

PAGES

MISSING

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To Eliminate Patronage and Promote Efficiency

Scientific Proposals for the Efficient and Non-Political Conduct of Public Business.

(Prize essay by Charles A. Bowman, late of the Dept. of Railways and Canals.)

Emerging from the Central Station in the city of Ottawa to proceed in the direction of Parliament Buildings it is necessary to cross a wide highway bridge spanning the Rideau Canal. The canal and the site of the bridge are enduring monuments to a corps of men whose work may be encountered in every quarter of the globe. Men whose motto is *Ubique*: as Kipling says, "The men who do something all 'round". . . . the Corps of Royal Engineers.

The canal, built almost a century ago for purposes of defence, is still in the year 1912 a commercial asset to Canada.

To build the new highway bridge at Ottawa, known as the Plaza, it was found necessary to pull down the arch of the existing Sapper's Bridge, built under the direction of Colonel By in 1828. Before the old bridge could be torn down much labour and dynamite had to be employed. After the arch had been materially weakened, a boulder weighing almost a ton, hoisted and dropped from a height of fifty feet, failed to complete the process of demolition. Only after repeated assaults and hours of battering did fall the works of those pioneer engineers; works built to endure, without thought of profit, works built for the common weal.

Thus it is wherever the works of the earliest engineers are found. The Great Wall of China, the Roman roads of Europe . . . how many engi-

neers remember those schoolboy (sometimes painful!) efforts to render a faithful translation of the chapter on Bridgebuilding in Caesar's Gallic Wars?

Some of the most enduring of the world's historic records are the works of the engineer, almost invariably of the military engineer. It would almost appear that engineering originated as a branch of the art of war, cultivated and developed as a department of state.

The passing of the feudal system witnessed the limitation of military government. But while war has declined, engineering has advanced into vast new fields: evolved from the art of war to the science of industrial civilization. And though some of the most remarkable modern achievements of the engineer, the appalling "Dreadnought" fighting machines and to some extent the Panama Canal, owe their existence to the new artillery method of preserving peace, nevertheless the civil engineer has outgrown his military parent. So that in modern states such as the Dominion of Canada even the military colleges are concerned in educating civil engineers.

Although an offspring may outgrow a parent it does not follow that the larger body necessarily must be the more efficient. There is much to be learned from the past. It would be well if every civil engineer could make a pilgrimage to Ottawa and read, mark, learn and inwardly digest

the moral to be learned from those century-old works of the Royal Engineers and Colonel By.

Under the industrial system the stress of competition must be held responsible for tremendous waste and lack of combined effort. Work and study have suffered through undue haste. Efficiency has been subordinated to expediency. But the error has been recognized. There would appear to be a growing movement in favour of engineering service organized by the state. Such a service may be found in France known as the Société de Ponts et Chaussées; in India and Egypt where vast engineering projects are carried out by the civil servants. In the United States the Army Engineers are responsible for the design and construction of federal works — harbours, waterways and canals; the engineering staff of the Panama canal has proven such an efficient body, it is suggested that the entire organization should be retained and employed upon a great national undertaking in the Mississippi valley.

In Canada the various public service departments have each a staff of engineers, but each Department works entirely independent of the others. Practically no steps are taken toward co-operation or systematic organization of the state engineers. In such a magnificent domain, awaiting development, with great engineering problems to be faced and solved, the day has arrived when some move ought to be made in the direction of the scientific handling of national projects. There is great need for a Supreme Court of Engineering.

Amongst the eight million inhabitants of Canada to-day there is ample material for the formation of such a body. The great works of construction already in existence is good evidence of the nation's ability to accomplish any undertaking. National development could be reduced to an exact science by the organized efforts of experienced, farseeing men, acting in co-operation; acquiring and recording information systematically.

It would not be proposed to make a revolutionary sweep of the present intricate system of departmental engineering, rather to form a nucleus around which the twentieth century organization could be gradually built up. Studying the history of industrial civilization all roads seem to lead to the principle of combination, evolution from distinct units to corporate organization. The world's captains of industry appear to have worked out an unassailable method of assuring economic efficiency. Without aiming to effect a corner in technical experts—nationalization of the engineering profession is not yet above the horizon of possibility—it would be possible to draw together and form into,—let it be termed, a Board of Engineering Control; a number of engineers with experience and ability sufficient to pronounce with authority upon any engineering project. It would be essential that such a Board be entirely non-political, as the Supreme Court of Justice is intended to be. In the engineering profession there is an abundance of public spirited men doing faithful service in Canada and actuated entirely by love of their work.

In personnel the suggested National Board of Control could consist of five directors, equivalent to president and vice-presidents of a corporation. In the first formation directors might be appointed by a Royal Commission after due investigation of all conditions relating to the engineering expansion of Canada. The Board should have power to fill all vacancies in future, either by promotion or appointment; also power to select from amongst themselves the permanent chairman of the Board. The appointment of director should be for an unlimited period with retiring pension after a specified period of service.

As with the present system of Auditor General the Board of Engineering Control should be responsible to Parliament alone. The Board should have power to dismiss or appoint any subordinate and have authority to sus-

pend or approve any public engineering contract.

Recall of any director could be enacted only by Parliament. Each director upon entering office should be required to tender a formal resignation to the Governor General in Council; the resignation being signed but *undated*. Should a reason arise making it necessary to recall any particular director a vote could be taken in the House of Commons. With the approval of the members, the resignation of the director could be accepted. The date when resignation should take effect could be specified by Parliament and filled in by the Governor General in Council. Thus affecting drastic control of any director by the nation through the national house of representatives.

Following upon the successful establishment of a Board of Directors, the process of gradually building up a staff of expert engineers would commence. It would not be proposed to interfere with the regular working system of government departments other than to consider and report upon national projects until the success of the Board as an instrument for promoting economic efficiency had been thoroughly established. But the ultimate aim would be transference of the purely technical work from the various independent units and staffs to the National Board of Engineering Control.

Momentous questions are looming up regarding the policy of canal construction in Canada. To deal adequately with the great problem of freight transportation by water it would need a completely organized staff of canal experts. The logical proceeding would be to appoint a Chief Engineer of Canals and Water Service responsible to the Board of Control; with the necessary assistant engineers, draughtsmen and technical clerks.

Departmental engineers with the necessary experience could be transferred to form the staff. In the pro-

cess of time similar staffs could be built up, all directly under the Board of Control, to deal with Railways, Marine Service, Harbours, and the rest, until the majority of engineers at present scattered through the various departments would have assembled entirely under the direction of the Board. Where necessary a consulting engineer could remain on the staff of an administrative department. So that should questions arise regarding, for instance, the lease of a water power it would be the consulting engineer's duty to see that the questions were submitted in their proper form with regard to their technical matter. Just as at present the law clerk or auditor of a department might be required to attend to questions coming under the jurisdiction of the Department of Justice or Auditor General.

The staff engineers responsible to the Board of Control would be men widely experienced in particular branches: the chief engineer of railways an expert in railway engineering; the chief engineer of marine service a qualified engineer in marine work; the chief engineer of canals and water service should include on his staff expert hydro-electric engineers and irrigation engineers; chief of surveys to be responsible for all state surveying and conservation, and chief engineer of harbours to include a designer of grain elevators. Each chief engineer would have an estimating assistant who should be especially trained to deal with the economic branch of engineering; economics and finance being the most important features in civil engineering under the present-day industrial system. It would be the estimating assistant engineer's duty to have reports prepared and estimates made dealing with the economic aspects of any proposed undertaking. Other assistants, electrical, mechanical, hydraulic, would be included on the staff where necessary. Bridge engineers under the chief of railways, ship designers under the chief of marine, draughtsmen

and technical clerks as the work demanded.

An auditing engineer would be responsible to the Board for fair and just expenditure on such as inspection, surveying, equipment, tools. The inspection and analytical staff, the technical librarian and the purchasing agent for Board of Control supplies also coming under the auditing engineer.

The secretary of the Board to deal with correspondence and the direction of affairs through the proper channels, to be responsible through the solicitor for the legal drafting of contracts and specifications, through the accountant for the payment of salaries and accounts, also for advertising of public contracts and other clerical work.

Thus, to use the diagrammatic form of illustration, the proposed Board of Engineering Control might be organized on lines similar to the appendant plan:

(See Diagram sheet.)

