

and the like; (3) the directive, composed of the Deputy Ministers, etc., who handle the machinery of administration and are held responsible for its successful operation; (4) the clerical, who keep the accounts, write the letters, file and index the records, and perform, under instructions, other duties requiring an educated intelligence; and (5) the manual, ranging from the messengers, through a long list of mechanics and laborers, to the charwoman whose chief duty is to wield the broom for an hour or two a day."

A General Comparison of Pay by Classes in the Service and Outside.

The following brief answer is given to the question at the head of this article as to the "pay" of civil servants as classified in the foregoing paragraph compared with the "outside":

"Any man fit to belong in one of the first three classes above can make a good deal more money outside of the Government service than in it. The clerical salaries correspond fairly well with those paid for similar work, similarly performed, in private employ. The compensation of the manual class far exceeds that commanded by the same services outside."

The Pay of Technical Officers.

Added to the above is a remark which will bring balm to our numerous technical officers:

"The professional group, by the very nature of their intellectual bent, are more eager as to accomplishment than as to swelling their incomes, and the assurance of a larger field of effort here than they could possibly find in private life makes up to them in no small degree for seeing their work outstrip their stipends."

The Pay of the Great Army of "Clerks."

Mr. Leupp now comes to the division of his subject which is of in-

terest to the greatest number — the army of the rank and file who are classified as clerks. Here the picture he limns takes on from the outset *couleur de rose*:

"To one who has known the clerical civil service as I have for thirty years, a great deal that is written about it is amusing reading. A 'graveyard of noble ambitions'; a 'ruthless extinguisher of genius'; a 'tribunal where originality is punished by dismissal'; a 'donjon-keep in which potential statesmen are left to gnaw their hearts out in obscurity'; these are sample metaphors in daily use, but let no sentimental reader be moved to tears by them.

"As organized and conducted now, this service offers the young man of ordinary powers, but no private fortune, as pleasant an opening to life as any I know of. He need not have the ghost of a "pull," or a single friend at court, the only key to admission being his success in a competitive examination. Once enrolled, what he makes of his opportunities depends here, as it depends outside, on his ability, his resourcefulness, his tact, his industry, his initiative, and his sense of proportion. If he lacks any of these qualities, or fails to bring the right one into action when some crisis demands it, he suffers the same fate that he would if he were in a railway office or a bank. His position is as secure as it would be anywhere, the better clerk he is, the harder his chief will strive for him—not from motives of altruism, but for reasons of self-interest."

As to Promotion.

Promotion, Mr. Leupp thinks, is tolerably certain for the deserving:

"And as to the future: Is a clerk who serves the Government faithfully for many years assured of promotion to a position of command when one falls open? No; the efficiency of a clerk is not a question of seniority, but of adaptability and temperament. Not a few of the most