. That scheme is not impracticable, is not a dream, it has worked well in every classification scheme with which I have been associated. It is idle to say that employees will not take examinations; I know they will, they do.

Now, to conclude. As Mr. Telford and I have both tried to explain, this is not a hundred per cent classification. We may, under our grouping plan, do some injustice; but we are ordered to finish within a certain time and must simply do the best possible. The Commission has wisely provided machinery to take care of those cases—few we hope they may be—that are not properly taken care of in the classification. They have provided for an Organization branch, and have selected as the head of it—he has not yet taken the examination, but we hope he will pass and will be appointed—Mr. Dixon, who will speak to you this evening. I hope I have made some points clear, and that you will help us in the work we have undertaken."

Mr. H. S. Dixon was then called upon. He said: "I am quite out of my element in making a public address. But the subject has been thoroughly discussed, and so it will not be necessary for me to speak at length. Besides, I am sure you wish to ask questions on special points of interest to you, and so I shall be very brief in my remarks. The classification having been established as outlined by Mr. Telford and Mr. Myers, there will follow the task of carrying that out with such modifications as may be found necessary. The Organization branch of the Commission will investigate cases arising because of changes in the Service or inadequacy of the classification, and will make such arrangements as may be necessary to keep the classification at all times in harmony with the provisions of the Act. There will also be the work of fitting the classification to the personnel and effecting a reorganization the nature of which I cannot discuss in detail because the procedure to be followed will depend upon the classification, and the classification is not yet completed. But I am sure you would rather discuss this matter with Mr. Myers, and so I conclude by thanking you for listening to me."

Commissioner LaRochelle was next called upon. He said: "I am of

opinion that the work that is being done will be of great advantage to the Civil Service. It will secure justice for the future, and I have the greatest confidence that a good result will be achieved.

"A reference was made by Dr. Roche to the work of the old Civil Service Commission. That Commission did its best, and it accomplished a great deal of good. Of course, its powers were less extensive than those conferred upon the present Commission. But the old Commission has passed away, and I have no doubt that the Civil Service generally are satisfied with the work of the present Commission. Having been away for weeks, returning home only last evening, I was not aware that I should be called upon to speak, and so have had no opportunity to arrange my ideas in shape to be presented to a public audience. But I hope that before very long I may have opportunity to express myself in a clearer and more useful way than I could were I to attempt to make a speech to-night."

Commission Jameson being called upon said, in part: "This is a time for brief speeches, and so I shall detain you only for a moment. I am more than delighted to see the ladies here. I think that for the first time they have taken their proper place in the Parliament of Canada. It may be that this is but a case of coming events casting their shadow before. I do not think that the millennium will necessarily follow the admission of women to Parliament, but at least we shall have a new Parliament and a new set of ideas. I congratulate you upon this splendid gathering. It is worthy the Capital of Canada, and of course no such meeting could be convened save in the Capital where so many are engaged in the Public Service. I am sure that the observations of those who preceded me have so cleared up the position with regard to classification, reorganization, and salaries, that anything I might say would be unavailing. Classification, as you have heard, is underway. As to re-organization, that can only be undertaken after classification has been effected. With regard to salaries, let me say two things. Speaking personally, I think a great number of Civil Servants are underpaid. (Applause.) I see that meets with a note of approval. (Laughter.) I will add this observation. For years it

has been almost impossible to have justice done to all Civil Servants in that regard, simply because the re-organization contemplated in 1908 had never been put properly into effect. We are going to make an honest effort to put classification and re-organization on a proper basis. With your co-operation we can go very far in that respect, and it is your co-operation that we are inviting and that, I am sure, we shall receive. I thank you very kindly for the manner in which you have received myself and my colleagues, and for the reception you have given to the gentlemen who have in hand this tremendous proposition. We are all doing the best we can to develop the organization of the Civil Service upon a sound basis. If we do not make as rapid progress as you would like, or as we ourselves would wish, it is because of the conditions and not for lack of effort on our part."

The chairman then announced that opportunity would be afforded to ask questions. In the course of the further proceedings, he expressed disappointment that more questions were not asked from the floor of the meeting, the majority of the questions being put in written form.

The first question was: "Classification being according to duties performed, is it intended that the salaries shall be immediately increased to agree with the classification, or that we shall work up to the classification by annual salary increases?"

Mr. Telford.—That is a question to which we have given a good deal of attention, but it cannot be answered categorically at this time. I can only draw attention to subsection 5 of section 9 of the Act, which provides that no person's present salary or his present rights to future increases shall be prejudicially affected by this Act. That means, of course, that under the classification nobody shall suffer. Going beyond that point, the doctors—in this case, the lawyers—are pretty sure to begin to disagree.

The next question related to the promotion of persons in the third division who were overlooked. Dr. LaRochelle quoted subsection 3 of section 45 as giving an answer and authorizing the promotion of such persons. He added: "I am led by this question to think of a number of old employees who were appointed permanently without examination as

was authorized by the state of the law at that time, but who, under the present law, could not be promoted. I think that new legislation might provide in some measure for deserving cases among this class."

Mr. J. J. McArthur, International Boundary Commissioner, said that only forty-eight hours had been allowed for filling in and returning the cards, and asked if, in view of Mr. Myers' statement, those who now felt they had not done themselves justice in their replies might have opportunity to do better.

Mr. Myers replied that the forty-eight hours' limit had been misunderstood. It was applied to the employee filling out the card, and not to the department in the return of it. But if any were dissatisfied with what they had stated on the cards, by all means they should send in a supplementary statement. "We shall be glad to receive it," he said; "send it through the same channel as that through which your card was sent. But don't ask for your card back."

A member of the audience asked: "In the event of the answers given by the employee being changed by those who handle the card after him, is the employee notified of the change?"

Mr. Myers.—Questions 32 and 33 were put there for the very purpose of affording the immediate superior opportunity to note anything that he regards as wrong in the answers. But the employee has given his statement of his work; he is on record in that way, and, except as provided for by questions calling for the expression of opinion by the immediate superior, no change should be made.

Question.—What means of redress are open to the man who is, as he thinks, improperly classified?

Mr. Telford.—Mr. Dixon, through his excessive modesty, did not make it clear that after the classification is completed and fitted to the personnel, he will be on the job to deal with just such cases. (Applause.)

Question.—What about the employees engaged under the War Measures Act? Are they to be classified?

Mr. Myers.—The Commission has had before them a list of the departments, and have instructed us as to each—we are to deal with this; we are not to deal with that. Offhand I cannot give a list of those included under

our work, but I shall be glad to answer the question by letter if the questioner will write.

Question.—Who is the “immediate superior” by whom cards should be signed?

Mr. Myers.—The department’s organization answers that question. “Immediate” means immediate—the immediate superior is he who supervises the other’s work.

Question.—Can a clerk in the present third division be placed in the new first division without examination, or a messenger or sorter be placed in the new second division without an examination?

Question.—Can a clerk be placed in any grade at a salary exceeding \$200 more than the minimum of the grade?

Question.—Can a clerk in any grade be increased in salary and remain in the same grade if his salary exceed \$200 over the minimum?

Dr. Roche.—The law provides that there shall be no promotion from the third to the second division or from the second to the first. It provides also that he cannot be appointed at a salary higher than \$200 beyond the minimum of the grade. But I am afraid that some of these questions are not of a kind to be answered off-hand.

