

A Practical Demonstration in Re-organization.

A RECENT RECONSTRUCTION OF THE UNITED STATE INDIAN DEPARTMENT—REVIEW OF A REPORT GIVING DETAILS OF METHODS FOLLOWED.

A difficulty frequently encountered in discussing matters appertaining to the civil service is the marked dissimilarity which obtains between its work and that of most outside employments. Example is always better than precept: the difficulty for the civil service is to find the example.

The much-discussed reorganization is a case in point. While undoubtedly there are numerous enterprises within easy distance of the Departments which could convey a practical lesson in organization, comparisons with such are seldom or never literally possible. Hence the recital of a case where a thorough reorganization of work and workers was accomplished by a Department of Government should be of peculiar interest to all government employees at Ottawa at the present time.

For some two years past a thorough reorganization of the Indian Department of the United States has been in progress. The process is now complete. The report of the U. S. Commissioner of Indian Affairs recently published contains a detailed account of it. Though the problems of the U. S. Indian Department are not necessarily those of a Department of the Canadian government, not even those of the Canadian Indian Department, there cannot but be many lessons to be learned from this very illuminating and capable report—a report which on the face of it is that of a man whose ability is constructive, and who has had the authority and energy necessary to give constructive ideas form. Without further preface by way of explaining that the subjoined is given for its value as an example and not because a parallel procedure is at

all points possible here, we may quote some of the more striking passages from the report.

Co-operation Between Departments.

Almost the opening page of the Commissioner's report deals with a subject of great importance to the Canadian service, a subject remarked upon at length by the late Royal Commission, and being at the root of the whole problem of reorganization, viz., the need of systematic co-operation between the different departments. Says the commissioner:

"In a former report I mentioned a plan I had carried long in mind, and a little way into operation, for systematic co-operation between various departments and bureaus of the Government, so as to get rid of the "wheels within wheels" which are so grave a source of waste in administration. For example, the Office of Indian Affairs, when I assumed charge of it, not only performed the functions naturally to be expected of a benevolent guardian engaged in raising a race of human beings from barbarism to civilization, but maintained a little reclamation service, a little forestry branch, and several other minor organizations for work along lines commonly cared for, and presumptively better cared for, by special bureaus established by law for the benefit of the American people at large. Recognizing the broad economic principle that no extensive public work can be conducted so successfully on a retail as on a wholesale basis, and as the needless multiplication of machinery for doing the same class of work tends to retard rather than advance the attainment of the ends sought, I opened negotiations for a