

ROLE OF THE LIEUTENANT GOVERNOR

Introduction

Canada is a constitutional monarchy in which the Sovereign of the United Kingdom is also the Sovereign of Canada. Queen Elizabeth II once described the Sovereign's role in Canada as follows:

The role of a constitutional monarch is to personify the democratic state, to sanction legitimate authority, to assure the legality of its measures, and to guarantee the execution of the popular will. In accomplishing this task, it protects the people against disorder.¹

The *British North America Act, 1867 (BNA Act, 1867)*, which created Canada as a confederation of four former British colonies, also declared that the “Executive Government and Authority of and over Canada is hereby declared to continue and be vested in the Queen.”² The *Constitution Act, 1982* reaffirmed that formal executive power rested with the Sovereign.³ The Sovereign's representative federally in Canada is the Governor General, who is appointed by the Sovereign on the advice of the Prime Minister. Each of Canada's provinces has as its own representative of the Sovereign, a Lieutenant Governor, who is appointed by the Governor General in Council on the advice of the Prime Minister. The role of the Lieutenant Governor was originally very much that of an agent of the federal government, carrying out the will of the central government in the provinces.* However, while still a federally appointed officer, and still subject to the requirement under certain circumstances to reserve Royal Assent to legislation for the approval of the Governor General, today the Lieutenant Governor acts largely on the advice of his or her provincial Cabinet.⁴

Appointment

The appointment of a Lieutenant Governor is generally for a period of not fewer than five years,[†] with the incumbent Lieutenant Governor holding office until the day on which the new appointee is sworn in.⁵ The Governor General in Council issues a commission to the new Lieutenant Governor, empowering the Vice-Regal representative to exercise the powers of the Office, granted by the *BNA Act, 1867* and in accordance with any standing or special instructions, issued by the Governor General in Council, upon the Lieutenant Governor's taking the oaths of allegiance and of office.⁶ Following the oaths, the Lieutenant Governor receives

* For more information, see the Background section, *History of the Office of Lieutenant Governor*.

† However, it is important to note that although a Lieutenant Governor cannot be removed from office within five years of his swearing-in (except for cause), there is no fixed term of service for the Vice-Regal position. *British North America Act, 1867* (U.K.), 30 & 31 Vict., c. 3, s. 59; John T. Saywell, *The Office of the Lieutenant Governor: A Study in Canadian Government and Politics* (Toronto: University of Toronto Press, 1957; reprint Copp Clark Pitman, 1986), p. 228.



custody of the Great Seal.*⁷ He or she then commits this Seal to the Provincial Secretary, who is the Keeper of the Great Seal of the Province.⁸ The Great Seal is placed on letters patent, Proclamations and other important documents as a symbol of the Lieutenant Governor's authority in the province.⁹

Some time after being appointed, the new Lieutenant Governor has a formal audience with the Sovereign. This audience usually takes place at one of the Sovereign's residences in the United Kingdom, but if the appointment occurs close to the time of an expected visit of the monarch to Canada, the audience may take place in the Lieutenant Governor's home province.¹⁰ Any other communications to the monarch on matters of provincial concern must be conveyed through the Governor General or the Governor General in Council.¹¹ Permission to leave the province or to visit another country in an official capacity is granted to the Lieutenant Governor by the Minister of Canadian Heritage.^{†12}

Official Duties

The four essential duties of the Lieutenant Governor are: ensuring that the province always has a Premier so that there is continuity in governance;¹³ summoning, dissolving and proroguing the Legislature,¹⁴ which includes presiding over the opening of each new Legislature or Session; giving Royal Assent in the name of the Sovereign to measures and Bills passed by the Legislative Assembly so that they become law;¹⁵ and receiving members of the Royal Family and foreign dignitaries on official visits to the province.¹⁶

Ensuring the Continuity of Governance

The Premier is the head of the provincial government and is usually the leader of the party with the largest number of Members elected to the Legislative Assembly.¹⁷ If the position of Premier becomes vacant because of death or resignation, it is the Lieutenant Governor's duty to see that the post is filled. This duty has been exercised rarely in Alberta's history to date. The first instance occurred in 1910, when Lieutenant Governor George H. V. Bulyea (1905–1915) accepted the resignation of Premier Alexander C. Rutherford (1905–1910) following

* Provincial Great Seals are deputed emblems of sovereignty, intended to indicate the Sovereign's will and to authenticate this will locally. The Great Seal Deputed of the North-West Territories, although intended to be provisional, was used for at least 33 years after its creation in 1870. The Great Seal Deputed of Alberta was first brought into use on December 2, 1907. Conrad Swan, *Canada: Symbols of Sovereignty* (Toronto: University of Toronto Press, 1977), pp. 20, 27, 212, 218–219; O.C. 624/07 (*Alberta Act*), Alberta.