Mr. Telford.—As to the third of these questions, perhaps subsection 5 of section 9 makes it clear. I should say, if the man is getting the salary he hangs onto it; if he is not getting it, he doesn’t get it.

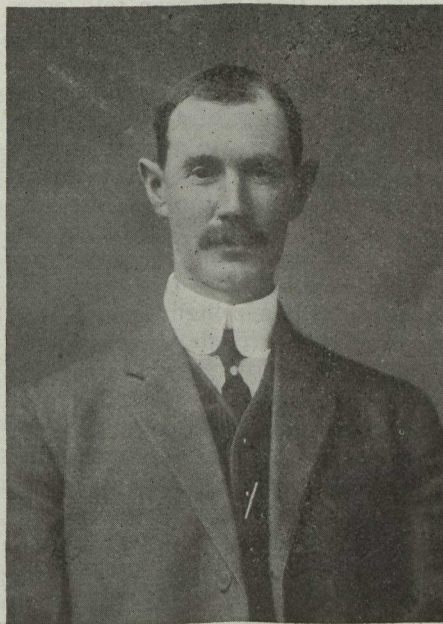
Question.—Suppose that two employees, quite conscientiously, answer questions differently, and both statements are endorsed by their immediate superiors, do the experts expect to discover the facts by the cards alone?

Mr. Myers.—If a card is not clear, we ask the head of the department, or the head of the branch, or the man himself, for an explanation. Also we read between the lines. This is not so new to us that we are entirely gullible. We think we can see where a man is exaggerating his duties and where a man has been too modest. As I said, there will be some mistakes, but they will be corrected by the machinery provided.

Question.—Is it intended that the classification cards now being distributed shall be retained by the Civil

Service Commission, or will copies be furnished to and retained by the department?

Mr. Myers.—We have had a request from one department to be allowed to keep copies of the cards. They asked that we furnish cards for the purpose. But the cards are expensive, and we have not an extra supply. It would be easily possible, however, for the department to make mimeograph copies of the card and copy the answers thereon. The department head who, seeing that the information contained



E. F. DRAKE

Acting President C. S. Association
of Ottawa

in the cards is going to be of interest to him, copies them while they are still in his possession is doing laudable work.

Question.—Is it the intention of the Commissioners or the experts to make provision for retiring allowance or superannuation?

The Chairman.—I take it that that does not directly concern the Commission, though, no doubt, the Government would be influenced by any advice the Commission might give them on superannuation.

Question.—Do the experts regard the present salaries as satisfactory?

Mr. Myers.—I am glad to answer that. I thought it would have been asked before. Manifestly, no. The present salaries are inadequate to fit all the positions we are going to find in the Service. The law states the

ranges of salaries for the Inside Service, numbering about 6,000, but does not state them for the Outside Service, numbering about 50,000. If we tried to fit the Outside Service to the Inside Service schedules, we should be trying to have the tail wag the dog. We are not going to follow these schedules in assigning salaries for the different positions, for the Service could not be classified if we did,—we are going to forget them. In other words the law is entirely unworkable on that point.

Question.—In recommending changes in salaries, will the basis be the present cost of living, or, if not, what else?

Mr. Myers.—That is hard to answer. I have already said we intend to get all the information we can that has a bearing on this point. Of course, we shall consider the present cost of living. But the question whether to recommend salaries based on present conditions, or to recommend a war bonus, is what we have now before us. Offhand it seems more reasonable to recommend salaries based on normal conditions, with a war bonus, rather than recommend salaries based upon conditions which will pass with the war. But if we have another meeting in two months from now, I shall be able to speak then with more authority than now on this point.

Question.—Why is question 35 placed on the card?

Mr. Telford.—There are some positions in which certain personal characteristics or qualifications are desirable. For instance, if a man is handling money, trustworthiness, ability to give bonds, is desirable, even essential, and so on.

Mr. Walter Todd, President of the Civil Service Association of Ottawa, though manifestly weak through illness, made a graceful and forceful address in moving a vote of thanks to the Commissioners and the experts for their attendance and for the information they had given. He first acknowledged the kindness of Mr. Drake in taking the chair and complimented that gentleman upon his opening address and upon the way he had conducted the meeting. This he said was a momentous occasion for the Service and for the country. Had any of them been told a year ago that at this time political patronage would be abolished in the Service and that

the Commission would engage in re-organizing and classifying the Service on a business basis, he would hardly have believed it possible. The Commissioners had not withdrawn to their offices and drawn up rules without the knowledge of those who were to be affected by them, but had taken the Service into their confidence and had asked the Civil Servants themselves to furnish information and make suggestions. The size of the meeting was a gratification to all interested; it showed that the Service could be stirred to interest in their own affairs when occasion for such interest arose. This led the speaker to a strong plea for every Civil Servant in Ottawa to join the Civil Service Association. Already the Association had been the means of solving very difficult problems and bringing about important reforms, and much more could be accomplished as it increased in membership, thus making it more completely the mouthpiece of the whole Service in Ottawa.

Captain F. Grierson, President of the Civil Service Federation of Canada, seconded the motion. He said that one of the Fathers of Confederation, not always recognized as such, and certainly not mentioned by Civil Servants in their nightly prayer, was Political Patronage. Patronage had been running the Civil Service from

1867 until February 13, 1918, and as a result many Civil Servants found themselves in a position far from satisfactory. As patriotic citizens, however, they could all rejoice that a wise Government had at last abolished this old system. They had appointed a Commission pledged to the merit system, and this Commission had engaged as their helpers men whose business it was to classify and organize large bodies of employees. He had one suggestion to make, and believed the Commission would consider it even if they did not carry it out. The regulations, they had been told, were submitted to the deputy ministers. True, the deputy ministers were employees, but they were the plutocracy or the aristocracy of the employees, and he would like to see the regulations submitted to the proletariat of the Service as well through their organizations. The usefulness of organizations was being recognized by the Government more than ever, owing to conditions brought about by the war, and if the regulations were submitted to the Civil Service organizations, good suggestions, well worth considering and perhaps well worth adopting, would be forthcoming. He had special pleasure in acknowledging the good done by the Commissioners and their experts in this meeting and in seconding the vote of thanks.

The outburst of applause that followed must have impressed the recipients of the vote of thanks with the cordiality of the feeling it was intended to express.

Mr. J. Hoey directed attention to the injustice done to some members of the Inside Service who were kept at such low salaries that, though specially qualified and doing important technical work, and with years of faithful and efficient service to their credit, they were actually in receipt of less money than newly-appointed men of less efficiency who were benefiting by the war bonuses that have been granted. But the hour was very late, and there was manifest indisposition to consider so important a matter at the end of an evening devoted to other matters affecting the Service.

Mr. H. G. Barber suggested that, as the experts had said that matters had not progressed sufficiently far as yet to consider the salary question, this meeting should adjourn and that the advisability of calling another meeting to take up this question should be considered.

This seemed to meet with general approval, and the meeting was brought to a close with the singing of the National Anthem.

— C S F C —

CORRESPONDENCE

HOLIDAYS AND OVERTIME

Editors, *The Civilian*.

