

possess and develop for their most efficient performance are stated. He is given specific instruction as to his own mental and physical equipment with reference to these qualifications, and how he may develop and improve it. In various ways, according to his type, he is encouraged and stimulated to live up to the standard set for him. Second, he is carefully taught what line of promotion will best fit his particular case and how best to fit himself to grow into more and more responsible and better paid service.

In general, it is the purpose of the department to give every man work that will keep him stretching upward to do it — a job just a little bigger than he is; so that he has before him always an incentive to grow up to his opportunities. Fear of punishment must frequently be used, no doubt, to drive a man out of the depths, but only hope of reward can lead him up to the heights.

There is no greater natural resource than the latent intellectual and psychical force of our people. Largely because we have left the development of these possibilities to chance or to charity, we struggle to-day against an incredible inertia of inefficiency. Because we have left these fertile fields to grow up to weeds or to be cultivated by the ignorant or the designing, we are sometimes frightened when we awake to the menace of a harvest of class