† The Minister of Canadian Heritage is the federal Minister charged with responsibility with regard to Lieutenant Governors. "Administration of the Government of Canada Responsibilities with Regard to the Lieutenant Governors," Ceremonial and Canadian Symbols: Our Mission, *Canadian Heritage*, [Internet], accessed 6 December 2005, available from http://www.pch.gc.ca/progs/cpsc-ccsp/mission/04_e.cfm



the Alberta and Great Waterways (A&GW) Railway controversy.*¹⁸ Playing an active role in fulfilling his responsibility of ensuring the continuity of governance,[†] Bulyea went on to appoint Alberta's Chief Justice, Arthur L. W. Sifton (1910–1917), as the Province's next Premier. The Lieutenant Governor is also responsible for ensuring that a new Government is formed if the existing Government resigns following the loss of confidence in it by the Legislative Assembly or defeat in an election.¹⁹ The Lieutenant Governor's duties include the swearing-in of all new Members of the Legislative Assembly, including the Premier and the Cabinet.



Lieutenant Governor T.G. Towers swearing in Robert A. Fischer as the Member for Wainwright (1993).

Summoning and Opening a New Session or New Legislature

The Lieutenant Governor plays a vital role in the opening ceremonies of a new Session of the Legislature. With the advice and consent of the Executive Council,²⁰ the Lieutenant Governor issues a proclamation summoning the Members of the Legislative Assembly to convene in a new Session.²¹ In Alberta, on the appointed day, the Lieutenant Governor is met by the Gentlemen's Escort at the main entrance of the Legislature Building.²² The Gentlemen's Escort is generally composed of senior officers of the Armed Forces, the Royal Canadian Mounted Police (RCMP) and the Edmonton Police Service.²³ A 15-gun salute is fired by an artillery battery from the saluting pedestal, located on the west grounds of the Legislature complex. Then the Lieutenant Governor is escorted into the rotunda of the Legislature Building, where an Honour Guard pays

* The Alberta and Great Waterways (A&GW) Railway was to link the city of Edmonton with the Fort McMurray region. The provincial government subsidized its construction and offered bonds to private investors at more than favourable rates as incentives to build the railway lines. Questions began to be raised about the ability of the A&GW Company to construct the railway lines to acceptable standards and about the pecuniary interests involved. A Royal Commission was struck to investigate; however, on May 26, 1910, Premier Rutherford tendered his resignation over the controversy. The Commission's report was tabled at the beginning of the next Session, on November 10, 1910, and Rutherford and his Government were cleared of wrongdoing. D. R. Babcock, *Alexander Cameron Rutherford: A Gentleman of Strathcona* (Calgary: The Friends of Rutherford House and the University of Calgary Press, 1989), pp. 57–63.

† Indeed, Bulyea had attempted to get the divided Liberal governing caucus to reach a compromise regarding the A&GW Railway controversy. That effort failed, and when rival factions could not reach a consensus on the selection of their next leader, Bulyea chose to appoint Sifton as Alberta's second Premier. Alberta. Legislative Assembly, *Journals of the Legislative Assembly of the Province of Alberta, 2nd Legislature, 1st Session*, p. 89; Ernest Watkins, *The Golden Province: Political Alberta* (Calgary: Sandstone Publishing, 1980), pp. 43–44; Saywell, *The Office of Lieutenant-Governor*, p. 102. Bulyea then prorogued the Legislature, a measure that gave Sifton time to allow the crisis in his caucus to dissipate. These actions led certain commentators to wonder if Bulyea went beyond his role as Lieutenant Governor, acting instead to "protect [the] interests" of the Liberal Party. Watkins, *The Golden Province*, p. 41.



tribute to the Lieutenant Governor by the playing of the Vice-Regal Salute.* Following the Salute, the Lieutenant Governor inspects the Honour Guard and is then escorted to the Vice-Regal Suite by the Gentlemen's Escort.²⁴