In April of this year the Board of Grain Commissioners sent circular letters to all the employees of the Grain Inspection and Weighing Department, as follows,—that all employees receiving overtime shall not receive holidays with pay, and that any employee wishing holidays could have them without pay by making arrangements through their respective heads.

Can you, Mr. Editor, understand such a ruling, coming as it does in the face of the Civil Service Act? Here is a body of Government employees who have received extra pay for working nights, Sundays and holidays. Since this department was in-

stituted years ago, they have always received their annual rest period under pay, and for no particular reason, other than aforesaid given, must give up their holidays and continue labouring with their nose on the grind-stone, under prevailing conditions that are already bearing their heavy load of adversities.

Can you, Sir, conceive of such an action? When the knife was applied we immediately got in touch with the President of the Federation, who in his turn approached the deputy minister, regarding the order issued, and we found that the order was not sanctioned by Ottawa. We approached the chief weighmaster and grain inspector in charge at Fort William, both of whom claim they did not sanction the order. The chief grain in-

spector also disclaimed any relation to the action.

Therefore the responsibility of this order rests with the Board of Grain Commissioners, who by this one action place themselves as the direct head of this department, thereby taking away whatever authority the "Canada Grain Act" places upon the chief weighmaster and the chief grain inspector.

We as employees of this department, some of whom were placed in responsible positions long before the Board of Grain Commissioners were placed in power, cannot help but resent such an action, and we are anxiously looking forward to the time when the Civil Service Commission will relieve the situation and we cannot but feel that when our staff is governed by the Civil Service Act these conditions will be eliminated, but in the meantime what about the holidays. We understand the matter is in the hands of the C.S.C. and they

Lilting
Lines

Brickbats and Bouquets

By
Blackie
Daw

Blackie Daw, after a few years in khaki "eating the King's pork and—" (to use his own words) does a come-back with the following little tale of woe. Whether Blackie is thinking of his own case or not when he writes such a tearful ode, we are not sure, but as he wrote to say he'd be willing to pay full advertising rates so as to be sure to appear in this number of "The Civilian," we'll take a chance and welcome him back to our fold.—ED.

He Was a Civil Servant Bold

PATRICK Larrymore Carney came here from Killarney, and he entered the Service, did he. Patrick tells a sad tale; maybe truth to the wail he confided last evening to me. Says Pat, "The poor chump at the head of this dump can't pick 'tween the good and the bad; 'tis the seventeenth year that I have been here, and it's damned slight promotion I've had. 'Tis the young buckaroos that step into the shoes of the men higher up when they go, while I remain pat at the job I've been at for a matter of 'steen years or so. When I first came I blundered, I accepted five hundred a year so's a C.S. I'd be, after seventeen annums, 'silimus protix pranums', my salary's nine hundred, poor me! But while I've been sitting right here at my knitting, doing my best, working hard night and day, there are others who've wondered and plundered and blundered,—they're the ones who draw down the big pay. I asked the head clerk was he pleased with my work, he replied 'Yes, and you deserve praise. I have told the big chief that it's my firm belief that you should be given a raise.' Six years have mean-

dered since the head clerk thus prandered, but my salary's still normal I wean; though I've sent hints a-spear-ing, the big chief's hard of hearing, for he don't seem to catch what I mean. The worst part, however, is I thought I was clever, I believed every word I was told. What a difference there'd been had I only seen that his warm words of praise were stone cold. 'Course I'm not married yet and I won't be, you bet, 'till I get a real salary, you see, for I'm bald as a bat and with both my feet flat, there's not much of a Milo 'bout me. So I 'spose I'll die single and with bach-grouchers mingle, a-cursing my fate to the last, and I'll go to my grave a poor C.S. slave, 'unmourned and un-missed and unasked.' And yet," said friend Carney, "unless 'tis all blarney, the reclassification may well be a God-sent projection as a means of protection for such as I am, who can tell? Read the form,—see directions,—there are twenty-five sections and questions are asked by the yard. After three nights I'm still only able to fill three lines on one side of my card. 'Are you married or single?' 'Do your grandchildren mingle with the

children of men in Class Eight?' 'Does your wife ever slam you, or cram you or jam you when you get home from lodge rather late?' 'Do you fish out of season?' 'If you're bald state the reason?' 'What's the size of your collar and hose?' Such questions as these make me puff, squirm and wheeze. What's the answer? The Lord only knows. Now although I am peeved, there are others more grieved, take the man who's just bought a machine, makes a date with his girl for a nice Sunday whirl, when he finds he can't buy gasoline. Poor Alonzo de Paaser in his *Underland* racer got stalled near Black Rapids, I'm told, and the man at the station said, 'The McGrath Regulation won't permit of no gas being sold to you guys what takes rides with your janes by your sides. Gas is wanted by men oversea. So just make up your mind, as no succour you'll find, to see the night through where you be.' Such is life, through and through. I've my troubles, so've you; but grouching was never worth while. So just stick out your chest, think of others less blessed, and for God's sake look pleasant and smile."

BLACKIE DAW.

C S F C

will ultimately arrange matters. The summer is gone and so are all chances of holidays this summer. What do you think about it? Should not these men receive remuneration in place of the holidays they have lost. We are all British subjects labouring for liberty and freedom. Should we not at least be used as such?

We stated in our communications to the Federation and the deputy minister that we would not take any

steps that would hinder the progress of the grain to the seaboard. Yet in the whole history of the department there never was a better time to grant every man his holiday than the past summer (yet none came). What is the answer? Do you know?

And now, Sir, let me thank you for the privilege of placing this letter in our paper, the first publication coming to you from the Grain Inspection and Weighing Departments, and in

their behalf I wish to express our appreciation of those who are interesting themselves in our behalf. Our motto is to help our brethren, and still we believe in that old saying, "God helps those who help themselves."

Yours fraternally,

W. R. BEIRNES,

Pres. Associated Grain Inspectors and Weighmen.

Port Arthur, Ont., Sept. 7, 1918.

Newsy
Personal
Notes

MAINLY ABOUT PEOPLE

What we
all are
doing

PEOPLE WE KNOW

Laval University, Quebec, has conferred the degree of Doctor of Agricultural Science upon J. H. Grisdale, Deputy Minister of Agriculture.

Postmaster Healey, of Niagara-on-the-Lake, has the first fig trees that were brought from the South and planted experimentally in that town. Recently, when the ripe figs were gathered from these and other trees in Niagara, Toronto newspapers devoted some space to the matter. Whereupon Alex. Gray, of the Customs at Niagara Falls, rose to remark through the press that he had been gathering crops of ripe figs from his own trees for forty years!

Doris Meredith, eldest daughter of E. F. Jarvis, I.S.O., and Mrs. Jarvis, was married on September 10 to Capt. Harold H. Ellis.

Emile Brousseau, of the chief engineer's branch, Department of Public Works, was married on September 18 to Marjorie, daughter of Mr. and Mrs. M. Guillet.

Dorothy Adelaide, only daughter of Lieut.-Col. W. P. and Mrs. Anderson, was married on September 18 to Capt. O. S. Tyndale of the headquarters staff.

R. H. Campbell, superintendent of forestry, lies very ill in a Winnipeg hospital as result of his gasoline motor colliding with that of Fire Ranger W. M. Lundie on the Hudson Bay railway near Le Pas. Mr. Campbell's skull was fractured and for a time his condition was very critical. Ranger Lundie's leg was broken in two places.

