

co-operative arrangement with the Reclamation Service, and succeeded in effecting one which thus far has proved highly successful.

"In general terms, it devolves upon the Reclamation Service the handling of those irrigation projects into which both white and Indian interests enter, reserving for the Indian Office those which are purely Indian propositions; but even in the latter class the irrigationists of the Indian Service have the benefit of the expert advice and assistance of the consulting engineers of the sister service. Such a combination procures for the Indians the best the Government can command in the way of irrigation plans and work, and reduces the chances of serious mistakes to a minimum.

"Having got the co-operative reclamation system well under way, the next advances were made to the Bureau of Plant Industry in the Department of Agriculture. They met with an equally cordial response, and the Congress appropriated \$5,000 for the use of this office in carrying its co-operative experiments into effect. They have already proved their worth and given greater promise for the future.

"Our third co-operative contract was made with the Forestry Service.

"There is another branch of the Indian Office which I would gladly dispense with on the same economic grounds that have been the basis of my co-operative arrangements with the Reclamation and Forest services and the bureaus of Plant and Animal Industry. I refer to our architectural division. As this is conducted now, it means the maintenance of a corps of designers and draftsmen in Washington who draw plans, prepare specifications, make estimates, and advise me on bids, all at from 1,000 to 3,000 miles distance from the places where the work is to be done and the buildings used."

Enough has been quoted above to show what a field there is for co-

operation in the United States services, and if there then probably here.

Nature of the Reorganization.

It will be necessary for the better understanding of the methods adopted in connection with the reorganization proper to note the special objects of the reorganization and the exact situation it was intended to serve. The commissioner describes this as follows:

"The improvements in office methods, some of which I have spoken of in earlier reports, have in the process of natural evolution resulted in an almost complete reorganization. I am glad that it has been possible to effect the change in this slower but more orderly way, because the Indian Service, handling more than 1,000 appropriations and funds, hedged about with some hundreds of statutes, might have been actually wrecked by having even a better organization thrust violently upon it. As all my work is guided by my general aim of preparing the whole Indian establishment for going out of business at no very distant date, such an organization as has taken place of late in growing bureaus like the Reclamation Service in our own department and those of the Department of Commerce and Labor would have been largely unadapted to our purpose. Yet in another sense, improved organization is almost more important in a diminishing than in a growing bureau. No greater help can come to the Indians or to the neighborhood in which they live than through having this service pass out of existence in just the right way; and as for the next few years it is going to take more men and a higher class of men to wind up the affairs of the Indian Service, I am hoping to obtain some time from the Congress an increase, aggregating a little more than \$5,000, in the salaries of the employees who are going to guide the Indian Office in its decline. This