The work of the Board could be divided under a number of heads, namely: appraising, approving, estimating, surveying, designing, construction, maintenance. Perhaps the most important would be the work of collecting and tabulating information. There has been published at one time and another a tremendous amount of valuable information for the guidance of engineers and those who are concerned in the development of the country. But owing to the lack of cohesion amongst the various departments, and owing to overlapping, lack of responsibility, lack of system, much of the information has been neglected and practically lost. It would be the duty of the Board to place on record all information available regarding the cost of production and distribution of commodities. A technical librarian would be necessary to classify the information such as reports, blue books, treatises, scientific publications, catalogues, price lists and other literature, and to arrange

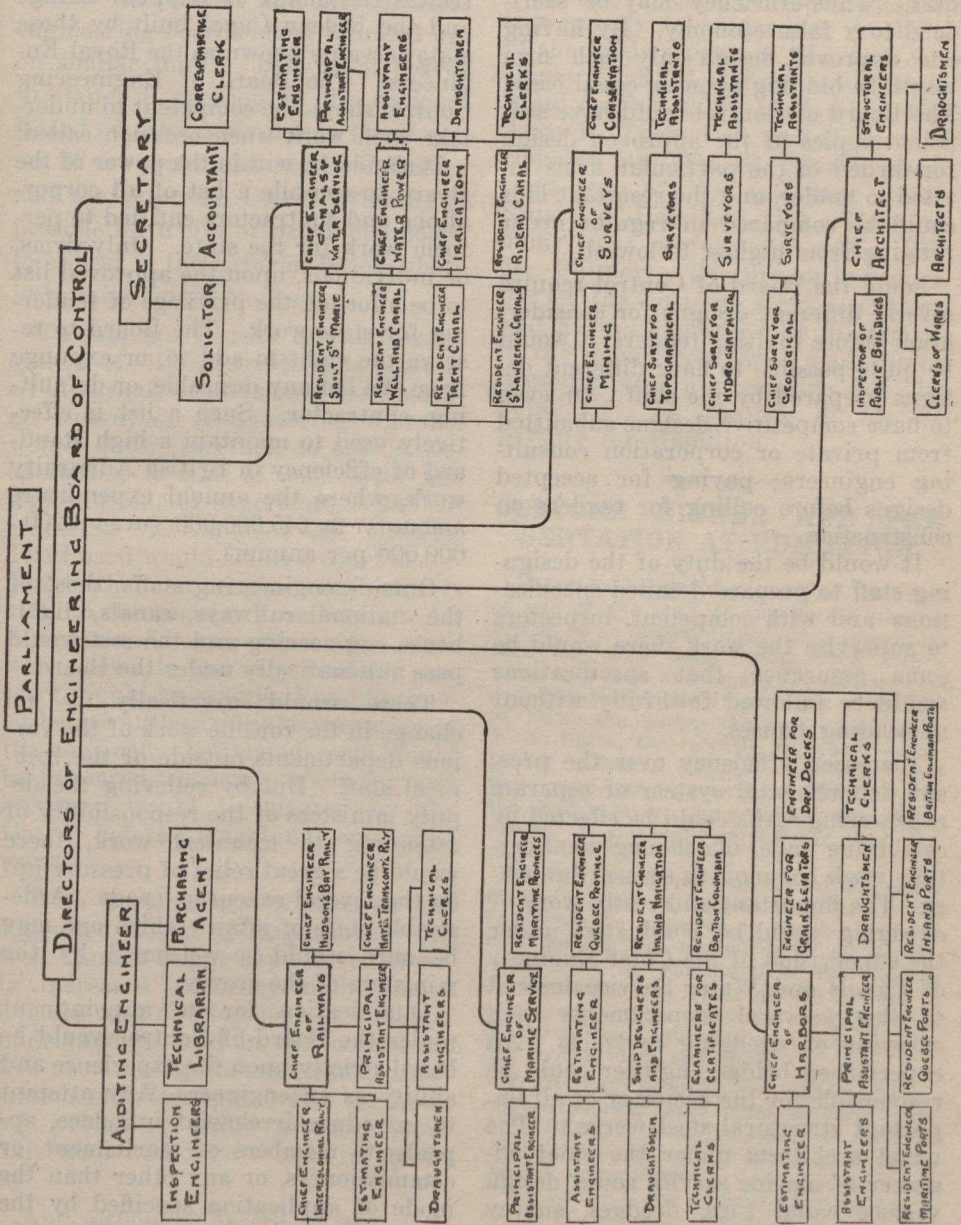
it in a system easy of access. The librarian could also be responsible for the filing of all maps, charts, plans and drawings and for the making of blue prints and photographs.

Designing would necessarily occupy an important place in the work of an effective board of control. It has been the practice of state departments upon calling for tenders for some particular contract to allow each tendering firm to prepare and submit their own design with the tender. Such a process would not appear to be the most economic or the most efficient. The system of varying the design according to the schemes of the various tendering firms is the cause of much wasted effort. It being possible to accept only one tender, it generally follows that the unsuccessful designs produce nothing. But each design, whether used or wasted, has to be paid for; if not directly then indirectly by the community. Designs have to be prepared by experts. Therefore included in the bid of each tendering firm is a certain percentage to pay for the services of the expert designers. The percentage is usually sufficient to pay, out of the profits of one successful contract, the expense (and a little more) of all tenders, whether the design be used or wasted.

For instance, supposing tenders are invited for the construction of an elevator at some point on the grain route, or for a ship, or a bridge, or a post office, any public utility. Say five companies are invited to tender and submit their own designs. The average price bid may be one million dollars. Possibly five per cent. (\$50,000) of the price may be included to cover cost of preparing designs. The actual cost of designing may have amounted to only \$5,000; the extra \$45,000 goes to pay for unaccepted designs in other unsuccessful tenders.

To the national exchequer a great saving in contracts could be effected by the Board of Control preparing its own designs.

Each contractor bidding upon a dif-



ferent design entirely nullifies the system of awarding contracts to the lowest bidder. The design of the lowest bidder may be and usually is far inferior to those of the higher bidders. Thus efficiency may be sacrificed to a false economy. By having one approved design only each firm would be bidding upon an equal basis. The Board of Control could have sufficient copies of the approved design forwarded to the particular firms invited to tender, and the resultant bids could be compared in regular order ranging from highest to lowest.

Should the Board of Control require several different designs for consideration before inviting tenders, it would be quite possible to have different designs prepared by the staff. Or even to have competitive designs submitted from private or corporation consulting engineers; paying for accepted designs before calling for tenders on construction.

It would be the duty of the designing staff to prepare detailed specifications and with competent inspectors to supervise the work there would be some assurance that specifications would be followed faithfully without misleading clauses.

Increased efficiency over the present departmental system of separate engineering staffs could be effected by combining under one management certain work common to several branches. The important and costly work of dredging could be conducted under the supervision of the Chief Engineer of Canals and Water Service instead of three several departments each carrying on dredging contracts. An experienced bridge engineer could be responsible for the accuracy of all important structural steel works. The naval architects under the chief engineer of marine service could design vessels, canal tugs, dredges, survey ships, lighthouse supply ships, irrespective of the branch under which they might happen to be controlled.

Contracting, or actual construction work by state employees, is not look-

ed upon with favour at present. There is an erroneous impression in Canada that it is more profitable to let out work to private contractors. But the day may come when the nation shall realize the moral of Sappers Bridge and the Rideau Canal built by those state servants known as the Royal Engineers. The Board of Engineering Control should be competent to undertake such work when occasion called.

It should be within the power of the Board to compile a list of all corporations and contractors entitled to perform work for the state. Only firms, or individuals, upon the approved list to be afforded the privilege of tendering for state work. The Board to reserve the right to add to, or expunge from the list any desirable, or defaulting, contractor. Such a list is effectively used to maintain a high standard of efficiency in British Admiralty work, where the annual expenditure amounts to £45,000,000 (over \$200,000,000 per annum).

Outside engineering staffs, those of the national railways, canals, lighthouse engineering and the rest would pass automatically under the Board.

There would practically be no change in the routine work of the various departments outside of the technical staff. But by relieving the deputy ministers of the responsibility of attending to technical work, there would be a great relief of pressure upon the several executive heads. A desirable state of affairs which one may be sure would be welcomed by the ministers of the crown.

Qualification for an appointment under the Board of Control would be based strictly upon the experience and ability as an engineer. Any attempt to introduce irrelevant influence, appeals to members of parliament or commissioners, or any other than the mode of application specified by the Board should be deemed sufficient to cancel an application.

With the successful establishment of the Board of Engineering Control, responsible to the Federal parliament,

it might be possible to expand the principle to the various provinces and towns. Provincial and city or local engineering boards being founded upon similar lines. Provincial boards to stand in relation to the national Board on a basis similar to the standing of the provincial courts of Justice and the Supreme Court. Making it possible for a city or provincial board to appeal to the national board where its opinion might be desired.

To sum up: instead of the present system of disorganized units scattered in various departments the National Board of Engineering Control would draw together, to act in cooperation, a staff of men with the highest grade of experience in the engineering development of Canada. The Board would act as a court of appeal to the many engineering projects vital to the country's wellbeing. All designs and expenditure for state work, down to the very smallest contract, would be examined and approved before authorizing the execution of the contract. Estimated costs would be prepared, economy, efficiency and accuracy would be ensured by the Board before launching any state work.

With such an organization as the suggested Board of Engineering control, Canada might hope to see greatly increased efficiency in the maintenance and development of national undertakings, and in the consideration of new projects more exact information and foresight. The engineering profession, while growing more universal, would grow also in stability.

And although the era of war with its inspiration to great achievements in art and science may pass, engineering in Canada and the world would progress from triumph to triumph in the never ending war between Humanity and Nature.

NEWS ITEM.

A very pretty yuletide wedding was quietly solemnized at the home of the bride's parents, Mr. and Mrs. Henry Tuck, 54 Oxford street, Hamilton, on Dec. 25th, 1912, when Miss Amy B. Tuck was united in marriage to Mr. Wm. B. Stuart, of Ottawa, son of Mr. and Mrs. James Stuart, of Hamilton, Ont. The ceremony was performed by the Rev. Mr. Philpott. The groom is a member of the customs service, Ottawa, and he was honoured by his friends in the department, who made him a presentation, appreciative of his popularity, on the eve of his departure for Hamilton.

CUSTOMS DINNER AND PRESENTATION AT EDMONTON.