While the Lieutenant Governor pauses in the Vice-Regal Suite, the Members of the Legislative Assembly and their guests gather in the Chamber, where the Clerk reads the Proclamation summoning the Members of the Legislative Assembly to convene. Following the reading of the Proclamation the Premier, the Clerk and the Sergeant-at-Arms leave the Chamber to prepare to accompany the Lieutenant Governor.²⁵ The Sergeant-at-Arms, carrying the Black Rod,[†] leads the Vice-Regal Party, consisting of the Gentlemen's Escort, the Lieutenant Governor accompanied by the Premier, the Lieutenant Governor's Private Secretary, the Clerk and the Aides-de-Camp,[‡] to the doors of the Chamber. The Lieutenant Governor's spouse may also be included in the Vice-Regal Party. The Sergeant-at-Arms knocks on the doors to the Chamber three times using the Black Rod.²⁷ The Assistant Sergeant-at-Arms opens the door, and the Sergeant-at-Arms steps inside the Chamber to announce that the Lieutenant Governor waits outside. The Assembly then grants the Sergeant-at-Arms permission to admit the Lieutenant Governor to the Chamber.²⁸ When permission has been received, the Lieutenant Governor and the Vice-Regal Party, preceded by the Sergeant-at-Arms, advance into the Chamber.²⁹ A fanfare of trumpets sounds as the Vice-Regal Party enters, and once inside the Chamber, the Lieutenant Governor proceeds to the Throne,[§] while all others take their designated places.³⁰

When the Session in question is the first Session of a new Legislature, at this point in the proceedings the Provincial Secretary, who is also the Minister of Justice and Attorney General, reads a statement on behalf of the Lieutenant Governor informing the Members that at this time the Lieutenant Governor does not see fit to declare the causes of the summoning of the Legislature until they have elected a Speaker of the Legislative Assembly.³¹ The Lieutenant



Lieutenant Governor J.J. Bowlen inspecting the Princess Patricia's Canadian Light Infantry Honour Guard (1950s).

* The Vice-Regal Salute consists of the first six bars of 'God Save The Queen' followed by the first four and the last four bars of 'O Canada.' The same format is used for both the Governor General and the Lieutenant Governors of the Provinces. The Vice-Regal Salute was approved by Queen Elizabeth II in 1968. "Heraldry: Emblems of Canada and of Government House," *Governor General of Canada*, [Internet], accessed 6 December 2005, available from http://www.gg.ca/heraldry/emb/index_e.asp

† The Black Rod is a ceremonial baton that the Sergeant-at-Arms carries when accompanying the Lieutenant Governor on such occasions as the reading of the Speech from the Throne or when the Lieutenant Governor grants Royal Assent. For more information, see the Background section, *Symbols of Authority*.

‡ For more information, see the Background section, *Aide-de-Camp*.

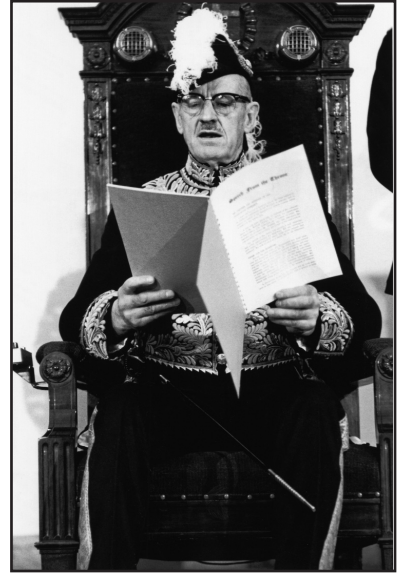
§ When the Lieutenant Governor occupies the Speaker's Chair in the Legislative Assembly, it is termed the Throne.



Governor, again preceded by the Sergeant-at-Arms, then withdraws from the Chamber, and the election of the Speaker takes place.*³²

Once the Legislative Assembly has a Speaker, the Lieutenant Governor, following all the previously outlined observances of protocol, is again given leave to enter the Chamber.† When the Lieutenant Governor enters the Chamber, the Speaker yields the Chair to the Lieutenant Governor and moves to another chair on the floor of the Chamber.

