

best men will get the best positions and the best salaries, it becomes important for every officer to consider how he may increase his efficiency — how he may succeed in raising himself to the higher positions in the service.

Not much can be done for the older men; because the older men can do very little for themselves. They are in a rut, if not in a tunnel. They are little more than curious combinations of habits. You can tell exactly what they will do, under certain given circumstances. Their actions have largely ceased to be voluntary. With an effort and a deprecating smile of protest against the stupidity of doing anything new, these men may almost succeed, upon occasion, in accomplishing some slight deflection from habituated method. But they are back again immediately, grumbling about "changes for change sake"; the propriety of leaving "well enough alone"; the "folly and ignorance of inexperience," etc., etc. "Why, sir, I have been here for 40 years, and I assure you that I never heard of such a thing."

No; the older men can do almost nothing for themselves. They are habitués. They have lost not only their power of initiation, but their faculty of adaptability. They forget little of the past; they learn little of the present; and they see nothing but decadence and degeneration in the future. "The good old days" are gone.

The young man can make of himself what he pleases. He is on the level prairie and can go where he wishes. There are ruts all around him, and many inducements to enter them. Are not these roads smooth? Is not the company pleasant? Is not everybody in one or other of them? Do not the ruts run *down-hill*? What is the use of trying to mount those heights? Life is short. Let us enjoy ourselves as we go.

Very well; do as you please. Get into a rut. Amuse yourself prodigiously. Travel down-hill while you

are young. It is easy and life is not very long. But before you start just take a look at the habitués; remember that you will very soon be one of them; and really make up your mind what sort of a man you desire to be.

In order to secure success in the civil service, or elsewhere, there are just two things that you must attend to: (1) you must do your present work well; and (2) you must equip yourself for better work.

Mr. William Whyte, the honored Vice-President of the Canadian Pac. Ry Co. (in charge of all its lines west of Port Arthur) attributes to two facts his promotion from the humblest of railway occupations: (1) he always knew more about his own department of the work than anybody else; and (2) he always wanted more work.

That is a rare sort of a man. It is the kind of man that employers, all over the world, have always been and now are eagerly looking for. I have myself been several times at a loss for one such man, and could find him nowhere. And yet the qualifications mentioned are seemingly of the most modest scope. Brilliancy is not one of them, nor is unusual ability, nor unusual anything — nothing but intelligent attention to what you are doing, and a desire faithfully to occupy your time.

And I say to every young man, that if he will cultivate these two simple qualifications, his success is certainly assured.

But do not let your work cramp your abilities. The irony of uninterrupted devotion to one line of activity is that you become unfitted for anything else. And to reach the highest positions you must not only do your work well, but you must equip yourself for better work. How is that to be done?

There are habits of all sorts: the drinking, smoking, gossiping, charitable, religious and many other habits; but for present purposes there are but two which the younger men of the civil service ought to consider — the