It was a happy inspiration on the part of one of the staff to inaugurate what is now to be an annual dinner, when presenting their late chief clerk, Daniel Dyer, with a token of esteem and regard for services rendered in the Customs Department of the city of Edmonton during the past seven years. J. W. Shera, the recently appointed collector of customs, occupied the chair, and there were present to support him thirty of the staff, two or three being unavoidably absent. A splendidly served menu was provided.

When John MacKenzie, one of the oldest in the service, said that Mr. Dyer would be missed, he appeared to strike a popular note, and he was backed up in all departments. At the conclusion of his remarks he handed to the guest of the evening a scroll, and in the name of every member of the customs presented him with a solid oak writing desk and chair.

Toasts were plentiful and cigar and song reigned supreme until quite an early hour. J. W. Shera, the collector, made an excellent toastmaster, and among others gave "The King," "Our Guests," "Old Timers," and "The Ladies," but perhaps after the honored one of the evening the most appropriately responded to was "Our Country," John Rae and John Lee giving especially good accounts of themselves and their acquaintance of facts.

The dinner was in every way a huge success, and it seemed as though the singing of the National Anthem came too quickly for the majority of those present.

EMANCIPATION FROM INFLUENCE

Outstanding Features of the Public Service Act of New Zealand, 1912.

"The Civilian" advised its readers in its last issue of the passing of a Public Service Act in the Parliament of New Zealand in October, 1912. The Editors have not a copy of the Act, but its important features are discussed in the pages of the "Katipo," the official organ of one of the associations of the New Zealand service, from which "The Civilian" has extracted the following facts. The Act marks a most progressive movement in the evolution of proper scientific methods of government service.

The Act aims to eradicate political, personal and social influence from the public service.

The Act appoints a Commissioner and two assistants who are invested with full authoritative control of appointments, promotions, transfers, internal examinations, annual leave, overtime, special allowances, and all other business connected with the personnel of the civil service excepting Railways and the Police.

The Commissioner may be suspended by the Governor-in-Council, but such suspension must be confirmed by Parliament.

The Act establishes an Appeal Board to which any civil servant, who feels aggrieved by any action on the part of the Commissioners, may appeal his case. The decision of the Appeal Board is final.

The Act is the outcome of conferences and negotiations between the Government of New Zealand and Associations representing the service, and becomes effective April 1st, 1913.

SPECIAL GENERAL MEETING AT OTTAWA.

It was most gratifying to President Paré and the officers of the Ottawa association to have such a large attendance at the special meeting called for the 14th inst.; indeed the Railway Committee Room of the House of Commons proved too small for the occasion. The meeting was well conducted, and the discussion and general atmosphere of the meeting was notable for its harmony and good nature.

Of the three subjects to be discussed, the first, being "The Third Division," was introduced by Mr. J. C. O'Connor of the P. O. Dept., who proved an able exponent of this knotty question. In this connection the following resolution was considered:

"That as the bill of 1908 did inequitably reduce the status of certain second class clerks who had fully qualified for second class clerkships by academic and departmental examinations in accordance with the regulations of the Civil Service Act previous to 1908, be it resolved that the Prime Minister and his cabinet be petitioned to rectify this injustice and restore these clerks to their proper standing in the service."

The second subject, Superannuation, was introduced by Mr. Coats, chairman of this committee, who was able to inspire considerable optimism that a superannuation act is assured. A resolution was passed as follows:

"That this meeting, representative of the inside division of the civil service, desires to endorse the principle of superannuation, and to repeat its request that a superannuation act be placed upon the statutes at the earliest possible moment."

The third and last subject, the cost of living, was introduced in capital form by Mr. A. McNeill, Chief of the Fruit Division, and president of the Ottawa Co-operative Supply Association. Mr. McNeill in brief and telling sentences pointed out the advantages of co-operation in meeting the advancing prices. How little educational work has so far been accomplished in connection with co-operation may be judged from the fact that not a speaker referred to it, but the meeting took up the increase of salaries as the best method of paying the increased cost. The proposals in regard to salaries benefit entrants into the service only, and was as follows:

"That the executive of the association take into serious consideration the desirability of approaching the committee of the cabinet, recently appointed to consider the civil service, and to impress upon it the necessity of increasing the minimum salaries in the third and second divisions."

The understanding in regard to the meeting was that resolutions, opinions and expressions should be educational and suggestive, not legislative. The executive at a meeting held to organize the general meeting agreed not to permit Sir George Murray's report to come under discussion owing to its being under consideration by a committee of the cabinet, and President Paré insisted upon compliance with this policy. The meeting was open to all members of the service, whether members of the association or not, and a similar meeting will be held three months hence.

The speakers on the several topics were as follows:—

Third Division.

J. P. Chilton, P. O. Dept.; T. A. Browne, Interior Dept.; H. Brenot, P. O. Dept.; L. H. Martel, Marine Dept.; W. W. Edgar, Labour Dept.

Superannuation.

Edw. Lisle, Naval Dept.; A. C. Sheppard, Mines Dept.; J. A. Howard, P. O. Dept.; A. J. McGillivray, Justice Dept.; J. A. Doyon, Inland Revenue Dept.; Mr. Campbell, P. O. D. Dept.; T. A. Brown, Interior Dept.; W. Charlton, Agriculture Dept.; and Mr. Hayes, Interior Dept.

Cost of Living.

Jas. Welsh, Customs Dept.; Mr. Beau-bien, W. R. Tracey, Marine Dept.; H. L. Smithers, Customs Dept.; F. J. Alexander, Naval Dept.; J. A. Doyon, Inland Revenue Dept.; T. L. Leckie, Inland Revenue Dept.

OTTAWA CUSTOMS ASSOCIATION.

The annual meeting of the Ottawa Customs Association was held in the Long Room on January 8th. Reports for the year, from the various officers, showed that the association had taken an active part in the work of the Civil Service Federation, of which it is a unit. Treasurer W. J. Fairbairn reported that the membership had grown to 41 members all in good standing. It was decided to retain the annual membership fee of \$1, payable 50 cents on April 1st and 50 cents on September 1st. The following officers were elected: Hon. Pres., F. M. Journeaux; Hon. Vice-Pres., R. A. Clarke; Pres., Robt. Spittal; Vice-Pres., T. A. Hood; Secretary, W. Gilchrist; Treasurer, W. J. Fairbairn; Auditors, C. Whittier and F. Kehoe; delegate to the Federation, T. H. Burns.

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to the Civil Service are invited and will
receive careful consideration.

Ottawa, Jan. 24, 1913

TO-DAY'S COVER.

The Civilian has been appearing regularly and respectably dressed in an outside cover design presided over by Miss Canada, under whose benign and beneficent authority, it had been hoped the service would go forward in peace and happiness all the days of its life. To-day, the editors, in iconoclastic mood, have ruthlessly deposed the reigning queen, and set up in her place the real king who has come to rule our destinies. Let us crook the knee, supinely bend the back and do obeisance to one who has come in very truth to be the "king of kings." If perchance there be amongst us some village Hampden, less servile than the rest, whose martial spirit rises in revolt at this supposed usurpation, and who can propose some subtly strategic campaign to oust an imposter who appears so confident of his power, the editors would like to hear from him.

A PRIZE ESSAY.

In the present number, *The Civilian* presents, in its first article, the climax of a series of articles and editorials on the subject of "Patronage," in the public service. All friends of good government should read Mr. Bowman's essay which is made public to-day for the first time.

The origin of the essay is briefly as follows: Mr. C. A. McGrath, of the International Waterways Commission, animated by a most laudable desire to attain to more efficient methods in public service, offered two prizes of \$200 and \$100 for the best essays on the formation of a national engineering department. The first prize was won by Mr. Charles A. Bowman late of the department of Railways and Canals.

All who read the essay will be struck by the intimate knowledge of conditions, especially in respect of "Patronage," evidenced by Mr. Bowman and will appreciate the adventurous system by which he proposes to rid us of the "curse of service." In evolving a scheme which will at one stroke, safeguard parliamentary authority and yet take wholly out of political control practically all the public works of Canada, Mr. Bowman has, despite, perhaps, some imperfections in his plan, constructed a masterpiece. It is a most interesting coincidence and all the more complimentary to Mr. Bowman's foresight, that the New Zealand scheme for eliminating patronage, some details of which appear on another page of this number, is identical with the proposals of Mr. Bowman.

Parliament, nevertheless, retains absolute control over the proposed Engineering Commission, giving it at the same time the independent status of the Auditor General. The Commission is to fill all vacancies occurring in its own personnel, appoint and dismiss its staff and grant and cancel all

contracts. Applied to the Intercolonial we would have a business organization instead of a patronage list as the supreme desideratum. From the doing of a small local business the railway would extend its operations by means of through traffic arrangements with connecting lines, which are now impossible owing to political considerations.

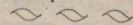
Of course, Mr. Bowman is some years in advance of his times. Some day an intelligent ministry will take up his proposals and modifying and amending where necessary, apply common sense and scientific principles in the management of public works. Duplication and loss of energy, time and money will be avoided. Efficiency will be achieved. At the same time there will go down to a well-merited grave, unwept, unhonoured, and unsung, all patronage manipulation of public business. Elections will become cleaner as self-interest is purged from the competition, and Canada will become noted as a country not only doing big things but doing them on a highly ethical as well as a highly efficient basis.



SIR GEORGE MURRAY AND THE THIRD DIVISION, OTTAWA SERVICE.

