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Develops their delicious flavor and ripe, juicy sweetness

In the same way Sugarroasting brings out the wonderful flavor of Post's Grape-Nuts Flakes... makes them extra crisp and appetizing. Energy giving and so economical. Try them—they're unbeatable.

SUGARROASTING MAKES GRAPE-NUTS FLAKES the 2 BONUS CEREAL

BONUS #1—SWEET-AS-A-NUT FLAVOR
BONUS #2—EXTRA QUICK ENERGY

Post's GRAPE-NUTS FLAKES

A Product of General Foods

ROTARIANS
Continued from page 5

on the will of a clique or a single official.

"The characteristics of a great civil servant are common sense, integrity, political independence, loyalty, well-proportioned knowledge, readiness to give advice fearlessly and frankly, and ability to give wise and stimulating leadership to a department. The poor civil servant's noticeable weaknesses are: being a "yes man" who is more concerned with tickling the vanity of his minister than being honest; partisanship, efficiency and bureaucratic tendencies, and too much concern with red tape.

"Traditionally the British government service has developed a careful balance between minister and advisers and the system is one of the most successful administrative combinations yet discovered. It is the duty of the minister to take a broad view of governmental affairs and to understand not merely his own department but administration generally. The minister should vary rarely, if ever, be an expert in the field with which his own department is concerned, for expert knowledge in departmental affairs has not proved a necessary or, indeed, desirable characteristic of successful ministers.

"If a minister has a general background combined with common sense and the ability to seek and evaluate advice he can get all the technical advice he needs from his departmental advisers. Moreover, and this point is most essential, he can keep down the tendency of departmental officials to see everything from their own narrow perspective and to enhance their work to the detriment of the other departments.

Experts are necessary in government and their advice is indispensable, but they must never be permitted to take themselves too seriously. This balance makes it desirable that ministers should not remain in one department too long; most senior ministers have experience in several departments. The obligation of the Prime Minister to select ministers of common sense and judgment is obvious.

C. I. L. Appointment

J. G. Hennigan, whose appointment as Maritime district sales manager of its paint and varnish division, is announced by Canadian Industries Limited. Born and educated in Halifax, Mr. Hennigan joined C-I-L as a salesman in 1937 and became Maritime sales supervisor in 1949. His headquarters will remain in Halifax.

WESTERN GUARDIAN

—BRACE'S heavy thick but twin slats surfaced slings last longer and save time in laying. Bright new colors in stock.

—FREETOWN PRESBYTERIAN W. M. S. are sponsoring the Kensington Presbyterian hilarious comedy on May 26th, in Birch Grove Hall at 8.30.

—COME TO THE KING GEORGE HALL, Kensington, Wednesday, May 23rd, and see the Summerside Baptist Play "Hurricane Harriet" sponsored by United Church Women's Association.

—ENJOYABLE SOCIAL EVENING—Despite the busy seeding season there was a very large attendance at the West Devon Women's Institute hall Friday night when the Young People's Union of the United Church held a very enjoyable social evening. Interesting educational films were shown by the National Film Board by means of the community projector operated by Billy Bernard, O'Leary. Candy was sold by the Y. P. U. and a small but very successful auction sale was conducted with Mr. Charles Moreshead being the efficient and capable auctioneer. He kept the audience in roars of laughter. The proceeds were for church services. Rev. W. G. Dickson, O'Leary, presided as chairman.

For home and hospitality

Coca-Cola

6 Bottle Carton 36¢

Pick up a handy 6 bottle carton of Coke today. It's welcome refreshment for guests and family.

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CHARLOTTETOWN, P. E. I. PHONE 191

Don't trust your eyes!

Look at this pyramid with half-closed eyes, then with eyes wide open. The pyramid will appear to project inward and then outward.

PAINT can fool you, too

Optical illusions prove you can't always trust your eyes. When it comes to paint, your eyes can fool you badly.

Any paint looks good when you first apply it. But how will it look in five years... yes, even one year?

C-I-L PAINTS have beauty you can see, quality you can trust. You can depend on them for the high hiding qualities, the enduring resistance to wear and weather, which make your paint dollars go farther.

Whenever you paint, it pays to see your C-I-L Paint Dealer first.

Ministers and Politics

"Ministers are, of course, politicians, and they are primarily responsible to the voters. But they need to be discouraged from permitting political expediency to dictate policies and they always require knowledge and advice. This is the responsibility of their departmental officials, who must be helpful, critical, and loyal. Ministers must be guided by prop-

er advice and one of their chief tasks is to learn where to find it and how to evaluate it.

