

at Rosebud, Red Cloud's people among the Ogallalas at Pine Ridge. They had fruitful soil in which to sow their evil seed—ignorance made dangerous by fanaticism among many of the wildest Indians, and at Pine Ridge hunger and discontent and unfulfilled treaties, both long past and recent.

What powers of resistance and control had the Government at its disposal with which to meet the coming storm? Upon what principle of selection does the Government base its choice of agents and employees sent to represent its policy and to manage its affairs on Indian reservations? This question touches the vital point of the whole Indian question.

On the experience, courage, fidelity, tact, keen sense of justice and sympathy of an Indian agent at a large agency, where wild and dangerous, as well as peaceable and easily controlled Indians are located, depend the success or failure of the Government's efforts for the civilization of its wards. Upon the agent's possession of such qualities may also depend the safety of human life, the protection of property, and the saving of vast sums of money.

With such serious considerations in view in the management of such an immense business concern as the Indian service, in which not only the welfare of two hundred and fifty thousand human beings is directly concerned, but of multitudes of white settlers besides, is it beyond reason to ask that the principles of sound business administration should be adopted?

What are the plain, indubitable facts regarding the Indian service? The Spoils System of appointment has been the prevailing system since the writer first began acquaintanceship with Indian affairs in 1882. What does that mean? Simply that the President, the Secretary of the Interior, or the Indian Commissioner, one or all, are under compulsion, or at the least powerful pressure, to appoint persons to positions in the Indian service, not as they would like to do, because they have the best and most reasonable assurance that they are fitted by character and experience to perform well the duties of their several stations, but because these

appointees are thrust on them by the importunity of Senators, Representatives, or other powerful politicians. These gentlemen frequently demand such positions of the Executive as their manifest perquisites, as their lawful prey and spoil. It is thus that their political debts are paid. I have known the Governor of a great State laughingly admit that for political hacks who were unfit for anything else he found places in the Indian service. I could furnish, were it desirable or necessary, a long list of needy, inefficient, worthless persons, some not actually bad, but wholly unsuited to their positions; others with shady or blackened records, men who had failed in everything else, or drunkards and debauchees, who had found their way into the Indian service. Many things, half sad, half ludicrous, and some really dreadful things I have known regarding the public service of these people. And then again I have known men of high character, high talent, lofty aspiration, and generous sympathies serving as Indian agents, with patience and self-sacrifice, ill-paid but abundantly rewarded with abuse, building up industry and civilization among their Indians only to see their plans and hopes sadly marred or sinking into decay with the passing of the administration or the party that gave them office. The ghastly levity and unreason, the insane wickedness of the whole false system has been handed down as a miserable legacy from one administration to another.

Good men and women, in the service and out of it, have been tempted to say, "Is there enough gained to make effort worth while since the people love to have it so?" Nevertheless the cloud has had a silver lining, for the evils have stirred a great popular sentiment, and things are better than they were.

In 1882 Dr. V. T. McGillycuddy held the post of Indian Agent at Pine Ridge. He had previously served with distinction in various departments of the Government; from 1866 to 1868 as resident physician, Marine Hospital Service; in the War Department as topographer on the international survey of the 49th parallel in 1874; in the Interior Department as chief topographer of the