Where does the Murray report leave the third division question? Certainly not as before. It is true that the specific requests of the Ottawa Association as to the abolition or toning down of the examination in the case of those in the service prior to 1908 are ignored. But from another direction the situation is vitally modified. In the first place a thorough reorganization is recommended. This will relieve the immediately deserving. Secondly, if the supervision which the C. S. Commission has hitherto exercised over promotions is transferred to a Board of Council and comes under the enlarged powers of the Finance

Department, it is reasonable to suppose that the regulations as to examination which have been the source of the protest of the old service will lapse. Moreover, for such as must stay in the lower ranks, there will be a material advance in the maximum salary. On the whole, that there is still balm in Gilead may be the conclusion of the average Third Division man on reading the report. Of course, for the entrants to the Third Division since 1908 the situation as regards examination for promotion to the Second Division remains unchanged. These must still take the open competitive test as before, and the possibility is that the test will be made harder. Such at least is a legitimate inference from Sir George Murray's remark that the demarcation between the Third and Second Divisions must be rigidly maintained. To say therefore in general terms that the report is opposed to promotion examinations on passing from the third to the second divisions, as was said in the local press the other day, is a loose way of speaking. If it is opposed to such examinations at all, it is simply because it is opposed to the promotions in question altogether.



COL. FRED WHITE.

The retirement of Col. Fred White from the Controliership of the Royal North West Mounted Police will look to many as a mere change in the civil service. Properly regarded it marks a stage in Canadian development.

Col. White was not a mere cog in the wheels of a running machine. On the contrary, it rested with him to organize the mounted police, a work calling for the inauguration and foresight of the inventor, combined with the steadiness, enthusiasm and personal force of the great leader of men. It was Col. White's

business to build and guard the walls behind which the varied work of civilizing and developing the Canadian West should go steadily on.

That this work was well done the history of Canada and the universal acclaim of the world attest. Nothing that Canada has ever done has attracted so much favorable comment from the world at large as the work of the "Riders of the plains."

Look at that work day by day and most of it is humdrum repetition of accustomed movements. But the retirement from active service of the man who organized that work carries the eye of memory and imagination with a sweep back over all that has been accomplished.

And that accomplishment is indeed glorious. A territory larger than Europe has been brought to a stage of development and civilization which, on the average, compares well even with that of Europe itself, and a territory far larger than Europe has been explored, mapped and made ready for the onward rush of settlement. And so well have the workers been guarded that there is no remote corner of this vast territory where justice as interpreted by British law has not always reigned as supreme and unquestioned as in the heart of London. It seems easy of accomplishment now that it has all been done. Columbus had only to sail westward until he came to land. Fred White had only to inspire his men with honesty, bravery, intelligence, tractableness,—and the trick was done. But the fortunate thing for the world is that when such a trick needs doing, sometimes the man is ready to come forward and show us how.

The Mounted Police still have an empire to guard, legislate for, administer and, generally speaking, nurse into adolescent and adult civilization. The regions of the north are no longer left to the wandering

Indians or the peaceful Eskimo. Trappers, prospectors, traders, explorers, and, following these, road-makers and settlers, are bringing to that country all the complex questions of population and rapid development. The Mounted Police have on their hands a "repeat order," as business men phrase it.

And nobody doubts that that order will be filled. There was a time when men doubted and feared. But that was before Fred. White had accomplished his work and shown the world how this amazing trick of nursing an empire into existence was to be done.

There are those among the public who think ill of the civil service of Canada. There are those among civil servants—with shame be it said—who do not realize their high calling or try to live up to it. Fred. White has shown what the life of a civil servant may be made to mean. He inspired every man under him with a sense of duty and a high appreciation of the honor of the service in which he was engaged. Few men can fill such places as he filled. But every man can draw from the record of Fred. White and his men the lesson of devotion and simple, earnest performance of duty with which the retirement of this great and honored civil servant must impress us all.



EDITORIAL NOTES.

Civil servants are glad to learn of the appointment of a Cabinet committee to deal with the report of Sir George Murray. It is a hopeful sign of the government's intention to give serious attention to Civil Service matters at no distant date. Once the needs and imperfections of the service are looked into, there remains but the necessity of curing the fatal anomalies which exist and applying business-like systems in all the departments.

* * *

The editors are glad to publish today, news from our service friends in Montreal and Edmonton. At all times, news from our friends in distant parts of the Dominion is most welcome and regret and concern is felt that this is not of more frequent occurrence.

The Game Laws of Quebec

"The Civilian" has received the following letter from Mr. E. T. D. Chambers, Special Officer of the Fish and Game Branch of the Province of Quebec, and we have much pleasure in publishing it. It will accomplish a useful purpose in clearing up the game situation. Anyone who knows Hon. Charles Devlin, who might almost be called an Ottawaian, is aware of his innate sportsmanlike character. Our reading of the Ontario game laws was incorrect. The hounding of animals is prohibited only during the close season, which makes a very material difference.

To the Editors of *The Civilian*:

On the 13th of December, 1912, at page 435 of *The Civilian*, you printed a paragraph referring to the Hon. Charles Devlin and the Quebec Game Laws, which does that gentlemen—quite unintentionally, I am sure—a great injustice.

Mr. Devlin feels that it is only necessary to invite your attention to the misapprehension under which the writer of the paragraph in question was laboring, to insure the rectification of the statements contained therein.

Mr. Devlin's new game law for the Province of Quebec does not provide in any way for the use of dogs in the hunting of moose, deer and caribou. Moose and caribou cannot be legally hunted with dogs in our Province. The use of dogs in the hunting of deer has been practiced for many years past, but only between the 20th of October and the 1st of November of any year. Mr. Devlin's bill as originally drafted, provided for the abolition of this practice, and this particular clause of the Bill was chiefly dropped, in consequence of the violent opposition offered to it by a large proportion of the sportsmen of the Ottawa district. The Hon. Mr. Devlin stated publicly at the banquet of the Province of Quebec Fish and Game Protective Association in the Windsor Hotel, Montreal, on the 12th of December, that he was strongly opposed to the hounding of deer, and intended to persist in enacting its prohibition; believing as he does with the writer of your paragraph that "if we must destroy the

noble denizens of the forest, let us do it in a sportsmanlike way."

There is a serious error in the statement that "every other Province of Canada has prohibited this inhuman sport." As a matter of fact, it is permitted in the Province of Ontario, and for a longer period each year than in the Province of Quebec; and this fact was strongly urged as a reason why Mr. Devlin's proposed legislation in the matter should be held over until an effort could be made to have joint action taken in the premises by the two Provinces, which have only the Ottawa River for a dividing line.

Trusting that you will do our Minister and our Province the simple justice of stating the above facts.

I am,

Yours truly,

E. T. D. CHAMBERS,

Special Officer, Fish and Game Branch.
Quebec, Jany. 11th, 1913.

A P.O.D. (NOT C.O.D.) DINNER.

The Accountant's Branch of the Post Office Dept. of Ottawa, or rather the Cold Water Division of that branch, held its annual dinner at the Civil Service Club on Wednesday, the 15th inst. About thirty members of the staff were present, illness and other prior engagements keeping a good many at home. Their numbers were supplemented, however, by some of the office-bearers of the club, among whom might be named Secretary Burns, who charmed the diners with a speech in his usual happy style. Mr. Barrett, as dean of the corps, presided, and was faced at the other end of the table by Mr. Bunelle, to whom more than any other is due the success of these yearly social events in the life of the Accountant's Branch. There were speeches also, but it would be a violation of state secrets to announce in these columns the purport of them. Music and friendly intercourse engaged the company for the post-prandial period, and the next day found all at their desks as chipper as if the estimates had just come down with that thrice-prayed-for flat increase in good round type. The ginger-ale bore the Tally-ho label.

At the Sign of the Wooden Leg

By "Silas Wegg."

Boots and Shoes.

I have a little joke which I rarely fail to work off on a morning as I am dressing. "There," I say, "I have put my foot into it again." As they all know I refer to my single boot they never ask me what I mean. The worst thing about a family joke is that there are not enough goats to go around. But young Silas has a counter on me now, for, after much coaching by his Uncle Tom, he has learned to work off his little joke on the back of mine, which is to the effect that his Daddy never gets there with both feet. Young Silas' sally always gets a due round of applause, for we wish to encourage him in his ambition to write funny things for the papers. He has an idea in his small head that there is more money in comic supplements than in the civil service. There may be more money but there is surely less humor.

This is all by the side, however, as my wife found out when she inquired about some bacon which she had seen advertised at a low price. The subject is Boots. And let no petty punster rise now to remark that in the case of boots Silas Wegg is only half there. A man with a single mind is rated above par. As much should be said for a man with a single sole. My understanding may not be as complete as possible, but I can hold my own, with the help of a nail, on any slippery way. Is it not strange, by the way, that some people take credit to themselves for keeping their balance on a sanded sidewalk in winter time as

if it were there own sand and not the public's that kept them from falling?

As to Boots, however. A few simple truths come home to us as we ponder the subject. One is that no one can wear more than two of them at a time. High and low, rich and poor, first division A and third division B—they may have their various styles and polishes, but there is a quantitative, if not a qualitative, limit to their indulgence in footwear. A simple truth we said, but is it so darn simple? There is our friend Gaybird. He is trying to wear about a dozen pairs of boots at once, and he keeps wondering why he can't sport his pumps and his plain office Bluchers at the same time. When Gaybird comes at last to realize that he has only one pair of feet—and yet his feet outnumber his ideas at present—and that the law of impenetrability applies to feet as well as to other forms of matter, the law in that particular case being that two feet cannot occupy more than two boots at the same time, he will leave his tennis shoes in the gymnasium and his pumps in his bedroom and be content with Bluchers in the office. Perhaps half of the failures in the civil service are due to the attempts to wear another pair of shoes along with the office boots.