"Civil servants should never be "yes men" to any minister. They should give advice fearlessly and frankly without "apple-polishing" and then, after they have told the minister everything, pro and con, follow his instructions to the letter whether they believe in them or not. They must be completely anonymous on government matters, for talkative civil servants are a menace, as recent American difficulties only too clearly indicate.

The civil servants who have made great contributions to their governments have been as fearless and loyal as they were well-informed. As Mr. Winston Churchill said in one of his recent books, far too many ministers have failed and government policies have been wrecked by civil servants who hid essential facts from their ministers, or told the ministers only what they thought was wanted. The disastrous effects of Colonel House's influence on President Wilson in the First Great War was a tragic illustration.

The minister-civil servant relationship does not work effectively in all branches of public life, however, because of certain obvious weaknesses. Government business enterprises, educational institutions, research projects, and all activities of a quasi-judicial nature do not function properly under a departmental hierarchy. Consequently, they are almost always placed under an independent board, and this board is generally planned to combine effectively the expert-amateur relationship.

All these points provide the background for a political-military dispute because the process is particularly difficult to apply in the armed services. There are many reasons. It is difficult for ministers to follow closely events at the fighting front; rivalry is common among senior military officials, as the biographies of Churchill, Jellicoe, Robertson and many generals and admirals will indicate; there is often much conflict between staff at headquarters and officers in the field, such as the rivalry between General Sir Sam Hughes and his son and Sir Arthur Currie; political expediency and military considerations rarely mix; and, above all, red tape is a chronic disease in high military circles, as the story of Kitchener's reaction to machine guns and tanks and Jellicoe's attitude to convoys only too clearly indicate.

sible were too far apart in their opinions. Moreover, military men at the front did not agree with those at headquarters. The minister was General Marshal, a professional soldier, who could hardly have been expected to take a detached view among conflicting army policies.

Moreover, Marshal and MacArthur had been personal rivals in the army for many years. It seems too as if the deputy Under-Secretary of State, Dean Acheson, did what deputies should do, meddled too much in professional as distinct from administrative matters. A commanding officer can rarely stand the interference of a professional minister or of his superior's deputy and the personal and administrative considerations were probably a big factor in the dispute. Moreover, the intervention of so many politicians gives the impression that the President went to the wrong people for advice.

Too Long

"It seems obvious that General MacArthur was too long in the East. Fourteen years as superior officer in a field is far too long, for such experience soon enhances the position of a commander so much that he considers himself supreme and becomes more and more impatient with instructions from home. He should never have been placed in a position to the President and chiefs of staff and followed the instructions of his commander-in-chief, who after all, is primarily responsible for the results.

"The balance between these various factors is so delicate that when a dispute of this kind is aired in public it is difficult for the public to form an opinion. Moreover, the whole affair is so complicated by international politics that the merits of the case are discussed with more heat than light.

"For this reason, if for no other, ministers of state and their officials, whether civil or military must be careful to maintain a balance between political and expert opinion. When either side takes itself too seriously trouble inevitably follows. Even more significantly, developing this balance in international politics will be in world affairs an even greater problem than it has been in the governments of most countries.

CAMEO THEATRE
KENSINGTON

Monday - Tuesday - Wednesday 7:15-9:15. Three sailors and their dates go on a tuncful song and dance fun spree in M-G-M's "ON THE TOWN"

In Technicolor
Starring Frank Sinatra, Gene Kelly, Betty Garrett, Ann Miller, Vera Ellen, Jules Munshin.

MOTORCYCLES and BICYCLES

See Wallace Moase at Kensington on Wednesday afternoon or all day Thursday about that new Motorcycle or Bicycle you can select from his complete assortment and price ranges.

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or any other job not listed above pertaining to your car or truck—then you owe it to yourself and to your car to try HALL'S expert mechanics.

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LAST SHOWING TODAY — 3:30-7:15-9:15

"OH, YOU BEAUTIFUL DOLL"
With June Haver, Mark Stevens
A Big Musical In Technicolor.

Wednesday 7:15-9:15 — Thursday 3:30-7:15-9:15

If she were your bride... would you obey a command to kill her?

(M-G-M's hot-as-the-headlines hit!)

