

## The Civil Servant under the Microscope.

**An Interesting and Most Suggestive Investigation Begun at Washington, D.C., With the Object of Improving Efficiency and Standardizing Employment in the Federal Civil Service of the United States.**

There was begun during the past week at Washington, D.C., a most interesting experiment in what may be called the reorganization and standardization of the civil service of the United States. It was announced that President Taft and his Cabinet have finally united upon a definite programme in the interest of economy and efficiency in the government service. The programme will be put into effect with the \$100,000 voted by the last Congress.

The plan contemplates the organization of economy and efficiency committees, to be composed of experts, in each of the nine great executive departments. In addition, a board of experts headed by Dr. Frederick A. Cleveland, director of the Bureau of Municipal Research of New York city, will investigate the progress made by these departmental committees and keep the President advised.

Dr. Cleveland began his work Oct. 1, in the Finance Department. His campaign will result in a standardization of all forms of administrative activity in the government, permit a comparison of the cost and efficiency of the same forms of activity in the various departments, reduce duplication of labor to a minimum, and make comprehensive to the lay mind the actual contents of the civil service budget.

As indicated above, each Cabinet

officer will begin at once to explore his own purpose of increasing the efficiency and reducing the expenses. The secretary of the treasury and the secretary of the navy have already ploughed the first furrows, and as far as possible their work will serve as a basis in each department.

Every conceivable administrative activity, from the writing and filing of letters to the purchase of supplies, will be standardized. It is believed that in some bureaus it costs as much as \$4 to write a letter. As common problems are discovered, the Cabinet officers and the President will discuss them, and devise ways and means for their rectification.

One of the first duties of Cleveland and his expert staff will be to prepare a new budget. It is not the intention of the President to send to Congress this year a revolutionary document of this kind. Congress must have before it a form of budget which will permit of comparison with the appropriations for the last fiscal year. As the budget is now prepared, salaries, expenses, and lump-sum appropriations are so jumbled together that it is impossible for a layman, or even an ordinary expert, to ascertain the true contents. Therefore, it is planned to place alongside the old form of budget a modern form, which, if it