Once seated, the Lieutenant Governor proceeds to read the Speech from the Throne. This Speech “reviews the state of public affairs from the government’s perspective and provides a general outline of its legislative priorities” for the new Session.³³ The Premier and members of Cabinet are responsible for contributing to the substance of the Speech,³⁴ and it is delivered by the Lieutenant Governor on behalf of the Executive Council. Once the Lieutenant Governor concludes the Speech, the Speaker invites the Members of the Legislative Assembly and guests present to join in the singing of “God Save the Queen.” At the conclusion of the Royal Anthem, the Sergeant-at-Arms leads the Vice-Regal Party out of the Chamber as another fanfare of trumpets sounds.³⁵ The Speaker resumes his place in the Chair, and the business of the Session begins. After the adjournment of the first day of Session, a reception is held for the Members and their guests. This gathering usually takes place in the rotunda of the Legislature Building.



Lieutenant Governor J.W.G. MacEwan reading the Speech from the Throne (1970).

Royal Assent

In order to have constitutional legitimacy, every bill passed by the Legislative Assembly must be approved by (i.e. receive Royal Assent from) the Vice-Regal representative in the name of the Sovereign.³⁶ However, the Lieutenant Governor may, according to instructions received from the Governor General in Council or using his own discretion, reserve bills for consideration by the Governor General in Council.³⁷ The Governor General in Council may then proceed to invoke the power of disallowance, the voiding of provincial legislation on the advice of the federal

* Since 1993, when Alberta moved to a secret ballot process for the election of the Speaker, the Legislative Assembly adjourns for the day, after the election, and continues the opening ceremonies on the following day. Prior to 1993, the opening ceremonies generally resumed immediately after the election of the Speaker. Alberta. Legislative Assembly, *Alberta Hansard, 23rd Legislature, 1st Session, 30 August 1993*, pp. 1–3, 5.

† The Mace has been covered in preparation for the arrival of the Lieutenant Governor, as the presence of the Lieutenant Governor as the Queen’s representative makes the display of the Mace, a symbol of the Crown’s authority, redundant. Opening Ceremonies: Fifth Session of the 24th Legislature of Alberta, 12 February 2001, [Event Program], p. 2.



Minister of Justice, or may grant Royal Assent to the bill.³⁸ In Canada, the last time reservation was used, where its use resulted in disallowance, was in 1937, in Alberta.* The very last time reservation was used in Canada was in 1961, in Saskatchewan. In this case, however, disallowance was not invoked, and the Bill eventually received Royal Assent.

Ceremonial Duties

Apart from the exercise of official duties, the Vice-Regal representative is also frequently expected to perform traditional ceremonial duties. The Lieutenant Governor extends hospitality to many persons from around the province, and from other parts of Canada and abroad, at dinners, luncheons, receptions and the annual New Year's Levee.^{†39} On other occasions, in formal ceremonies at Government House and in many Alberta communities, the Lieutenant Governor presents a number of awards for bravery, outstanding public service and achievement. Some examples of these awards are: the Most Venerable Order of the Hospital of St. John of Jerusalem, the Alberta Order of Excellence, the Duke of Edinburgh's Awards, the Royal Life Saving Society of Canada Awards, the Lieutenant Governor of Alberta Arts Awards and the exemplary service and long service awards for police officers and fire fighters.⁴⁰ At times, even in the course of a ceremonial public function, the Lieutenant Governor's participation can take on a decidedly informal quality. This depends very much on the personality of the Lieutenant Governor in question and his or her comfort level in relating to people from all walks of life.⁴¹



Lieutenant Governor W. Egbert with a group of children at Government House, Edmonton, Alberta (1928).

Non-Partisanship

To appropriately carry out the Vice-Regal role, the Lieutenant Governor cannot be involved in any political activity. Being non-partisan allows the Lieutenant Governor to represent all the citizens in his or her province at ceremonial and state occasions and in legislative matters. One example of the care that the Lieutenant Governor must take to remain non-partisan is demonstrated by the circumstances surrounding the 1976 visit of Alberta Lieutenant Governor Ralph G. Steinhauer (1974–1979), Canada's first Aboriginal Vice-Regal representative, to England to meet Queen Elizabeth II.⁴² Steinhauer wished to be accompanied by several First Nations chiefs from Alberta, the High Commissioner of Canada and Alberta's Attorney General. The federal government expressed concern that Steinhauer or his guests might use the occasion to draw attention to Aboriginal issues in Canada. Consequently, Lieutenant Governor Steinhauer and his party had to provide assurances that the visit would remain non-partisan before permission was granted for an audience with the Queen.⁴³

Even while remaining strictly non-partisan in the performance of their Vice-Regal duties, most Lieutenant Governors, to some extent, tend to put the stamp of their own convictions on their

* For more information, see the biography of John C. Bowen.