ROBERT TAYLOR
ELIZABETH TAYLOR
twice as terrific together in

Conspirator

Directed by VICTOR SAVILLE
Produced by ARTHUR HORNBLOW, JR.
A METRO-GOLDWYN-MAYER PICTURE

ALSO LATEST NEWS OF THE DAY

REGENT TO-NIGHT 7.15 & 9.15
N.A.T.O. DAY WINGS PRESENTATION

"GET IN THE SWIM" ATTEND

The KINSMEN KARNIVAL
In The Summerside Curling Rink
MAY 30 to JUNE 2

4 NIGHTS OF ENTERTAINMENT 4

FUN FOR EVERYBODY
BINGO - GAMES - PRIZES - CONTESTS

Proceeds for the Kinsmen many worthy community youth welfare projects. Particularly the new wading pool and playground equipment at the new Recreation Centre.

THE STORY OF THE JET FLYERS!
AIR CADET

starring Stephen McNALLY - Gail RUSSELL - Alex NICOL
Richard LONG - Poggio CASTLE - Charles DRAKE - Buck HUDSON

Screenplay by ROBERT L. RICHARDS - Directed by JOSEPH PENEVY - Produced by ARON ROSENBERG
A INTERNATIONAL PICTURE
Sponsored by Airforce Association.

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RELIEF AT LAST—CONSTIPATION GONE!

"After trying many kinds of remedies to relieve constipation, I finally turned to a daily helping of ALL-BRAN. No constipation!" MME. Irene Leonard, 1262 Lafontaine, Montreal, P.Q. Just one of many unsolicited letters from ALL-BRAN users. If you, too, suffer from constipation due to lack of dietary bulk eat an ounce (about 1/2 cup) of crispy Kellogg's ALL-BRAN daily, and drink plenty of water! If not completely satisfied after 10 days, send empty carton to Kellogg's, London, Ont. Get DOUBLE YOUR MONEY BACK!

NOTICE

To Ratepayers of St. Eleanor's School District No. 67.

All ratepayers are requested to make settlement of their taxes for the current year before June 15th 1951.

On June 16th the books will be closed and all unpaid accounts turned in to our attorney for collection.

For your convenience the secretary will be at the school building on May 26th and June 2nd and 9th from 7:00 P.M. to 9:00 P.M.

EARL G. CANNON,
Secretary.

War Strategy

"The combination of military and political policy is an extremely difficult aspect of war strategy. Politicians easily become impatient with the rigorous methods of high ranking officials and it is even more difficult for generals and admirals to look with sympathy upon the attitude of civilian politicians. The story of Winston Churchill and the Dardanelles dispute in the first Great War was an example, and there are many others.

"The Truman-MacArthur issue is a good example of all these factors. It is impossible at the present time to gather sufficient data to express a definite opinion, but certain weaknesses are obvious. Political considerations opposed military strategy and those respon-

OFFICIAL OPENING

Of the Stewart Memorial Health Centre, Tyne Valley, will take place at the Health Centre on Thursday Afternoon, May 24th, at 3 P. M.

Hon. Walter Darby and others will speak. Refreshments Served on the Grounds.

We invite the public to inspect the building from 3:30 - 10 P.M. Also to attend the dance at Milligan's Dance Hall in the evening.

Dancing 9 - 1 A.M. Tickets 50c
Lowell Huestis Orchestra.

WANTED AT ONCE — STAFF FOR STEWART MEMORIAL HEALTH CENTRE
TYNE VALLEY, P. E. I.

1 Sr. Nurse	\$1700 per year
1 Jr. Nurse	\$1500 per year
1 Cook	\$750 per year
1 General Maid	\$750 per year
1 Janitor	\$750 per year

Board and living accommodation provided for all staff.

Nurses should state training and experience.

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Applications Close May 30th.

something else Chatterer knew, and because of this he was less worried and frightened than he had been. What was it he knew? It was that in a not too distant tree there was an old home of Drummer, the Woodpecker, and it could be reached by way of the treetops.

Mrs. Chatterer knew of that old Woodpecker home, too. Of course. She guessed right away that Chatterer would try to get there, and she was sure he could do it. She started for it herself, jumping from tree to tree. She wanted to be there waiting for Chatterer when he got there.

Whoosh! Redtail swooped. Chatterer almost laughed aloud. And all of the time Blacky the Crow and Sammy Jay screamed at those big Hawks and did everything they could to get in their way and in this manner help Chatterer.

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