

wages. It is rarely possible to secure the enterprise, the personal interest in the service, the careful curtailment of expense, the unflinching scrutiny of product, which are well-recognized essentials of success in private business. It is impossible to dispossess a very large number of the employees of the more or less unconscious feeling that they are working for a government which need not practise economy, which will not recognize exceptional service, and whose prosperity and certainty of remunerating its employees are wholly independent of the character of service rendered by such employees.

Two Men for one Man's Work.

Even in the selection of the comparatively small number of employees in the government service it has been found necessary to eliminate that personal equation which contributes so greatly to efficiency in private business. For many years men were appointed to the government service not because of their fitness for the work to be performed, but as a reward for their activity in the field of politics. Under that system it usually required two men to perform one man's work, often more, and the greatest injustices were perpetrated, those with little or with diminishing political influence being required to render inordinate service to compensate in some measure for the indolence and inefficiency of those who were secure because of the extent of their political "pull." To remedy this condition, the civil-service reform was instituted, with the result that foremen and chiefs of divisions are now obliged to accept employees designated by the Civil Service Commission as a result of competitive examinations. This system, while vastly preferable to the former, is still woefully deficient as compared with the methods employed in private business. That faculty of judging

human nature and selecting just the right man for a particular type of work which is the most valuable asset of the business man, and which contributes more than aught else to his success, is wholly lost to the government. The man who passes with most credit the formal civil examination may be, often is, wholly lacking in initiative, push, and executive ability, and yet no better method of selecting government employees has ever been devised.

And these defects are common to the civil service of all governments. Great Britain has never made its telegraph and telephone service pay expenses. The large majority of the experiments in the municipal operation of public utilities in every land have proved economic failures. Governments the world over have tried experiment after experiment in the conduct of varying forms of service, with a virtually unvarying result, pecuniary loss.

Competition as a Spur to Effort.

The individual worker, spurred on by competition and struggling against the inexorable laws of supply and demand, becomes the keener because of the conflict, acquires efficiency in the strife, and achieves a victory the greater because of the very obstacles he has been obliged to overcome. No substitute for this conflict has yet been devised, nor can it be so long as human nature remains the same, a material which can be molded only on the anvil of adversity and tempered only in the furnace of economic strife.

A Similar Fate.

A teacher had been telling a little boy the story of the disobedient lamb that was eaten by the wolf. "You see," said she, "had the lamb been obedient and stayed in the fold, it would not have been eaten by the wolf, would it?" "No, ma'am," said the boy promptly; "it would have been eaten by us!"