

**THE DEVELOPMENT OF THE CIVIL  
SERVICE, LECTURES  
DELIVERED BEFORE THE SOCIETY  
OF CIVIL SERVANTS, 1920-21**

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The development of the civil service, lectures delivered before the Society of civil Servants,  
1920-21 by Various

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**VARIOUS**

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THE DEVELOPMENT  
OF THE  
CIVIL SERVICE



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# THE DEVELOPMENT OF THE CIVIL SERVICE

Lectures delivered before the  
Society of Civil Servants,  
1920-21

WITH PREFACE BY  
VISCOUNT HALDANE OF CLOAN, O.M.

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## CONTENTS

	PAGE
PREFACE . . . . .	<i>Lord Haldane, O.M.</i> . . . . . ix
THE CIVIL SERVICE IN ANCIENT CIVILIZATIONS	<i>M. Cary, M.A.</i> . . . . . 1
THE CIVIL SERVICE AND PARLIAMENT	<i>Harold J. Laski</i> . . . . . 20
THE CIVIL SERVICE AND FOREIGN POLICY	<i>Lord Eustace Percy,</i> <i>M.P.</i> . . . . . 37
THE STATE AS TRADER: PRACTICAL DIFFICULTIES	<i>Sir Lawrence Weaver,</i> <i>K.B.E.</i> . . . . . 60
THE LIMITS OF STATE PAR- TICIPATION IN INDUSTRY	<i>Sir Herbert Morgan,</i> <i>K.B.E.</i> . . . . . 83
THE ADMINISTRATION OF STATE TELEPHONES	<i>Sir Andrew Ogilvie,</i> <i>K.B.E., C.B.</i> . . . . . 92
ROUTINE AND THE CIVIL SERVICE	<i>Millicent Murby</i> . . . . . 129
WOMEN AS ADMINISTRATORS	<i>Constance Smith</i> . . . . . 164
THE FRENCH CIVIL SERVICE	<i>Delegation from Society</i> <i>of Civil Servants</i> . . . . . 180
PROBLEMS OF INTERNATIONAL ADMINISTRATION	<i>J. A. Salter, C.B.</i> . . . . . 214
THE CIVIL SERVANT OF THE FUTURE	<i>Sir Wm. H. Beveridge,</i> <i>K.C.B.</i> . . . . . 228



## PREFACE

I HAD the privilege of occupying the Chair while one of the addresses reproduced in this volume was delivered. The whole of them I have read in print, as they appear in the pages which follow.

One of the main purposes of the volume is, in the words used by Mr. Laski, "to bring the Civil Service into the forefront of parliamentary consciousness." This is vital. For, as Lord Eustace Percy points out in the paper he has written here, a Civil Service may be reduced to impotence and inefficiency in two ways. One way, he says, "is to have no policy and to give it no instructions, and the other is to have more than one policy and to give it conflicting instructions." Now these methods of destroying the chances of the Civil Service have disclosed themselves constantly in the past and they disclose their existence to-day. They are the outcome of a defect in the public habit of mind, one that is common in British Parliaments and in British Ministers who derive from these their authority. That habit is to proceed to immediate action without systematically spending time on prior reflection. The tendency leads to inevitable confusion and waste. But it is in harmony with a parliamentary tradition which