Another simple truth is that we all think that somebody is standing in our shoes and that we can fill other people's shoes better than they can themselves. "If I were in your shoes," says Smith to me, "I would make things different." It is a won-

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derful faith which we have in the opportunity lurking in other folks' boots. As for ourselves we are conditioned by all sorts of shoemaker's mistakes, but the Other Fellow has the world at his feet, so to speak. Oh that some Carlyle might come upon us with a Philosophy of Boots and tell us; "Ye men of little faith, Here and now, in your own Boots, and not in some chimerical Seven-League Boots of Another is your Opportunity to be found and your Salvation to be worked out!" Alas, ye have no Carlyles, only a Wegg, to preach to you.

Somewhat akin to this idea of the magic power of the Other Fellow's shoes is the feeling of the desirability of Dead Men's shoes. These shoes can be recognized by the size—especially the sighs of those who are after them. Of all positions in the world the most aggravating is that of the expectant heir. Whether you are the Crown Prince of an empire or the next in line for promotion to the Second Division, there is nothing for you but the hope deferred that maketh the heart sick. Uneasy lies the head that is waiting for a crown, and we rightly name our imperial heir apparent the Prince of Wails. It is ever wiser to take one's comfort in one's own boots, bought and paid for, than to dream of the grandeur that awaits one when the Boss has turned up his toes. The bosses as a rule have too firm a hold on their footwear to make their acquisition by others easy. What old Polonius said about friends they seem to apply to their shoes, for they "grapple them to their soles with hoops of steel." Remember this also, that a fellow who dances attendance in hopes of getting a dead man's shoes will wear them like a valet and not like a man.

Some men die with their boots on, and then there arises a great debate as to who is to have them. When a man has been sick-a-bed for a long

time, that is, only nominally in charge of his job, and his boots are under the bed for any cautious fellow to try on to see how they fit, as Prince Hal invested himself with his father's crown while the latter slept, there is apt to be some one who gets the hang of the straps and laces after a manner and is able to wear the boots when the owner has departed for good and all. But the sudden vacancy of an office, the holder of which has worn his boots in bed, often entails much uncertainty. For one thing, it is sometimes found that the boots have become an integral part of the wearer and must be buried with him. Then it is anybody's chance, for, with a new pair of boots to be ordered, the power is all in the hands of the boot-maker. He can make them so big that a giant from a far land may have to be brought in, under Section 21, to wear them, or so small that the only man who can get into them is the fellow with the little feet whom we all took as the office joke. If I had the ear of the shoemaker I would have one fine set of boots consist of a real number nine boot for the left foot and a rubber tip, or a spike, for the right, and I guarantee that I could name the man whom this pair of boots would fit. The Congress shoe also has its merits, but unhappily they are now to be found only on the back concessions. They have elastic sides and can be easily slipped off. I suppose they received their name in the days when Congress existed mainly to operate the spoils system.

Much could be said about the ways and means of keeping one's boots repaired and polished. All I have to say is this, that a comfy pair of old boots, even with a patch here and there, is worth more to the owner, were he wise to the fact, than a pair of seven-league boots which would be tempting him ever away from Home.

ENTRANCE TO SECOND DIVISION, INSIDE SERVICE.

The *Civilian* hereunder continues publication of the papers set for the examination as above which took place in Ottawa Nov. 11th to 16th, 1912.

Second Division.

GEOGRAPHY.

November, 1912. Time: 2½ hours.

(Candidates are required to observe the regulations strictly.)

NOTE.—Seven questions only are to be attempted: three in the first group and two in each of the other groups.

Political Geography.

1. Classify the British Possessions according to (a) political importance, (b) natural wealth, (c) population, (d) area.

2. Give the leading characteristics of the chief city of each province of the Dominion of Canada.

3. Name the leading city of each country of Europe, and tell what it is noted for.

4. Name the thirteen original States (U. S.A.), and also their capitals.

Physical Geography.

1. What functions does the atmosphere of the Earth perform? What is its composition? What is the height of the atmosphere? What effects are produced by the pressure of the atmosphere at the earth's surface?

2. What are plateaus? Define a mountain chain, a mountain system. How are mountains supposed to have been formed?

3. What functions do the waters of the earth perform? What salts are found in sea-water? How are the waters distributed over the earth?

Commercial Geography.

1. Indicate the geographical position of the world's mining centres of the following products:—Diamonds, Gold, Silver, Copper, Iron, Tin, Lead, Coal.

2. Tell where the leading telegraphic cable routes are. Name the leading Transatlantic companies and indicate their respective routes.

3. Name the chief centres of production of the following articles:—Silks, Woollen Goods, Cottons, Leather, Lumber, Marble, Granite, Machinery, Musical Instruments, Grain, Wines, Meats, Fruit, Fish, Coffee, Tea, Spices, Sugar, Butter, and Cheese.

MODERN HISTORY.

November, 1912. Time: 2½ hours.

(Candidates are required to observe the regulations strictly.)

NOTE.—Six questions only are to be attempted.

1. Outline the principal events of the reign of William and Mary.

2. Account for the progress of Canada after 1663. In what directions is this progress found?

3. Give a brief sketch of the Crimean War (nations involved, generals and results).

4. What were the chief social reforms in England between 1827 and 1837?

5. What were the causes of the Revolution of 1848 in France?

6. What were the chief causes of discontent in Canada in the time of Papineau?

7. Sketch briefly the plan and the chief features of the campaign of the English against Canada in 1755.

8. Point out and explain the causes of the first North-West Rebellion.

9. Sketch the chief events of the life of President Lincoln, and include an outline of his character and policy.

ARITHMETIC.

November, 1912. Time: 2 hours.

(Candidates are required to observe the regulations strictly.)

NOTE.—Six questions only are to be attempted. The details of the work must be given.

1. Divide $4\frac{1}{2} \div (42\frac{3}{16} - 16\frac{1}{8})$ by $(2\cdot34 + \cdot025) \div 9\cdot47$.

2. Find correct to four decimal places the value of $\pi r^2 \div \cdot0496$, where $\pi = 3\cdot1416$, and $r = \cdot038$.

3. Find the discount retained by the bank, and the sum paid out by it, when on June 5th the following note is discounted at 7%:—

\$648⁰⁰. OTTAWA, May 12th, 1912.

Sixty days after date, I promise to pay to J. Jones, or order, the sum of Six Hundred and Forty-eight dollars, for value received.
S. SMITH.

4. A ladder 49 feet long is to reach a window which is 39 feet from the ground. How far from the wall must the foot of the ladder be placed?

5. I bought certain stock at 114½%; and after receiving a dividend of 3½%, I sold it at 118¾. My total gain was \$198.25. How many shares did I buy, and what was my gain per cent.?

6. A man holds two notes, one for \$1,200 payable in one year, and the other for \$750



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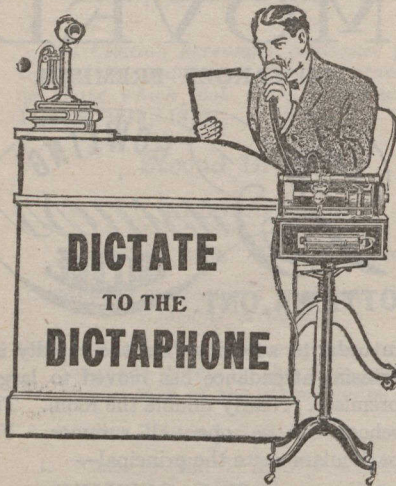
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payable in four years. He wishes to exchange them for a single note payable in two years. What must be the amount of the new note, if money is worth 5% compound interest? (The notes do not bear interest.)

7. A merchant imports goods which are subject to a duty of 20 cents per bushel and to an ad valorem duty of 24%. He pays \$48.00 for these duties, the specific duty being \$12.00 more than the ad valorem. Find the number of bushels imported and the cost per bushel.

8. The liabilities of a bankrupt amount to \$16,400, and his assets to \$9,690. There are three creditors; and he owes \$7,845 to one, \$4,630 to another, and the remainder of his liabilities to the third. The cost of liquidation is \$350. Find the loss of each creditor.

9. The diameter of the front wheels of a carriage is $2\frac{3}{4}$ feet, and it is $\frac{5}{8}$ of the diameter of the hind wheels. How far will the carriage go before the front wheels make 34 revolutions more than the hind ones?

10. A person invests $\frac{1}{6}$ of his money at 3%, $\frac{3}{4}$ at 4%, and the rest at 5. His annual income from these investments is \$315.84. Find the total amount invested, and the amount at each rate of interest.

Correspondence.

We do not hold ourselves responsible for opinions expressed under this heading.

The Other Side of the Picture.

To the Editors of *The Civilian*:

In your Christmas number there appeared an article on "Patronage in the Service of Great Britain and Ireland" headed in large type, "By a Member of Parliament."

The honourable member has evidently many sins of omission and commission in the patronage line on his conscience, so much so, that he seeks to excuse his own and his fellow-members' culpable negligence in this matter, which is greatly to blame for the evils of patronage, by pointing out that after all things are just as bad in Great Britain.

He is to be congratulated on his erudition and his close and deep study of the subject on which he writes. His facts, on his own admission, are taken from no less an

authority than the "London Magazine" a well known threepenny monthly of a very "popular" description.