† For more information, see the Background section, *New Year's Levee*.



tenure in office. As alluded to previously, Lieutenant Governor Steinhauer felt a strong responsibility to increase the visibility of Aboriginal peoples in Alberta. Steinhauer indicated that by accepting the appointment, he was providing “an incentive for Indian People to carry out their aspirations.”⁴⁴ In 1977, he wore traditional Aboriginal dress on the occasion of the Speech from the Throne.⁴⁵ Lieutenant Governor Lois E. Hole (2000–2005) also felt a duty to use her influence and her many public-speaking opportunities to promote causes that she felt were important to Albertans. These included funding for education, the fine arts and libraries, as well as public health care.⁴⁶

The Canadian Crown is a distinct and essential part of Canada’s parliamentary heritage and national character, and thus, is a focus of national pride. During her 2005 visit to Canada to commemorate the Centennials of the Provinces of Alberta and Saskatchewan, Queen Elizabeth II, in addressing the Legislative Assembly of Alberta,* stated:

During a previous visit 32 years ago I said: “I want the Crown in Canada to represent everything that is best and most admired in the Canadian ideal. I will continue to do my best to make it so during my lifetime, and I hope you will all continue to give me your help in this task.” I would like to repeat those words today as together we continue to build a country that remains the envy of the world.⁴⁷

The Queen’s own timeless words could be seen as summarizing the enduring connection, embodied by tradition and ideals, between the Crown and Canadian parliamentary institutions. As the representative of the Crown in Alberta, the Lieutenant Governor is the personification and custodian of this constant connection.⁴⁸

Notes

¹ Frank MacKinnon, *The Crown in Canada* (Calgary: Glenbow-Alberta Institute, McClelland and Stewart West, 1976), p. 27.

² *British North America Act, 1867* (U.K.), 30 & 31 Vict., c. 3, s. 9.

³ *Constitution Act, 1982*, being Schedule B to the *Canada Act 1982* (U.K.), 1982, c. 11, s. 52(2).

⁴ Peter W. Noonan, *The Crown and Constitutional Law in Canada* (Calgary: Scripnoon Publications, 1998), pp. 125–126, 125.

⁵ Installation of the Lieutenant Governor of a Province: (Guidance Note for the Development of a Suitable Scenario), n.d., prepared by the Dept. of the Secretary of State and the Privy Council Office, p. 2.

⁶ Noonan, *The Crown and Constitutional Law in Canada*, pp. 125–126.

⁷ *Ibid.*, pp. 186–187.

⁸ *Government Organization Act*, R.S.A. 2000, c. G–10, Schedule 9, s. 4.

⁹ *Ibid.*; Conrad Swan, *Canada: Symbols of Sovereignty* (Toronto: University of Toronto Press, 1977), p. 33.

* This address, on May 24, 2005, by Queen Elizabeth II was the first in the Legislative Assembly of Alberta by a reigning monarch.