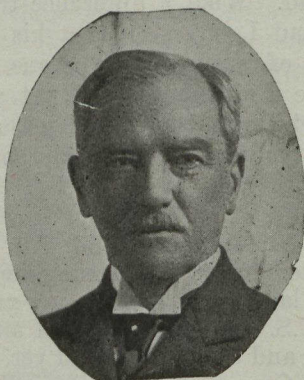
Miss Marion Calhoun, assistant librarian of the Geological Survey, was one of eight V.A.D. nurses who sailed for England on September 8. She has reached England safely and will spend "the period of the war and six months thereafter" in the military hospitals there.

After thirty-nine years' service in the Department of Inland Revenue, Peter M. Keogh, deputy collector at Windsor, Ont., retires on superannuation. He is an alderman of the city and known as the dean of Windsor municipal politics.

ONE OF THE OLD GUARD

In Lieut.-Col. Fred. White, C.M.G., who died on September 27, Canada lost another of those veterans who have done big things in building up the Dominion Public Service.

When, a few years after the Red River Rebellion, the Government of Canada decided that a mounted, semi-military constabulary was necessary for successful administration of law in the newly-acquired prairie regions, Fred. White was private secretary to Sir John Macdonald, and that great Premier chose him, from intimate knowledge of his great abilities, to be the civil head of the force that has made world-wide famous the name of



LIEUT.-COL. FRED WHITE

"Northwest Mounted Police." The more recent designation, "Royal," was an earned tribute to the organization that carried unquestioned law and justice to every corner of a wilderness-empire.

Soon Fred. White was designated "Comptroller," and given the rank of deputy head, and for nearly forty years he continued to direct the affairs of the Police so that each succeeding twelve months added something to their efficiency and fame.

He was a retired officer of the Militia when the South African war broke out, and he played a very important part in raising and organizing the Canadian Contingent for that field. In recognition of his great services he was raised to the rank of lieutenant-colonel. The honour of a C.M.G. was conferred upon him a few years later.

He entered the Civil Service in and during the remaining fifty years of his life gave his best mental and physical energies to his country's use. He retired from the Comptrollership several years ago, but retained the appointment of Commissioner of the Northwest Territories as long as he lived, though for two years past he had been an invalid.

His record needs no comment. It seems superfluous to add even "Well done."

—CSFC—

OBITUARY

The death occurred in Hull, on September 9, of the widow of the late D. Treau de Coeli, Canadian Government agent in Belgium.

William House, a superannuated officer of the Bridgeburg Customs staff, died in Santa Anna, California, on September 7 in his 77th year.

Frank Mitchell, of the Mining Lands and Yukon Branch, died on September 13 after a short illness, aged fifty-three years. He was a native of Goderich and had been in the Civil Service for about ten years. He leaves a widow and one daughter.

Henrietta, widow of the late Chas. Falconer and mother of Miss Mary Falconer of the Bureau of Statistics, died on September 15.

Leo Joseph A. Desrosiers, for ten years on the staff of the Money Order Branch, Post Office Department, died on September 21. Interment took place in Montreal.

Jules Lemieux, an employee of the Department of Public Works, died on September 27, aged seventy-two years.

Peter Murray, for many years postmaster at Wilton Grove, Ont., died recently at the age of eighty-two.

Edmund John Manning Smith, a well-known official of the Department of Public Works, died suddenly on October 24, aged fifty-six years.

John O'Donnell, for thirty-five years an officer of the Department of Inland Revenue, died in Kingston on October 23.

His
Majesty's
Mails

POSTAL JOURNAL

Postal
Clerks'
Forum

OIL UPON THE WATERS

The Civilian has been an ardent supporter of Postal Clerks' organizations, especially during the past six years of their successful union into a Dominion body. We desire to show that we are as loyal to-day when division appears in their ranks as we were ardent in the days of harmony. In our September number we wrote: "to argue in favour of unity would be simply an attempt to prove the obvious." That is no less true to-day, but the break has occurred and we must take the situation as we find it; granting to all men or groups of men the right of self determination under our system of democratic institutions. Having, therefore, as it seems, two associations of Postal Clerks—East and West—we have chiefly one thing to say and we say it first—*Shade hands all round.*

There have been differences of opinion and attitude which are due to temperamental and environmental causes. On the one hand, there is the cautious, politic, tactful temperament which the West attributes to the East as being due to its closer proximity to the seat of Government. On the other hand we have the wild and woolly spirit of the West which the East thinks has led their brethren into impetuous action. Well, what about it? Surely we all have to live with folks with whom we may not be in abject agreement at all times and with whom we may in fact quarrel at times. The bond between the two Postal Clerks' organizations is closer than the bond between man and wife. A divorce between a man and a woman may result in the severance of all mutual interests. But, mark you, good friends of the Postal Service, the Eastern Postal Service cannot divorce itself from the Western Postal Service because the mutual interest remains with both parties and will do so as long as both remain in the service of the Dominion Government. If each of you desire to do yourselves the most injury, the surest way is to leave the breach unhealed, and our old enemy Patronage and all the re-actionary forces which wait vulture-like upon the fringes of society will prey upon

your carcasses. What confiding solicitude can you, a divided house, expect from the permanent administrators of your department, considering that as a united body you have had cause to complain bitterly of discourtesy and neglect? Are you not fearful that advantage will be taken of your lack of harmony? Before the various organizations united in a federal body, postal clerks have been told that, until such time as they could present a programme expressing a unanimous request, it would be impossible for the department to know exactly what to do, as petitions from various sources asked for various things.

The boys in the West have given the department a severe shock by their action in July last, and in the course of events should easily have obtained all concessions as to working conditions and pay. If you are going to divide your house into two hostile camps, will you blame the departmental heads if they indulge in a mild orgy of human retaliation upon those who lately caused them so many sleepless nights? This is not to say that any such spirit will be evinced by the departmental heads. They may be quite angelic. They may forget and forgive, but this is to advise you not to take a chance. It might be safer to settle the internal controversy and man the front line as a united, not a divided body, for there will be plenty of opportunity for the West to display all its much needed aggressiveness and for the East to deck itself in top hat and patent leathers and parade before the "powers that be" with all that culture which is considered so nice in diplomatic circles.

Now, it is not in the least necessary for the Dominion Postal Clerks' Association to be immediately restored. As our poor human nature, so lately derived from the ape, stands, a certain period of time must elapse before the two parties may gather round the same table. There is, however, one crucial point in our subject which no man can gainsay and that is that there must be a close relationship established and maintained between the Eastern and the Western Postal Clerks' Associations.

Co-ordination of petition must be accomplished or the structure you have taken years to build will topple to the ground like a house of cards.

The foregoing is an attempt to contribute a word or two of common sense to the subject under discussion. As such remarks may appear wise, they are submitted for the consideration of our friends of the Postal Service both East and West.

F. GRIERSON.

—CSFC—

SUGGESTED REORGANIZATION

A suggestion for a strong organization for postal employees is as follows:—

Postal Clerks, Railway Mail Clerks, and Letter Carriers to continue present Dominion organization, but all organizations to be affiliated. A joint Dominion Executive to be formed to deal with all matters of common interest, joint executive also at each city to act in conjunction with Dominion executive and also to attend to all local matters which could be dealt with more advantageously by joint action. Conventions to be held annually, all three organizations to meet in the same city and at the same time, the last day of such conventions to be used for the purpose of discussing matters of common interest, this session or day to be a mass meeting of all delegates.

