

was added expense, was not needed, and in fact was not wanted. I believe in the minimum number required. The next step then, would be to set up a somewhat different system of operating the government from that which we had prior to 1933. The first step would be to set up a civil service commission composed of, say, three to five members who would be independent citizens, with no political attachments; obviously they could not be a member of or connected in any way with either the government or any opposition party. The function or duties of this commission would be the governing of the civil service. In consultation with the ministers and department heads of the various branches, they would re-organise, where necessary, the workings of the departments, decide on the examinations necessary to enter the service, the remuneration, the pension systems, and the employment and discharging of civil servants through their departmental heads, which would remove once and for all that political association of the past with the procuring or losing of positions in the civil service. A person would have no fear of his job, no matter for which party he might care to vote. He would be independent of politics and secure in his chosen profession. The standard of the civil service could thus, perhaps, be raised, the efficiency improved, and if the more responsible positions were rewarded in proportion, with higher salary in relation to services given, I feel sure that the service could become one to envy and provide a choice of a career with a future, which so many of our people may not consider it, as it exists in its operations today.

A further step would be the proper direction in which allocations to departments would be spent, eg the Public Works Department. It is necessary in this case, as in that of any and all the departments, that the allocations in each year of the government's budgets could only be made and controlled by the government itself in light of its estimated revenue and expenditure, and of the necessity of certain works to be done or public service provided or maintained. Once, however, the allocation is made, say to the Public Works Department, then the spending of the monies of each year would be in the hands of a public works commission, including the head of that department. The spending on improvement, extensions or maintenance of services would be done to

serve the most people beneficially and where it would do the most good, both in respect of the welfare of the people and the general economy of the country. That it would be spent wisely and fairly could be assured by your already established civil service commission, through whom the service personnel is controlled and who would and could investigate any political implications or unfavourable methods of expenditure, resulting if they so desired, in the relieving of his position of the one responsible for the department concerned. In this respect, the civil servants taking these responsibilities would need to be reimbursed in relation to their position.

This method of public service would have a much-desired result in the elimination of political promises to voters, either by individuals or parties, and would make useless the election promises of roads to be built in any particular settlement, or the digging of a well for Uncle Tom; and unswayed by the old familiar promises, would permit the voters to elect the member, or party, in which they would have the most confidence to govern this country. It would take the political interference out of the civil service, provide for better government administration, and go a long way to assure that the best government was elected, which might not always have been the case in the past, where wild and extravagant promises persuaded the people to vote against their better judgement. Each department could be similarly handled.

Now, Mr. Chairman, I have endeavoured to give just a simple illustration of my conception of the form and manner in which our government of the future should be handled. I realise that I was perhaps generalising, but my suggestion would take a few months of close study to iron out the wrinkles and avoid the pitfalls, and time does not permit me to in any way do justice to it in the short period I am allowed in the debate on this motion. I trust, however, that I have in some measure shown the members of the Convention, as well as the people of the country, the basis on which our own government should be administered.... Along the lines of these principles, we can have a better-than-ever self-governed Newfoundland. Some people may be inclined to doubt the practicability of my suggestions, but I am convinced that it could be worked out practically if tackled in the proper manner by sensible