To anyone who knows anything of the Service as it exists in Great Britain the article in question is a gross misrepresentation of the whole situation.

That abuses exist in that Service such as are instanced in the article no one will deny. There are always individuals in public life who will abuse their prerogatives, but that these are isolated instances, and by no manner of means typical of the service as a whole, can be confidently affirmed.

The division of the service into two practically watertight compartments is recognised as a great and growing evil by all authorities. One of the chief reasons for the appointment of the Royal Commission now in the Old Country is to devise means of meeting this defect while, at the same time, conserving the desirable points in the higher division entry. At this juncture, when civil service matters are under consideration and many changes are undoubtedly due in our organization, a system by which Great Britain secured each year for her public services the pick of the students of her great universities is one which deserves our earnest consideration as much for the good of the service as for the country as a whole. Notwithstanding the sarcastic remarks as to "immaculate attire," "monocles," etc., of our honourable and erudite friend this satisfactory state of affairs is the result in practice of the British system. The entrance examination for the higher division clerkships in the Home and Indian civil service is of such a character that only picked men can hope to enter. The competition is so severe for these places that of those who attempt the examination only a few, and those the best, can secure places. The men who enter the

higher division today are not confined to any social or aristocratic set as will be seen from the following case.

The present writer was educated at the High School in a town in Scotland. (High schools are the old country equivalent of the Canadian Collegiate institutes). From his form and the form immediately senior, no less than six boys entered the civil service higher division. Two were sons of a minister of a country church, the third was also the son of a clergyman, the fourth was the son of a schoolmaster, the fifth and sixth were sons of merchants in the town. These men because of their ability were able to obtain good scholarships at universities on leaving school. All did well and passed successfully into the home or Indian civil services. Two at least have done brilliantly and all are in good positions. Not one of them had any special "pull" or influence whatever.

It must be remembered in this connection that Oxford and Cambridge obtain from all over the world and from all walks of life the most ambitious and best scholars of their day. These universities are not the homes of the snob and the incapable that the honourable gentlemen would have us believe. Boys from all classes in the old country can by means of scholarships win their way to the universities if they have the brains and determination. The case instanced above is typical of what goes on all over the country. Viewed in this light it will readily be understood why the home and Indian civil services are the best in the world. Does any thoughtful Canadian not believe that if our civil service could command the picked men each year from our universities it would be on a far better basis than at present.

For many reasons the British system is not suited to our Canadian requirements and cannot be adopt-

ed in its entirety, but if our honourable friend who has done us the favour of giving us this article would care to take the trouble to study from a different point of view the system in Great Britain and find out its merits and how far they can be introduced into this country and leave those in the old land to take care of its demerits, he will be deserving well of his constituents and the country as a whole. No better service can be rendered to Canada today by men in public life than the intelligent study of the question of Civil Service Reform. What should be considered first is what will make for the best results in the government of Canada. Questions of how it will affect the present personnel should be a secondary though important matter.

What tends for good government will be also in the interests of the service. What is most needed at present is clear thinking and consideration of this most important question by each member of Parliament. When we get that we may hope for a decent scheme of civil government.

Yours sincerely,

REFORM.

"Reform" is under a misapprehension in assuming that the "Member of Parliament" who wrote the article which we reproduced from the "London" magazine, is a member of the Canadian Parliament. We feel bound to put our correspondent right by stating that the writer is a member of the Parliament of the United Kingdom.—*Eds.*

* * *

A Comparison.

To the Editors of *The Civilian*:

Now that the subject of superannuation is rife, might I recall a bit of history.

I sat in the gallery of the House in 1898 and listened to the speech of Hon. William Murdock, who introduced the present Retirement Act. He waxed eloquent on its advantages over the old act.

He suddenly discovered that it

(the new Act) would come into force before he had been able to find a permanent place in his department for his own private secretary, owing to the fact that there was no vacancy in the P. O. establishment. In order to have said P. S. brought under the old Act before it died (although he stated that it was an inferior statute) the P. M. G. cast his eyes around the service and discovered a vacancy in another department to which he had his secretary appointed—a few days before the Retirement Act came into force.

Is there anything further to be said?

OBSERVER.

Ottawa, Jany. 18th, 1912.

Athletics.

THE C. S. HOCKEY ASSOCIATION OF OTTAWA.

The Civil Service Hockey Association got away to a good start.

The officers elected were:—

President — Fred Pereira (Gov. Gen's. office), re-elected.

Vice Pres. — H. R. Sims (Pub. Works.)

Secretary-Treasurer—H. Bennett. (Customs).

The opening match was between Customs Statistics and the strong East Block team—last year's winners. After a desperate struggle the score stood a tie 2—2.

The association also held a very enjoyable euchre and dance in St. Patrick's hall on Jan. 16th, which was very successful. Over 200 civil servants were present. Tippins Orchestra furnished the music, and Rogers, Ltd., the refreshments. Pres. H. R. Sims, of the Public Works, issued the playing instructions for the evening and gave out the prizes, being assisted by Secretary, M. Skuce, Marine and Fisheries, and Treasurer J. McGillis, Customs. The prize winners were as follows:—

Ladies.

1st. Miss O'Connor, handsome brooch, presented by Bilsky & Son.

2nd. Mrs. Zimmerman, handbag, by L. N. Poulin.

3rd. Miss L. Furlong, jewel case, A. E. Rea & Co.

4th. Miss Furlong, book, J. Hope & Son.

5th. Miss B. Prichard, belt buckle by Wilmot.

Booby. Mrs. MacKay, 1 lb. box candy by Civil Service store.

Gentlemen.

1st. K. M. Cameron, amber pipe by W. J. Mooney.

2nd. M. McEvoy, \$3 hat by H. J. Sims.

3rd. H. J. Lavalle, silk tie by Ely.

4th. T. Westwick, hat by 2 Macs.

5th. L. A. Chowan, tie rack by H. Birks & Sons.

Booby. W. Mann, cigar case.

On the whole the inaugural was a brilliant success and dancing continued until the "wee sma' hours," and many are looking forward to another when it is hoped all departments will attend en masse.

MONTREAL CUSTOMS ASSOCIATION.

Report of the Executive Committee.

Montreal, December 9, 1912.

On behalf of the Executive Committee we beg to submit the third annual report of this Association.

Meetings.—Five meetings and several sub-committee were held, all of which were faithfully attended.

Membership.—We have 138 properly qualified members on our rolls. The membership should be increased, as we have 350 officers employed in this port, and as there is no reason why every officer should not be a member of our Association. We would request the members to be prompt in paying their dues, and in every way promote the interests of the Association.

Financial.—The receipts from all sources during the year amounted to the sum of\$521.25
There has been for deaths...\$375.00
Sundry expenses... .. 164.80
Balance in hand\$581.55

The Treasurer's report will show in detail the receipts and disbursements.

Social.—During the winter season the hockey section provided very entertaining evenings, but we regret to say that only a few members attended. The moonlight excursion held in the month of August was a decided success. Those present enjoyed a delightful evening; besides this event contributed a net gain of \$93.50 to the funds of the Association.

Federation.—Your Association has again been honored by this body in the selection of our President as a member of its executive. Your delegates attended the annual convention. Questions of great importance were discussed,—insurance, superannuation, and *The Civilian*.

Insurance.—There is probably no question which should interest the employees of the civil service more than life insurance. The insurance is furnished at actual cost to members in good health. There is no profit or clerical expenses to pay, and the rates are graded according to the mortuary tables of Great Britain. We would respectfully suggest that all members of this Association make inquiry and ask for insurance on their lives.

Superannuation.—A superannuation bill embracing all employees who are now contributing 5 per cent. towards a contribution fund is being prepared. As the bill is not in printed form it has been impossible to obtain a copy. As soon as presented to Parliament copies will be furnished to those who ask for it.

The Civilian.—The editors are under a great debt of gratitude to members of the several Associations and the Federation for co-operation in the matter of subscribers outside of Ottawa. Under the circumstances, however, the editors must have a better organized co-operation, or they must reluctantly begin to consider the ending of the life of *The Civilian* at the close of the present volume year in April, 1913.

We respectfully suggest that as many members of the Association who can conveniently subscribe to *The Civilian* do so in the near future. All civil service employees should subscribe to *The Civilian*, furnish the editors all the information at their disposition which is of general interest. *The Civilian* has rendered signal services since its beginning, and its importance will grow every year if members subscribe and send information of interest to the editors.

Accident and Sickness Insurance.—An accident and sickness policy is now in force for twenty customs officers of this port, the premium of which is \$3.00. It would be advisable for those whose policies expire and who desire to change, to join this club in the London Guarantee and Accident Co.

Banquet.—At a previous meeting of your executive committee it has been decided to hold a banquet of the customs officers of the port of Montreal, to which the Honor-

able Ministers, Reid, Coderre and Doherty, also the Members of the District of Montreal, will be invited. This banquet will be held soon.

We regret to record the death of the following members during the year: M. I. Laferty, E. Beauvais, M. J. Ryan, Patrick Harvey, John Hamilton.

A. E. GIROUX, President. L. A. BEAULAC, Secretary.

Statement of Treasurer.

MONTREAL CUSTOMS ASSOCIATION.
December 9th, 1912.

138 members in good standing.

Assessments received	\$414.75
Initiation of 9 new members	13.00
Revenue of moonlight excursion	93.50
	<hr/>
	\$521.25

Divided as follows:

General Fund	151.25
Mortuary Fund	370.00
	<hr/>
	\$521.25

GENERAL FUND.

