

to fill those places. He got perfectly good Republicans to fill the places. I have no doubt they were excellent Republicans. But certainly none of them were foresters, and certainly very few of them were efficient. For the moment you begin to establish some standard besides efficiency, however eager you may be to get efficient men, by the very nature of the human mind, you drop away from efficiency and soon other considerations prevail.

"So we had at the start, men with one lung, or hardly any lung, men who absolutely did not know their way except on the city streets, literally and actually men who were afraid to sleep outside a house—I am talking actual facts and could supply the names of the men—and, of course, an enormous percentage of that human waste which drops into political office because it has made a failure in something else.

"The first big mistake we made was in allowing political considerations to come in. That was corrected by order of President Roosevelt, who classified the whole forest force just before it was transferred to the Department of Agriculture. Thereupon the most important task we had was to clean up the force, drop out the men—whom we had been studying very carefully in anticipation of the transfer—who, we knew, were not competent. In the course of the work of transfer from one Department to the other, a great many of those men were dropped; they never quite understood it, and I was very particular not to explain it, but the service felt the good result.

"The first principle, then, it seems to me, upon which any successful forest service must be based is absolute freedom from political control in the appointment of a man. I was delighted when I heard Mr. Borden say last night that he was committed to the principle of the merit system of the appointment of men in the federal forest service which you are propos-

ing to create. I congratulate you on that.

"In the second place, you must have men not only appointed non-politically, but trained men. And here is a subject on which there may be important divergence of opinion. There are always a certain number of men, in the first place, who stand for the 'practical' man as against the 'trained' man—a pernicious distinction which, in the end, does not exist at all. You must have in your forest reserve a leaven of men of the training, of the point of view, of the professional forester, if that service is to succeed. In other words, if the service is to succeed, it must be possessed of technical knowledge of a high grade. The standards set up and expressed in the men are, to my mind, of the utmost importance. Your service will depend on these standards; and you will find in the end, as we did, that the most practical men are not those who come in without training, but those who come in with training and afterwards learn the practical work.

"The best things that have been done in the forest service, the most vital improvements, have come not from the men who came in simply with the woodsman's or the lumberman's or the cattleman's training, but from the men who, starting with the professional point of view and requirements, have added to that afterwards the practical field experience. You must have then, as the second condition, in my judgment, a strong centre of theoretical men, or rather, professionally trained men."

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### CONGRATULATIONS.

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*The Civilian* tenders its congratulations to one of our number, and a popular one at that, Mr. F. G. Bronskill, of the Printing Bureau, who since our last issue married Miss Violet Ethel Sharpe Kydd, daughter of Mr. George Kydd, of the Royal Bank.