

be left untried by those who have been delegated to carry out this important public service.

PROMOTION IN THE CIVIL SERVICE.

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self-indulgent and the self-improvement habit, and these two, in large sense, combine all the others.

Self-indulgence is almost part of our nature. The lower animals know nothing of self-improvement; and although Henry Drummond takes us to the very lowest organism for the beginnings of unselfish action, yet outside its family, and sometimes its tribal life, the lower animal is altogether self-indulgent.

Uncivilized man ranks somewhat higher. The savage knows that his safety depends upon his skill with his weapons, and he strives for efficiency in their use. We depend upon the policeman and relapse into a self-indulgence that is disturbed only by the necessity for getting something to eat and to wear.

Desire for self-improvement is rare. "Ambition is the stamp impressed by Heaven to mark the noblest minds." The ordinary mind is lazy; and, because little used, it is very easily fatigued when exercised. But self-improvement is necessary if we are going to equip ourselves for doing a better class of work than that we are engaged upon.

How, then, is a civil servant to make a better man of himself, to equip himself for better work?

There are two lines which he must follow: (1) he must acquire as much information as he can that is special to his own department; and (2) he must improve his general aptitude and capacity.

It is very extraordinary how little most men learn about the work they are doing every day. They may be competent mechanics or even captains, and yet know nothing of their occu-

pations beyond that which is absolutely essential to the comfortable despatch of their regular routine. You would expect, for example, that every bank-officer would be familiar with the Bank Act, and something of the law of cheques and promissory notes. But the teller confines himself to counting bills, and the ledger-keeper to posting his books. Hardly one of them is qualifying himself for the position above him. If a general manager ever finds a man capable of better work, he almost immediately gives it to him. Mr. B. E. Walker, of the Canadian Bank of Commerce, had to import men from Scotland, because he was unable to find men in his employ fit for promotion—fit for better work.

Marked fitness for some special employment is seldom found in men who know nothing of other matters. "He knows not England, who only England knows." We recognize and class everything by likenesses and differences. We know nothing absolutely, but relatively only to something else. The reason that we cannot understand space or time is that we know nothing to class them with. We have nothing wherewith to compare them. Good action is recognized only by its contrast with bad.

The best lawyer is not the mere lawyer, but the man who adds general culture to his law. The best doctor is not the pure devotee of professional knowledge, but he who can call chemistry and electricity and biology and all the sciences, directly or indirectly, to his consultations. In unprofessional life, the benefit of wide education is not so essential nor its absence so fatal to success, but the indisputable fact remains that intelligence will beat stupidity at all work—from hoeing potatoes to governing Germany.

Then how to improve the civil servant's intellect? I have no new way to propose, and very probably no perfectly reliable patent-pill for the purpose will ever be discovered. But I have some pretty clear ideas as to the