

one's mind, the general rule is coming to be recognized as not only a wise but a more and more necessary one. How long the men now filling these offices will remain in charge of them of course no one can forecast.

"Much that is told of the vexations which sometimes beset a bureau chief is true, I dare say. I can conceive that one who knows his business but whose Minister does not may suffer from overwork when he divides his time between giving orders to his subordinates and kindergarten lessons to his superior. I can fancy his exasperation if his Minister appropriates all the credit for his successes and dumps upon him all the blame for his mistakes. If the committee who pass on his budget are suspicious or actually hostile; if applicants for favours are always ugly when good conscience compels him to deny, and ungrateful when he is able to grant, their requests; if the lieutenants upon whom he leans prove weak or treacherous; he is hardly to be condemned if now and then he is overwhelmed for a moment by a wave of discouragement.

"A phlegmatic creature without ambitions of the worthier sort can sit in his office day after day from nine till half-past four, surrounding his head with smoke-wreaths and trusting to the honest clerks who prepare his letters to steer him clear of scandals; and it is easy to believe that he will find public service disappointing when he discovers that this reign of indolence cannot go on forever. On the other hand, one of erratic temper, easily upset by petty worries and cheap criticism, thrown off his balance whenever he cannot get all he wants, impatient of cautious counsels from those below him or catechetical inquiries from those above, and thirsting for perpetual flattery, will be hard to convince that anything in the Government service is worth the time spent on it.

"Heterodox as it may sound, no man ought to assume public respon-

sibilities unless he is so fortified in a worldly way as to be independent of his official salary in case its immediate relinquishment be demanded by duty or self-respect. Neither ought one who cannot face opposition calmly, or who is too vain to compromise on a measure involving no question of right and wrong. But then such a man is equally unfit to succeed in any private enterprise of magnitude.

"Grant that the sole accomplishment to which he can look back consists in the reorganization of one bureau for its highest efficiency by finding out what each person in it can do best and setting him at that, reducing to a minimum the friction between his lieutenants and teaching them to enjoy good team work, stimulating the rank and file to think as well as obey, discovering modest merit and opening paths for its advancement, substituting thrifty for wasteful methods of business, and putting the mere routine on such a basis that it will thereafter largely run itself, he need not feel that his sacrifice of a few years of money-getting has been thrown away."

Ending on a High Note.

However, the general summing up is in optimistic vein:

"To any one who has distinct plans to carry through, a love of constructive work, good courage, enough tact to get along comfortably with his associates, and a stock of self-confidence which will enable him to stand twenty repulses for the sake of one triumph, a position of practical authority under the Government ought to offer strong attractions. The sense that he is doing his share in solving the big problems which confront our people, that he is helping to direct the course of the country for ages to come, even though his individual part be but the blazing of one narrow trail, is enough to thrill any heart that pumps its quota of good red blood. The duties may be wearing, the