- ¹⁰ David Howell and Sarah O'Donnell, "Deluge Washes Away Hour of Show," *Edmonton Journal*, 24 May 2005, p. A2.
- ¹¹ Noonan, *The Crown and Constitutional Law in Canada*, p. 130.
- ¹² *Ibid.*, p. 134.
- ¹³ George F. G. Stanley, *The Role of the Lieutenant-Governor* (Fredericton: New Brunswick Office of the Lieutenant-Governor, 1992), p. 23.
- ¹⁴ *Ibid.*, p. 22.
- ¹⁵ *Ibid.*, pp. 22–23; "Constitutional Role: The Queen's Representative in Alberta," Role, *Office of the Lieutenant Governor, Province of Alberta*, [Internet], (Edmonton: Office of the Lieutenant Governor, 2004), accessed 21 November 2005, available from <http://www.lieutenantgovernor.ab.ca>
- ¹⁶ "Role and Responsibilities of the Lieutenant Governor, The Queen's Representative in Ontario: Community Role," Role, *The Honourable James K. Bartleman: Lieutenant Governor of Ontario*, [Internet], accessed 4 October 2005, available from http://www.lt.gov.on.ca/sections_english/role/community_main.html
- ¹⁷ *Lieutenant Governor of Manitoba: The Honourable John Harvard. P.C., O.M.*, [Internet], accessed 04 March 2005, available from <http://www.lg.gov.mb.ca>
- ¹⁸ Ernest Watkins, *The Golden Province: Political Alberta* (Calgary: Sandstone Publishing, 1980), p. 41.
- ¹⁹ *Office of the Lieutenant Governor, Province of Alberta*, [Internet], (Edmonton: Office of the Lieutenant Governor, 2004), accessed 3 February 2005, available from <http://www.lieutenantgovernor.ab.ca>
- ²⁰ Alberta. Legislative Assembly, *Journals of the Legislative Assembly of the Province of Alberta, 25th Legislature, 4th Session*, vol. CXII, 17 February 2004, pp. 1–2.
- ²¹ *Lieutenant Governor of Manitoba*, [Internet].
- ²² Opening Ceremonies: First Session of the 20th Legislature of Alberta, 10 March 1983, [Event Program].
- ²³ *Ibid.*
- ²⁴ Opening Ceremonies: Fifth Session of the 24th Legislature of Alberta, 12 February 2001, [Event Program], p. 1.
- ²⁵ Personal communication with Brian Hodgson, Sergeant-at-Arms, Legislative Assembly of Alberta, Edmonton, 28 October 2004.
- ²⁶ *Ibid.*
- ²⁷ Alberta. Legislative Assembly, Province of Alberta, Third Session, Twenty-fifth Legislature: Procedures for Opening Ceremonies, 3:00 P.M. February 18, 2003, p. 4.
- ²⁸ *Ibid.*
- ²⁹ Alberta. Legislative Assembly, *Alberta Hansard, 25th Legislature, 1st Session*, 9 April 2001, p. 1.
- ³⁰ Opening Ceremonies: First Session of the 20th Legislature of Alberta, 10 March 1983, [Event Program].
- ³¹ Alberta. Legislative Assembly, *Alberta Hansard, 25th Legislature, 1st Session*, 9 April 2001, p. 1.
- ³² *Ibid.*
- ³³ John McMenemy, *The Language of Canadian Politics: A Guide to Important Terms and Concepts*, 3rd ed. (Waterloo, ON: Wilfrid Laurier University Press, 2001), p. 284.
- ³⁴ Rand Dyck, *Canadian Politics: Critical Approaches*, 4th ed. (Scarborough, ON: Nelson, 2004), p. 499.
- ³⁵ Alberta. Legislative Assembly, *Journals, 25th Legislature, 4th Session*, 17 February 2004, pp. 1-2, 10.



- ³⁶ *Office of the Lieutenant Governor, Province of Alberta*, [Internet].
- ³⁷ Stanley, *The Role of the Lieutenant-Governor*, pp. 25–26; John T. Saywell, *The Office of Lieutenant-Governor: A Study in Canadian Government and Politics* (Toronto: University of Toronto Press, 1957; reprint, Copp Clark Pitman, 1986), pp. 192, 217–218.
- ³⁸ Saywell, *The Office of Lieutenant-Governor*, p. 192; McMenemy, *The Language of Canadian Politics*, p. 84.
- ³⁹ *Office of the Lieutenant Governor, Province of Alberta*, [Internet].
- ⁴⁰ Ibid.
- ⁴¹ Information provided by the Office of the Lieutenant Governor of Alberta.
- ⁴² David E. Smith, *The Invisible Crown: The First Principle of Canadian Government* (Toronto: University of Toronto Press, 1995), p. 55.
- ⁴³ Ibid.
- ⁴⁴ Gina Blondin, “Born on a Farm, Back to the Farm,” *The Native People* vol. 12, no. 25 (22 June 1979): p. 2.
- ⁴⁵ Lorraine Hughes, “Alberta Pays Tribute to Steinhauer,” *The Native People* vol. 12, no. 38 (21 September 1979): p. 6; Steve Makris, “Speech from the Throne,” *Edmonton Journal*, 25 February 1977, p. 1.
- ⁴⁶ Derek McNaughton, “St. Albert’s Lois Hole New Lieutenant-Governor,” *Calgary Herald*, 10 December 1999, p. A5; Lois E. Hole, Interview by LAO Staff, 29 March 2004; Kelly Cryderman, “Share the Wealth, Hole Says,” *Edmonton Journal*, 2 September 2004, p. A1.
- ⁴⁷ “Crown Belongs ‘To Everyone’,” *Edmonton Journal*, 27 June 1973, p. 1; Alberta. Legislative Assembly, *Alberta Hansard, 26th Legislature, 1st Session*, 24 May 2005, p. 1618.
- ⁴⁸ Jacques Monet, *The Canadian Crown* (Toronto: Clarke, Irwin & Co., 1979), p. 82.