In all large towns a club-room could be obtained for the use of members, and meetings of each organization could be held in such room. If desirable at any time to hold a mass meeting, it would be possible to call one at short notice; and should the club-room be too small, a special hall engaged for such purpose. All socials, dances, picnics, etc., to be held as a Federation and not by individual associations.

Finally, if thought desirable, a president of the Federation to be elected, he to reside at Ottawa, and whose duties would be to act between the Federation or any part of same and the department or the Government.

No memorial or communication, to either the department or the Government requesting any change in conditions which may have the slightest tendency to affect in any manner any other branch of the Postal Service, should be sent to the department or the Government unless copies of same are first submitted to each organization and endorsed by their executive or by the executive of the Federation. This would act as a safeguard against the possibility of friction.

—CSFC—

Our Roll of Sacrifice

Continued from page 282

RANDALL JAMES O'CONNOR, died of wounds, was employed in the Dept. of Customs and previously in the Post Office Department. He was a brother of J. C. O'Connor, formerly secretary of the Civil Service Association of Ottawa.

T. M. ROACH of Montreal Customs, wounded August 11, was a recruit of the 199th Battalion.

GEO. BELL of Calgary Customs, wounded some time ago, enlisted with the 56th Battalion.

S. R. KEELING of Calgary Customs, wounded, was an "original" of the 10th Battalion.

R. S. JACKSON of Calgary Customs, wounded, belonged to the old 89th Battalion.

MAJOR A. R. SPRENGER, wounded, was on the staff of the Dept. of Public Works at St. John, N.B., before the war.

T. A. JONES, wounded, was a Toronto letter carrier before he enlisted with a Queen's Own battalion. He was afterwards in the 75th.

JOSEPH FARRELL, wounded, was a Toronto Post Office employee.

J. MURDOCH of the City Sortation staff, Toronto Post Office, was wounded on August 10.

WAR PERSONALS

Major R. W. Powell, M.C., has been selected to command the company of Canadian Engineers in the expeditionary force for service in Siberia.

Chas. Glazier, wounded, is a brother of L. T. Glazier of Toronto Post Office.

Lieut. G. McLean, recently killed in action, was a brother of Miss M. McLean of the Bureau of Statistics. He was a machine gun officer in the Tank Corps.

Lance Corp. Irene Gauthier, killed in action, was a son of J. V. Gauthier (Public Works).

Announcement is made of the promotion to a majority of Capt. James J. Stock, M.C., Canadian Engineers, in civil life a Topographical Surveys employee.

Lieut. W. H. Bick, wounded, is a brother of Major A. H. Bick, (Topographical Surveys.)

George E. Westman, gassed and wounded, is a son of Thomas Westman (Inland Revenue).

Lieut. R. G. Lewis of the Forestry Branch, has returned from France.

M. W. Maynard (Railways and Canals) has received notice of the wounding of his son, Capt. J. W. Maynard, a machine gun officer. Another son, Major F. H. Maynard, M.C., was severely wounded in Mesopotamia.

Lieut. Douglas M. Ewart, killed in action, was a son of David Ewart, consulting architect, Public Works. His brother, Keith Ewart, has been missing for some time.

Early in the big Canadian drive the colonel of a Toronto Highland battalion to which Major J. P. Girvan, M. C., (Toronto Post Office) belongs was wounded. Major Girvan broke off his honeymoon leave and went to France to take command, declining to let Major Forbes relieve him because the latter has a wife and children.

Flight Lieut. Victor Stupart, wounded, is a son of Sir Fred. Stupart, Toronto, chief of the meteorological service.

Lieut. G. L. Kezar, M.C. and Bar, son of G. G. Kezar of the Privy Council Office, is home on leave.

Percy Andrews, son of E. L. Andrews of the Immigration staff, Niagara Falls, has been wounded.

Lieut. I. L. McKinnon, killed in action, was a son of Murdoch McKinnon of the Railway Mail Service, North Bay division.

A conspicuous officer of the Fort Garry Horse is Major Percy Victor Torrance, son of Dr. Fred. Torrance, veterinary director-general. He went overseas in the ranks, has won his way upward, grade by grade and was recently awarded the D.S.O.

Corp. C. S. Cole, killed in action August 9, was a brother of H. F. S. Cole of Saskatoon Customs staff, who has also served overseas.

Yves de L. deKerouara, proof-reader at the Printing Bureau, a wounded and discharged soldier of the French army, has received notice that his brother, Didier, was killed near Soissons on August 11. Another brother, Joseph, was killed in 1915. Two other brothers are still at the front, though both have been wounded.

C. S. M. Lawrence Pridham, killed in action, was a son of R. A. Pridham of Winnipeg Post Office.

S. V. Broadbent, killed in action, was a son of the late R. L. Broadbent of the Geological Survey.

Bomb. A. J. Gilmore, died of wounds, September 17, was a Toronto boy and a brother of Sergt. R. B. Gilmore of Toronto Post Office. Another brother is Major H. W. Gilmore of the Mounted Rifles.

George F. Dalton of the Geodetic Survey, overseas with the Canadian Engineers, has been promoted to a captaincy.

—CSFC—

THE OLD WORKERS

Addressed to the Members of Parliament.

What have you done with the old men
Who're broken by toil and time?
Once they were brave and bold men;
Now they are past their prime,
Now they are aged and juiceless,
Now that their race is run,
Now that they're weak and useless,
Tell us—what have you done?

Have you made their hard lives
rougher

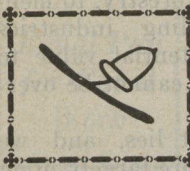
By turning them out in truth,
To shiver and starve and suffer
In the world that was meant for
youth?

Now that they cannot aid you
Nor earn their daily wage,
For all that their work has paid you
How have you dealt with age?

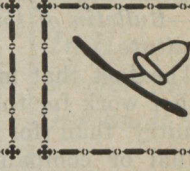
Once they were young and gay men,
Toiling to make you wealth;
Now they are bent and gray men,
Broken in strength and health.
Have you pensioned these old-time
bold men,

Or starved them as some men do?
As you have dealt with the old men
May destiny deal with you.

—Los Angeles Express.



How the Wind is Blowing



To doubt everything and to believe everything are two equally convenient solutions; each saves us from thinking.

—Poincare.

Labour, on Organization:—

Now is the time when there ought to be complete organization of all workers and of all organizations of workers.—*Samuel Gompers.*

Capital, on Organization—

I believe that organizations of men engaged as wage workers are absolutely essential in our present situation of affairs.—*Senator Walsh (U.S.)*

Civil Servants still Organizing:—

The list of affiliated Civil Service organizations given on the page containing the table of contents for this month contains the names of eighteen more organizations than appeared in the same list a month ago.

Brighter Days:—

For while the tired waves, vainly
breaking,
See here no painful inch to gain,
Far back, through creeks and inlets
making,
Comes silent, flooding in, the main.
And not by eastern windows only,
When daylight comes, comes in the
light,
In front, the sun climbs slow, how
slowly,
But westward, look, the land is
bright.

