

valued clerks in the service to-day have been there only a little while. They began by making a painstaking study of the tasks set them, and, being unhampered by the superstition that old ways of doing things are necessarily the only ways or even the best ways, brought in modern methods from the outside world. This is not said in disparagement of the veteran clerk, who may save the Government his salary many times over by the exercise of his memory alone, and whose very conservatism proves often an admirable brake when the zeal of the fresh recruits threatens to run away with them; but if the Government's working force were made up entirely of veterans, no matter how loyal, all progress would halt.

"Have the new and clever men, then, a future? They have the same opportunity that everybody else has. One, here or there, may be shrewd enough to recognize the flood-tide in his affairs, as Mr. Cortelyou and Mr. Hitchcock recognized it in theirs. Another, having made for himself a place in his division, receives an offer from some manufacturer or contractor doing business with the Government, who has been impressed by his manner of looking out for the interests of his present employer. If he declines it and later discovers that he made a mistake, he can blame only his own false perspective, precisely as if, while working for an insurance company, he had refused to leave it for a real estate office, and had suffered by his error of judgment. If he is energetic and courageous, however, the chances are that he will accept the outside proposal, and be thankful to the Government for affording him the stepping-stone."

(Which, though Mr. Leupp does not seem to perceive it, is about as poor a compliment to the service as a profession in itself as he could very well pay it.)

"There is still a contingent, numerically small, but too important

to be passed over, of clerks who remain clerks because they are wedded to their work and are perfectly happy in it. Within the last few years two members of the Treasury have died, either of whom could have commanded double or treble his salary in the outside business world, but neither of whom could have been lured away at any price. In their own small realms they were supreme and they knew their worth. Congress would have been stalled in its efforts to prepare certain legislation without their aid, and recognized its obligation in the case of one, if not of both, by honorable mention in appropriation acts carrying their salaries. What has been said of these two men may be said of a number of others who have passed away and of a few who are still at their posts.

"Of all the clerical types reviewed in the foregoing paragraphs, the only one from whom you could get a downright assertion that it does not pay to serve the Government is he who, for reasons other than his own preference, stays in the stagnant stratum while the higher strata are passing out; and that one would find the same fault wherever he might be."

Does it Pay to Become a Deputy Minister?

Coming now to the pinnacle of the pyramid, how does it fare with the Deputy Ministers? Mr. Leupp has occupied this dizzy eminence, and should therefore be qualified to speak:

"In old times it was customary to utilize offices of this rank as consolation prizes for politicians who had aspired to higher honors but had been unavoidably omitted in the distribution. More recently we have seen political considerations waived in order to procure men who had already studied the particular questions which would come before them in their official capacity. In spite of exceptions which will occur to every