Receipts.

Balance from last year	305.10
Initiation fees of 9 new members	13.00
One-third monthly assessments	138.25
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	\$456.35

Expenditures.

Caretaker Sailors' Hall . . . \$	2.00
Hockey club	20.00
Delegation to Ottawa	11.60
Ac. Mortuary Fund	82.00
Printing books, etc.	24.20
Expenses delegate to Ottawa	10.00
Federation dues	15.00
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	164.80

Balance	\$291.55
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MORTUARY FUND.

Balance last report	\$213.00
Borrowed from General Fund	82.00
Revenue of moonlight excursion	93.50
Two-thirds monthly assessments	276.50
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	\$665.00

Expenditures.

Jan. 3	Claim J. Hamilton.	\$75.00
Jan. 16	Claim W.J. Laverty	75.00
Feb. 12	Claim Pat. Harney.	75.00
Mar. 8	Claim M. J. Ryan	75.00
May 7	Claim E. Beauvais.	75.00
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		375.00

Balance	\$290.00
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A. M. LATOUCHE, Treasurer.

Audited and found correct:

H. CHS. IRWIN,
AIME BOURASSA, Auditors.

IS THERE FRATERNITY IN THE CIVIL SERVICE?

(Contributed.)

I fancy some will smile at the very mention of this subject. Some may say, like the doubting rustic, "There aint no sich animal." I admit it is not as commonly recognized as it should be, and anyone who cannot classify it as beast, bird or fish is excusable. Perhaps Silas Wegg would call it a disease,—for Silas is a sorely afflicted example. Taking it as a disease,—I wish it were highly infectious and invariably chronic. Too many cases are briefly acute and many, many are the immunes!

Levity aside—there is fraternity in the Civil Service. In the Outside Service it is a very real force. In one city the Federal employees pay an annual fee of \$2 to the local Civil Service Association, \$1 more for *The Civilian* and pro rata for the expenses of their delegate to the Federation convention.

"United we stand" was never more applicable than it is to the Civil Service situation. When the Inside Service stood shoulder-to-shoulder in one cause, success was achieved. Let "Divided we fall" be a warning to those minorities and malcontent followers of will-o'-the-wisps, whose defection has weakened the organized power of the Service! Such division as we have suffered has not yet brought disaster and it is gladdening to see strong evidences that reaction has set in and that, numerically and otherwise, the power of the Civil Service Association of Ottawa is steadily increasing. To those who have met, undaunted, discontent from within and detraction from without, the gratitude of every member of the Service is due.

Let us stand together. Where can be found as great a body of intelligent men and women with such opportunity for organization and so much to be gained by concerted

action? Neglect of the means at hand would cast doubt upon the average common sense of the members of the Service.

Consider the thing in the light of gross materialism. There is no doubt that the united action of the Service won the "flat increase" of \$150 in 1908. The interest on that increase, at common savings bank rate, for one year, will pay the membership fee of the Civil Service Association for eighteen years; or, two years' interest, left on deposit, will yield more than enough to pay a perpetual membership,—and yet there are civil servants in Ottawa who will look twice at a quarter before giving it up for a membership ticket! It seems incredible,—but it is true. Not a member of the Executive Committee, canvassing for members, but has met the question,—"What do I get for my twenty-five cents?" How can any person with a reputation for sanity to maintain, ask such a question?

The civil servants of Ottawa have more to gain by concerted action than any other body of wage-earners in Canada, yet in no class of employment is organization harder to accomplish. The working-people of any other class can put the Service to shame in this regard. Having a common cause, they organize according to their trades and these unions are further combined in the general interest of employed labour. No trade is too insignificant to have its union and where there are too few of each trade in a town to support separate unions, the "federal labour union" secures to the scattered workers the benefits of organization. The frowning disfavour of employers and the keen criticism and suspicion of the outside public are often directed against these unions and when once an organization, anywhere, shows itself to be unworthy, the whole body of organized labour has to bear the stigma from the indiscriminating public

opinion. Yet these unions flourish and accomplish much for their members. How different in the Ottawa Civil Service! Here are thousands of persons thrown together with an absolutely common cause, no employer to fear and nothing to suffer from the injudicious conduct of any allied organization, yet organization is maintained only by the strenuous and unremitting endeavours of the few self-sacrificing individuals who have the wider and clearer vision.

Leaving the material aspect of the matter out of consideration: Compare the service with well-known fraternal organizations. Many societies offer their members nothing in the way of financial return, yet thousands of men stand together in common brotherhood for the common good. This is the higher and the better form of organization. To such fellowship should civil servants aspire. Let us open our eyes to the wider view of our common need. Every civil service organization is a power for the uplift of the whole body of civil servants, whether members or not. The general association, the co-operative association, the loan society and other organizations all exist for and seek to serve the common cause. Let every civil servant in Ottawa (and in Canada) sit in judgment upon him or herself and ask "Am I doing all I can to help this work along?" He or she who cannot truthfully answer "Yes" is guilty of a breach of that trust which is imposed upon every individual in the human brotherhood.

In no sense and on neither side is this a case of "something for nothing,"—help the other fellow and he will help you. All get together to work for the general good and all are helped. The Ottawa service is at once the mainspring of the civil service of Canada. Outside organizations, numerically weak and widely separated, do their part nobly, and they look to Ottawa and

the Ottawa service as a rallying-centre. The Outside Service will stand by us. Will we do our part? Is there fraternity in the civil service?

E. G.

IMMIGRATION STAFF CELEBRATE.

The Immigration Branch of the Interior Department in previous years joined in the regular departmental dinner. This year it was thought well to hold a little affair of their own. Consequently, on Tuesday, Jan. 7th, twenty-five of the male members of the staff sat down to a cosy little repast in the Civil Service Club. Several members were prevented from going owing to having to be absent from the city on duty.

Mr. E. Blake Robertson, assistant superintendent, occupied the chair, and Mr. R. Fraser, the vice-chair. Mr. J. A. Cote, assistant deputy minister, the guest of the Branch, sat on the chairman's right. A most excellent menu was provided by the Club chef. The service was splendid in every detail, and reflected great credit on the new steward, Mr. Seanlan.

Three toasts only were honoured: "The King," "Our Guest," proposed by Mr. Robertson, and responded to by Mr. Cote. "The Ladies," proposed by Mr. R. Fraser, and responded to by Mr. T. A. Browne.

The responses of Messrs. Cote and Browne were eloquent and witty.

A musical programme followed, which lasted until nearly midnight.

Mr. W. J. Johnston sang most acceptably as did also that favorite amateur, Mr. Charles Parkinson. Both were encored. Prof. Tremblay supplied the accompaniment. Mr. Morisset also sang most agreeably, while Mr. Robertson recited Tam O'Shanter with great feeling. The evening passed most pleasantly, and was brought to a conclusion by the singing of "Auld Lang Syne."

The committee in charge were Messrs. Robertson, Burns and Butterworth.

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Not to be outdone by the male officials of the office, the ladies of the Immigration Branch held a jolly sleigh drive, followed by a supper and dance at Aylmer, on the evening of Jan. 8th. About twenty-six ladies and gentlemen drove out in a large van to Holt's Hotel. A magnificent hot repast after the long cold drive was most acceptable and was enjoyed by all.

Then followed a delightful dance in Mrs. Holt's splendid ball room. The floor was excellent. At intervals songs were sung by Miss and Mr. C. Parkinson. Altogether the

event was a great success in every way, and reflects great credit on the promoters. Miss Beulah Bedard was a leading spirit in the matter and earned the thanks of everyone present.

Personals.

Appointments.

Agriculture Dept.:—Ernest N. Castonguay, Div. 2B; F. Torrance, Vet. Director General; J. Bright, Live Stock Commissioner; T. H. Mason, Div. 2A (sec. 21); W. W. Hubbard, Exper. Stn., Fredericton; Geo. B. Rothwell, Div. 2B (sec. 21); John R. Dymond, Div. 2B (sec. 21).

Customs Dept.:—H. H. Elliott, sub-coll. The Pas; J. T. Adamson, Montreal; H. M. Wetmore, Div. 2B; J. A. Davis, Prev. Off., Ottawa; Robt. Jones, Ldg. Waiter, Victoria; J. S. Rayworth, Collector, Moncton; H. F. Devlin, Vancouver; A. T. Essery, Vancouver; J. S. H. Munro, Revelstoke; J. W. Duke, Edmonton; R. B. McDougald, Ottawa; C. K. McDonald, Calgary; J. E. McKay, Winnipeg; R. W. Breadner, Dominion Appraiser; Roy Fairbairn, Prev. Off., Prescott; D. C. Darrach, Prev. Off., Vancouver; W. B. Barker, E. H. Crick, A. E. Harrison, J. L. Oliver, Appraisers, Calgary; R. Adam, J. R. Williams, Clerks, Vancouver; Jas. Pullar, Clerk, Calgary; Arthur Laing, Appraiser, Montreal; G. W. Burkholder, H. S. Moss, J. K. Stuart, Clerks, Hamilton; A. M. Halliday, Prev. Off., Prescott; M. S. Benson, Prev. Off., Toronto. The following to be Prev. Officers at Winnipeg: A. C. Burton, R. Davies, S. A. Derraugh, F. Gifford, C. F. Lyon, S. J. Mackey, H. E. Magee, Theo. Mathew, G. L. Mitchell, H. M. Mooney, G. W. Robinson, W. E. Roscoe, H. A. Sanders, R. Simpson, H. Strachan, J. H. Wallis, C. W. Youell, F. H. Jacob. The following to be Prev. Officers at Halifax: E. Glenister, H. Kelly, W. F. Miller, J. A. Mitchell, M. S. Regan, W. G. Stoneman, Walter Taylor, Robie Pearce.