—*Clough.*

Worth Carrying On in Peace Time

The principle of coal zoning has been adopted in the United States, whereby 300 million tons of soft coal, or 60 per cent of the country's output, will be shipped from the nearest mines. It is expected that the saving will amount to 160 million car miles. Translating this into plain language: if this change had not been made, the cars which will be used to haul this coal would have had to make 300,000 additional trips without hauling any more coal to any more people.

An Interpreter of Democracy:—

I do not feel justified in assenting to a measure in which the United States as an employer changes the condition of the labour of its own employees unfavourably to them.

—*Woodrow Wilson.*

The Pay of the Expert:—

“Mr. Arthur A. Cole, in his presidential address at the annual meeting of the Canadian Mining Institute last March, commented on the meagre and altogether inadequate salaries which are offered, particularly by our Government departments, to technical men; and in the course of a subsequent discussion, much was said about the necessity of adopting some means of generally improving the status of the profession. This should not end in mere talk. Mr. Cole pointed his remarks by citing a recent specific case, where the Civil Service Commission of Canada had advertised for a legal officer at an initial salary of \$3,300 per annum, and for a chemist in the Mines Branch at an initial salary of \$1,600 per annum. The advertisement detailed very fully the qualifications which were required of applicants for each position, and a comparison of these was justly summed up by Mr. Cole, as follows:—

“The qualifications required by the chemist are such as would entitle him to a Ph.D. degree at any of the best universities on the Continent. The absurdity of the discrimination thus instanced is further emphasized when we know that in the Mines Branch only the Director receives a higher salary than that mentioned in the above advertisement as the amount to be paid at the start to a legal officer, whose duties could quite readily be performed by any mediocre country lawyer, or even by a clerk who had had a few years' experience in a lawyer's office.”

“The contrast presented in these two advertisements is so pronounced that anyone not familiar with real conditions might well be pardoned if they harboured the suspicion that Mr. Cole had deliberately selected some unusual isolated example to support his case. Unfortunately, it is only one instance of the invariable practice; it is typical of the Government's estimation of the value of the services of a man with high technical training, and one has only to consult the advertisements of the Civil Service Commission, which appear from time to time in *The Canada Gazette*, to appreciate the truth of this assertion. During the month of May, for example, a technical clerk was temporarily required in the Topographical Surveys Branch of the Department of the Interior at a salary at the rate of \$1,300 per annum, and it is stated that ‘applications will be considered from graduates in Applied Science, honour mathematics, or physics, of some recognized university.’ Qualified draughtsmen, competent to perform engineering and architectural work, are offered \$125 per month. By way of contrast, a ‘motion-picture camera man’ required by the Department of Trade and Commerce is to be given an initial salary of \$2,400 per annum, and a law clerk an initial salary of \$2,100.

“However, it is hardly necessary to multiply examples. The fact is self-evident that, as compared with other professions, the Government sets a very low value on the services of men of the engineering profession, and the possibility for the existence of this state of affairs constitutes a serious reproach against all engineers. The training of a properly qualified technical man is a protracted and expensive business, necessitating as it does a long course of special study at a university or technical college, followed by a further period spent acquiring knowledge in the school of practical experience or in conducting

original research."

—*Bulletin of the Canadian Mining Institute.*

The fact that many experts would rather work for the people of a whole country than for any private individual or company in that country tends to bring within our technical departments many men of marked ability. But men of this altruistic type are not advertisers; they counted the cost of staying where they could serve the entire commonwealth years

ago and they know that the thousands of dollars which they contribute yearly to the Government for this privilege is the price of this decision. They work willingly with those who, during their period of training, can afford to work for a small salary, and uncomplainingly with those to whom the salary of a Government expert seems worth while. From these three classes is the present schedule of salaries recruiting the technical staff of the Government,—the experts in agri-

culture, mining, and forestry, to mention only our leading industries whose actual and potential value to the people of Canada cannot be overestimated.

Wherever the fault lies, and we think it rests much more largely upon the administration of the present law than upon its construction, it is on a fair way to remedy in the reclassification and reorganization which is now taking place.

CSFC

Ottawa Postal Clerks to Entertain Their Friends

The Ottawa Branch of the Dominion Postal Clerks' Association have expressed their intention of giving an entertainment, in the form of a Euchre and Dance, to be held on October 22, 1918, at the Racquet Court.

The Postal Clerks feel that as far as the Civil Service is concerned, the coming year will be one of the most important in the history of the Service, and their object in holding this entertainment is to provide the necessary funds for the Treasury, which has been sadly depleted by the recent heavy demands made upon it.

To quote just one instance of the value of the Postal Clerks' Association, it will be recalled that towards the end of the past session a rumour was thrown out that the Civil Service question was in danger of being shelved, the Postal Clerks immediately took steps and interviewed every important newspaper in Canada and laid the facts before them, and there is no question of doubt that their aggressiveness resulted in helping largely in bringing this most important matter to a head.

In connection with this entertainment the Postal Clerks' Association is preparing a souvenir booklet, which sets out clearly and in detail the aims and policy of the Postal Clerks' Association as a body. It is their intention to give one of these booklets to every Civil Servant in Ottawa. This is an opportunity for the Civil Servants to support the Postal Clerks, and in doing so they will in a large measure be helping themselves.

Tickets for the entertainment may be obtained at the Registration Wicket in the General Post Office.

ALL ARE GLAD.

An old subscriber writes: I was greatly pleased to read Silas Wegg once more in "The Man Without a Garden." Silas gives me real enjoyment, and I hope you can keep him at it, now that he has returned from the "Far Country."

BUFFALO POSTIES GET MORE.

Toronto and Buffalo are about of a size and are about 75 miles apart. Buffalo has 394 letter carriers, divided into 51 grades, with salaries ranging from \$1,000 to \$1,500 a year. An increase of \$200 a year was granted in July, 1917.

CIVIL SERVICE FEDERATION OF CANADA NOTICE

It has been found necessary, owing to the increased cost of printing, paper, etc., and the difficulty in collecting back dues, to have all subscriptions paid in advance. If this is not done the paper will have to be cancelled. Kindly send us your subscription so that you may receive the next issue. Look at your label, which tells the month and year to which your subscription is paid.

THE CIVILIAN COMMITTEE.

NEW HEAVEN.

(Katharine Tynan.)

Paradise now has many a knight,
Many a lordkin, many lords;
Glimmer of armor, dinted and bright,
The young knights have put on new
swords.

Some have barely the down on the lip,
Smiling yet from the new-won
spurs,
Their wounds are rubies, glowing and
deep,
Their scars are amethyst—glorious
scars.

Michael's army hath many new men,
Gravest knights that may sit in
stall,
Kings and captains, a shining train,
But the little young knights are
dearest of all.

Paradise now is the soldier's land,
Their own country is shining sod,
Comrades all in a merry band;
And the young knights' laughter
pleaseth God.

Equal Pay
for Equal
Work

What Our Women Are Doing

In Honour
Preferring
One another

Coming Events

A meeting of the Women's Branch and all the members of the Halcyon Club will be held, Tuesday, October 15, at 8 o'clock, p.m., at the Halycon Club, 106½ Sparks Street. You are invited to bring your knitting and the convener will have Red Cross hand sewing. The business will include the semi-annual reports and discussion of programme plans for the coming winter. This meeting will be open to the entire Service.

