

service. Suffice it here to point out that the civil service is not a bank, nor a railway, nor an industrial corporation, and the fundamental differences in the work which is carried on by the civil service and the other institutions mentioned are so great that one should look somewhat askance at the grafting on to the system of civil service administration any feature in the propoganda of the other institutions already mentioned. Every war develops its mode of campaign, so each institution develops a working system of its own, and it is sufficient that the system developed should suit the institution developing it but it is quite possible that it cannot be successfully imposed on another institution differing essentially therefrom. Mr. Morgan would not think of drawing up a scale of pay for the U. S. Steel Corporation or for the Post Office Department by reference to the pay roll of Harvard University. We do sometimes find physicians performing operations for, say, scarlet fever or chicken pox, while others again attempt to mend a broken bone through the emotions and the intellect. The wise physician, however, first makes a careful examination of the patient and then prescribes the treatment best suited to the particular case, and does not attempt to make the patient accommodate himself to any course of treatment predetermined on theoretical grounds or because it was found to cure some other sick person. In fact in regard to superannuation it is not safe to conclude that a system which has been developed in one civil service will necessarily be suitable to another, differing materially therefrom in traditions, customs and asperations. The only reasonable course to follow is to examine the special case in hand and keeping in mind the main and most desirable objects which the scheme should be devised to accomplish, one should intelligently adopt and adapt from the

experience of the past such features as are believed to be best suited to the case; and where the experience of the past is believed to be inadequate it will be necessary to improvise.

No successful solution can ever be arrived at if approached with a half-spite against the service, or with the feeling that after all the civil servants are a poor lot anyway, which would appear to have been very much the case with those responsible for a number of bills at Washington. Nor can the problem be successfully solved if one makes a *bête noire* of the imperfections which may have shown themselves in schemes already tried. The fact is there is no ideal way of effecting any reform. All ways are bad. The only thing to be done is to find the way least open to objection, the way which will produce the least wreckage, and result in the greatest permanent good.

There is one other point in Mr. Morgan's letter which should not be allowed to pass. He asks the U. S. Steel Corporation the following question:—

"Why do you set aside twelve million dollars to pay your pensions? In what way do you expect to be repaid for the loss of interest on this large sum of money."

The reply is:—

"We expect to be repaid by the increased loyalty of our employees and the longer period of service."

Now if the U. S. Steel Corporation loose interest on \$12,000,000 set aside annually, it is their own fault, and it is far from probable that they do. The money could doubtless be invested in securities yielding five or six per cent. possibly in their own bonds (if they think them a good investment) or in their own stock paying perhaps ten or twelve per cent. The fault is with the wrong assumption made in the question, but in the answer additional magnanimity is naively assumed by neglecting to explain the point.