Finance:—Robt. Maxwell, Asst. Rec. Gen., St. John, vice George Robertson, deceased; Ernest H. Cameron, Clerk A.R.G. office, St. John.

Indian Affairs:—W. R. Taylor, Ind. Agt. Le Pas; Rev. D. J. McIntosh, Ind. Agt., Victoria, N.S., vice A. D. McLean, resigned; Jos. Batlin, Ind. Agt., Hobbena, vice G. G. Mann, resigned; Charles Hughes, Ind. Agt., Saddle Lake, vice J. Batty, resigned; P. L. Schmidt, Ind. Agt., Duck Lake, vice Jas. MacArthur, resigned; G. H. Race, Ind. Agt., Edmonton, vice H. Verreau, resigned; Jas. MacDonald, Ind. Agt., Griswold, vice J. Hollies, resigned.

Inland Revenue:—W. J. Brown, Dep. Coll., St. John; J. McDonald, Jr., Inspector

Maritime Provinces; T. Webber, Insp. Gas and Elec., Winnipeg; C. P. Mainville, Collector, Joliette; P. E. G. Joubert, Montreal; W. J. Jeppson, Dep. Coll., Prince Rupert; F. X. Archambault, Dep. Coll., St. John's; Herb. Lutz, Insp. Gas and Elec., Hamilton; B. B. Jones, Insp. Gas and Elec., Calgary; J. C. MacKay, Toronto; Wm. A. Ross, Inspector, Winnipeg.

Interior:—Geo. K. Smith, Agent. Dom. Lds., Moosejaw; W. S. McKechnie, Agent Dom. Lds., Prince Albert; A. Lemay, Topo. Surveys to Div. 2A; A. C. Arbogast, Astro. Obs., to Div. 2B; A. E. Heney, Div. 2B; A. C. Fleming, J. J. Sammon, H. W. Cannel, F. W. Brander, Topo. Sur. Div. 2B; J. F. Shaw, Div. 3B; A. R. Thomson, Div. 2B; C. S. Macdonald, Div. 2B.

Promotions.

Agriculture Dept.:—Harold Osmond to Div. 2A.

Customs Dept.:—John Burns to Chief Ldg. Waiter, Niagara Falls; W. E. Johnson to sub-Coll., White Rock, B.C.; R. P. S. Brown to Prev. Off., Calgary; S. H. Waggoner to Supervisor, Montreal; John Hanley to Chief Clerk, Port Arthur; S. T. H. Harris to Senior Clerk, Toronto; J. B. Fleming to Senior Clerk, Toronto; F. O. N. Dillon to Senior Clerk, Montreal; A. Calderwood to Senior Clerk, Victoria; W. H. Thomson to Senior Clerk, Winnipeg.

Inland Revenue:—Irenece Girard to Dep. Coll., London; Thos. G. Davis to Collector, London; Rich. Timmons to Dep. Coll., Quebec; T. M. Lane to Spec. Class Off., Windsor; Thos. Alexander to Inspector, Windsor; Thos. G. Davis to Collector, London; E. O. Way to Div. 1B; R. Quain to Div. 1B; R. A. Hughes to Inspector, London.

Governor General's Secy.:—Jessie M. Cross to Div. 3A.

Interior:—Miss W. Roberts to Div. 3A; A. S. Crain to Div. 2A; F. C. C. Lynch and A. R. Wade to Div. 1B; Miss Jessie Lefursey to Div. 3A; H. A. Plant to Div. 3A; J. S. C. Elliott to Div. 2B; Jos. Shields to Div. 3A; J. R. Hearnden to Div. 2B; T. G. Rothwell to Div. 1A; Miss G. E. Adams to Div. 3A; Miss E. A. Grant to Div. 3A.

Transfers.

J. J. Flynn, Customs, from Niagara Falls to Hamilton; Neil N. Matheson from White Rock to New Westminster, B.C., to be Coll.; John B. Hanway from Truro to Moosejaw Customs; H. C. Graham from Customs, Brandon, to Calgary; H. H. Elliot from Customs, Seeley's Bay, to Le Pas; E. C. Holmes from Customs, Toronto, to Oakville; W. R. Davis from Customs, Hamilton, to Coll., North Portal; John Maynard from Customs, Halifax, to Windsor; Cecil H. Burns from Customs to Finance, Ottawa; S. M. Dickinson from Ind. Agency, Blackfoot, to Qu'Appelle; John E. Gow, Insp.

Inl. Revenue, Windsor, to Kingston; C. W. Johnston, Insp. W. and M., Brockville, to Saskatoon; Miss Clara Ross and Miss A. E. Johnson from Interior to Public Works, Ottawa; Rod. M. Easton, W. S. Larose from Outside to Inside, Interior; Alex. Norguay from Dom. Lds., Humboldt to Edmonton.

Resignations.

Agriculture Dept.:—Geo. Michaud, Asst. Seed Analyst; Miss B. M. Bayless, Health of Animals; T. G. Bunting, Exper. Farms; J. C. Cote, Seed Brch.; M. R. C. Smith, Health of Animals; H. Sirett, Exper. Farms.

Customs Dept.:—J. R. K. Bristol, Chief Appraiser; C. H. Stockdale, Maple Creek; Benj. Chubb, Saskatoon; W. W. Miner, Granby; P. Ste. Marie, Montreal; J. J. Lynch, D. R. Pursell, T. Jeffries, W. A. Telfer, Niagara Falls; V. V. Morin, Ottawa; J. O. H. McCoy, Victoria; R. J. Hunter, Toronto; Robt. Aitkens, Vancouver; A. M. Thompson, Ottawa (Inside); R. H. Lajoie, Montreal; T. M. Morgan, Brandon; C. E. Rheau, Ottawa (Inside); C. A. Blick, Calgary; R. Hutchison, Listowel.

F. P. Varcoe, Finance; Miss Gilbertson, Gov. Gen'l's Secy's office; F. Fischer, Ind. Agt., Le Pas; John Cook, Inl. Revenue, Calgary; A. N. Deland, Inl. Revenue, St. Hyacinthe; R. Marshall, Inl. Revenue, Vancouver; W. J. McConnell, Inl. Revenue, Saskatoon; Adam Link, Dom. Lands, Lethbridge; E. L. Burgess, Ottawa (Inside); W. G. Firth, Ry. Lands (Inside); C. C. Smith, Astro. Obs. (Inside); A. V. Gilbert, Forestry Brch (Inside); J. H. Fowler, Dom. Lands (Inside); E. E. Jordan, Astro. Obs. (Inside); Miss M. A. Earls, Interior (Inside); Guy Boyce, Forestry (Inside).

Superannuations.

Customs Dept.:—J. H. Cannon, Niagara Falls; W. McM. Parker, Niagara Falls; Ed. Finnegan, London; Joseph Brittain, Bowmanville; Wm. McGill, Yarmouth; J. B. Forsyth, Quebec.

Inland Revenue:—F. X. Toupin, Montreal; W. A. Wilson, Calgary; J. A. Clark, St. John; T. Burke, Maritime Provinces; J. H. Cahill, Quebec; G. W. Woodward, Windsor; N. J. Dingman, Kingston; F. R. E. Campeau, Ottawa (Inside); D. McPhee, Hamilton.

PERSONAL.

M. C. Goodsir, immigration officer at Niagara Falls, has resigned from the service to go into business for himself. His comrades tendered him a farewell banquet, and he was the recipient of valuable souvenirs from both the Canadian and United States immigration staffs at the Falls.

City Fathers.

Members of the civil service in Ottawa have again been honored by their fellow-citizens in being elected to civic offices. Messrs. Kent and Hinchey of the Board of Control and Aldermen Cherry, O'Connor and Desjardins are civil servants.

In New Quarters.

The Ottawa customs house is now located at No. 70 Queen street. The "outside" customs staff in the Capital has moved twice in three years, and has another move in prospect, viz.: to the fine new customs house which will be erected on Sussex street this year.

A Veteran.

"Who is the oldest civil servant in Canada?" was a question recently asked. George D. Prest, of the customs at Queenston, Ont., may own the unique distinction. Mr. Prest is well into his eighty-seventh year. When the writer saw him last summer, age had abated nothing of the keenness with which he scrutinized the crowd coming off the night boat at Queenston wharf nor the zest with which he plied his spade in his garden in leisure hours. May he be as young at ninety!

The ferry dock customs office at Sault Ste. Marie was the scene of a notable gathering on Saturday evening, the 4th inst., when Inspector James Kendall was presented with a medal in recognition of his gallantry in rescuing Sandy McKechnie from the icy waters of the St. Mary's river a few nights ago. Of course, the medal was only made of oil cloth, but it served to show the appreciation of his confreres at the dock of his action.

Sir Rodmond Roblin Believes in Superannuation.

A deputation representing Manitoba civil servants waited on Sir Rodmond Roblin recently and asked that a civil service pension bill be included in the government's legislative programme. The Premier gave a sympathetic reply, but intimated that before a pension bill could be possible, civil service examinations establishing more rigid qualifications than those in practice should be necessary. This involved a reorganization of the provincial civil service, which must take some time to carry out.