—CSFC—

A Masquerade Dance for all the women of the Service and their women friends; to be held towards the end of October or early in November.

—CSFC—

A sale of fancy and useful articles at the Halcyon Club some time in November.

Each member of the Club is asked to donate one article. Get busy now and be ready when the date is fixed. Proceeds to be applied to the Club's liability.

—CSFC—

Over A Hundred

As usual the women in the Service have responded generously to the appeal from the main Red Cross for Christmas stockings. One couldn't bear to think of a Canadian soldier having to go without his Christmas stocking, so just as soon as the stockings were available they were quickly snapped up. Miss F. L. Crocker has taken charge of this branch of the Red Cross and her careful management has resulted in over a hundred being filled. Indeed many more might have been filled but the main Red Cross had given out the supply allotted to Ottawa and no more could be obtained.

The women of the Labour Department alone have donated thirty-five Christmas parcels, instead of stockings, to be sent to as many Canadians in the Navy. It was through Miss McPhie's enterprise that this interesting Christmas gift was arranged.

Worthy Patriotic Schemes

Worthy Patriotic Schemes.—ble. The Emergency Fund box of the Women's Branch, which circulates throughout the departments every fifteenth of the month, results in a sum being turned in to the treasury that may be spent on war work only. This fund enables the Women's Branch to subscribe a fair amount to almost every worthy patriotic scheme that is brought to its attention. Since May 15, last, the following contributions have been voted:—

Canadian War Contingent Association, London, \$100.00; The Y.M.C.A. Red Triangle \$150.00; The Knights of Columbus, Huts, \$150.00; The Navy League, \$200.00; Ottawa Welfare Bureau, \$90.00.

If more Civil Servants would drop 5 cents a month into the box, the amounts voted might be much larger.

—CSFC—

What's the World Coming To?

"Do you know," said an elderly woman to her companion as she watched the women's patriotic spectacle in the grand stand at the Toronto Exhibition, "I believe God sent this rain to-day," with an emphatic jerk of her head.

"What makes you think that," her companion asked.

"Well," was the reply, "I don't think that He ever intended that young girls should march around a race track wearing pants." This was in reference to the farmerettes and munition workers in their National Service uniforms of khaki trousers and blouses.

—CSFC—

The Missing Piano

When the furnishing scheme of the Halcyon Club was planned out by the house committee, a piano was included and there is no reason why a piano should not be in the Club if all the women who signed their names to pay a fee of five dollars to become members had fulfilled their side of the agreement. About one hundred women have neglected to pay, and, until a large percentage of that hundred has been paid in, the

house committee cannot see its way clear to putting in a piano. Fortunately the purchasers stopped in time and we are not now saddled with a piano which we cannot pay for. The best way to get a piano is to bring in new members and to do it soon.

—CSFC—

Afternoon Tea at the Club

All summer the Halcyon Club has been used almost wholly as a rest room at the lunch hour. Now that the cool dark evenings are coming, it is expected that many little parties will gather each evening for recreation. Every thing that the house committee can do to make the evenings pleasant and entertaining will be done. Each member is free to bring a party of her friends there and entertain them in any way she desires and she is at liberty to order refreshments from outside sources.

Many requests have been made that members should be allowed to order tea up from *The Daffodil*, and at the last meeting of the executive it was decided to grant this privilege. So now when a Club member desires to entertain her friends at the tea-hour, she may do so in her own club.

—CSFC—

A Successful Tea and Bridge

In spite of high winds and showers on Saturday afternoon, September 21, a happy throng gathered at Benvenuto, Britannia, the summer home of Miss Edna Inglis, convener of the house committee of the Civil Service Women's Club. Miss Inglis was assisted in receiving her guests by Miss M. Tremblay, president of the Women's Branch. Bridge had been arranged by Miss Eleanor Ross to be played on the balconies, but the inclement weather forced the players inside where grate fires were most cheering. The prizes which were all donated were won by Mrs. Wheeler, Mrs. A. E. Maxwell, Mrs. F. A. Scott, Mrs. A. F. Scott and Mr. Harry Plaunt.

At 5.30 tea was served from charmingly decorated tables in the dining-room and also in the sitting-room upstairs. Mrs. John Fraser,

Mrs. J. B. Hunter, Mrs. Frank Grierson and Mrs. Adam Shortt poured tea, and their assistants were, Misses Jessie Wilson, MacKay, Churchill, Neeley, Lee, Kilburn, Imrie, Dibblee, Rattray, Crocker, Duhamel, Challoner, Edward, McCauley, Hammond, MacRitchie, Church, Hirsch, and Hill.

Ice cream and cones were vended by Miss Gladys Vipond, Miss de Blois and Miss Scobie under Miss Irma Smillie's able direction.

Raffles for a dressing-jacket and a pair of silk hose were managed by Miss Nellie Casey, the lucky winner of the former being Miss Jessie Parmelee, and of the latter Miss M. Tremblay. As usual the fortune-telling provided a great deal of amusement, Miss Agnes Duhamel taking charge of the readings by Misses Marie Duhamel, Kealey and Hunter. Miss Jessie Ross read the cards and Miss Street the tea-cups.

The younger set were disappointed in not having the promised dancing; but everyone voted the outing a huge success, and the liability of \$800 carried by the Haleyon Club will be reduced by \$120.

—CSFC—



MISS ALICE HOUSTON

A daughter worthy of her parents is Miss Alice Houston, who has lately returned to Ottawa after almost two years' service as a V. A. D. in

England and France. Her father, the late Rev. R. L. M. Houston, M.A., Rector of Trinity (Memorial) Church, Cornwall for twelve years, took a keen interest in the building and extension of the Cornwall General Hospital, of which he was one of the life-governors. Mrs. Houston had always taken a great interest in the welfare of the nurses, and upon her removal to Ottawa, at the time of her husband's death, became president of the Guild of St. Barnabas for nurses.

Thus it was a logical thing for Miss Alice Houston to take up V. A. D. work and to enlist for overseas service. She crossed the Atlantic with the first lot of V. A. D.'s, entering on her hospital duties on September 30, 1916, at the 4th Northern General Hospital, in Lincoln, England, where she served for nine months.

While there she worked first on a ward for Tommies, and later on an officers' ward. She spent nearly three months on night duty in a ward where all the casualties were received from the neighbouring aerodromes, and at that time also she had two German patients from a captured submarine.

On July 12, 1917, she left for France and worked with the 59th General Hospital at St. Omer until the spring push in March, 1918, when her hospital had to be evacuated and she was attached to No. 3. General Hospital until her term expired. While at the 59th General Hospital, her section was bombed while she was on duty, and as a reward for her ability to "carry on" under the circumstances, she was "mentioned in despatches" by Sir Douglas Haig—the first Canadian V. A. D. to achieve such an honour.

Miss Houston's work was entirely in British hospitals and she speaks very highly of their organization, and of the efficiency of the British doctors and nurses and of their kindly treatment of the V. A. D.'s. On her return to Canada Miss Houston enjoyed a short holiday among her relatives, and then resumed her office duties in the Annuities Branch of the Post Office Department on July 1, 1918.

—CSFC—

THE MASS MEETING RE WAR BONUS

At a hurriedly called mass meeting of the women of the Service in the Haleyon Club on Friday, Septem-

ber 27, to discuss War Bonus, a resolution was passed unanimously approving of the action already taken and of that to be taken by the executive of the Civil Service Association regarding a War Bonus to the Inside Service, and pledging the support and co-operation of the Women's Branch.

Mr. Frank Grierson, President of the Federal Association, and Mr. E. F. Drake, acting president of the C. S. Association at Ottawa, were guests of the Club and gave interesting talks on the subject of paramount interest to all.

The president, Miss Tremblay, gave a most interesting resumé of the Women's Branch and what it has accomplished for the women of the Service, and emphasized the need of all the women joining. The convener of the house committee made a strong appeal for more members, and at the close of the meeting several names were added to both the Women's Branch and the Haleyon Club. The hope was expressed that in future we shall frequently hear from Mr. Grierson and Mr. Drake.

—CSFC—

The Red Cross Convener

Deep regret was expressed on all sides when it was learned that illness in her family would prevent Miss Maud C. Russell from continuing her work as Red Cross convener. As convener for a year and a half Miss Russell has given unstintingly of her services and it is largely owing to her immense executive ability and untiring enterprise that our Red Cross work has been built up to its present dimensions. Only the officers of the organization and the members of the Red Cross committee can have any idea of the difficulties that have been surmounted and of the sympathetic diplomacy that Miss Russell brought to bear on the subject, resulting in a smoothly running Red Cross Branch.

While our regrets go with the past convener, much gratification is being expressed that the new convener is Miss Helen Robinson, who all along has been Miss Russell's first assistant. Miss Agnes Brown has consented to take the place of first assistant, and with such a strong combination the Red Cross committee are looking forward to a year of excellent work.

—ELIAN.

□ □

SUPERSTITION

*As I trudged along the duckwalk in the mud and muck and gloom,
I espied above the trench wall, on the parapet, in bloom,
A lovely flaming poppy, who blushed and bowed her head,
As she danced to all the breezes making music to the dead.*

*"What sprite is this," I questioned, as I cast my harness by.
And she answered, "I am Terpsi and I dance to those who die;
There are many soldiers like you going hopeless to their doom,
And I dance to give them pleasure, there is joy beyond the tomb."*

*Then the pipes of Pan blew louder as the breeze grew strong and high,
And the little lady danced the more to bless the men who die,
When crack! a leaden bullet rent the air about my head,
And a comrade right behind me tumbled down beside me—dead.*

*So now when I am walking in the mud and muck and gloom,
I never stop to listen where the poppies are in bloom,
You claim it is my fancy, but somehow I have a dread
When I see those ladies dancing on the threshold of the dead.*

—JOHN STAND.

WAR FOR HUMANITY.

War, in a good cause, is not the greatest evil which a nation can suffer. War is an ugly thing, but not the ugliest of things; the decayed and degraded state of moral and patriotic feeling which thinks nothing worth a war is worse. When a people are used as mere human instruments for firing cannon or thrusting bayonets, in the service for the selfish purposes of a master, such war degrades a people. A war to protect other human beings against tyrannical injustice; a war to give victory to their own ideas of right and good, and which is their own war, carried on for an honest purpose by their free choice, is often the means of their regeneration. A man who has nothing which he is willing to fight for, nothing which he cares about more than he does about his personal safety, is a miserable creature, who has no chance of being free, unless made and kept so by the exertions of better men than

himself. As long as justice has not terminated their ever-renewing fight for ascendancy in the affairs of mankind, human beings must be willing, when need is, to do battle for the one against the other.—*John Stuart Mill.*

—CSFC—

CONSECRATED.

He who saw the lowly widow
In the treasury cast her all,
Has not failed to see the shadow
Of the blindness on thee fall.

Not one sparrow ever falleth
To the ground without He cares,
Wordless partings, ever calleth
Unto Him as uttered prayers.

When a life is consecrated
Through war's duty unto Him,
Angel chorus, glad, elated,
Welcome! Soldier, Enter in!

And a dollar gladly given
Unto one who's loved by Thee,
Will be heralded in Heaven:
"Ye have done it unto Me."

—*Bedfordiensis.*

KAMARAD! KAMARAD!

(*George B. Eager, Jr., in Life.*)

I ought to shoot 'im where 'e stands—
A whinin' Un, with lifted 'ands—
For 'e called me "Kamerad"!
Me, wot's fought 'im clean an' fair,
Played the game, an' played it square;
'E crucified my pal out there!
An' 'e calls me "Kamerad"!

You low-down, stinkin' 'ound o' 'ell,
I've seen the work you do so well;
Don't you call me "Kamerad"!
You, wot shells a 'elpless crew,
Wot rapes an' murders women, too;
A blasted blackguard through an'
through!
An' you calls me "Kamerad"!

You bloody, bleedin', blinkin' 'Un,
After wot you've been an' done,
Don't call me "Kamerad"!
I ain't no bloomin' 'ypoerite,
There ain't no 'alo in my kit,
But when you comes to this, I quit!
Don't call me "Kamerad"!

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Particulars of entry may be obtained on application to the Department of the Naval Service, Ottawa.

G. J. DESBARATS,
Deputy Minister of the Naval Service.
Ottawa, January 8, 1918.

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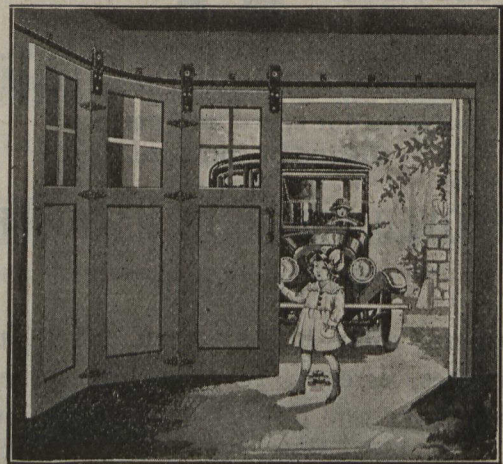
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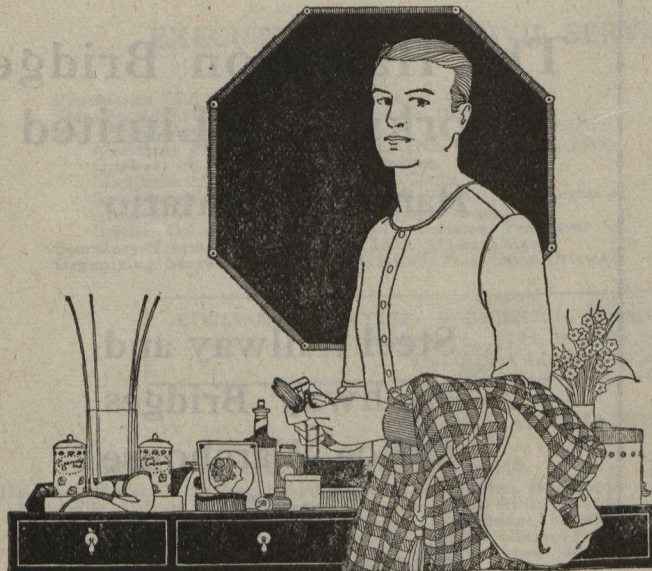
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