

being imposed upon by stubborn, lazy, and inefficient employees; but at the same time many of our superintendents are not capable of selecting and directing the best employees. But leaving out these things for the present we will enter the discussion of our subject.

Granting that the service has many employees doing inefficient work it does not follow that dismissal or elimination would be the most economical or wisest plan for securing competent help. The best and most business-like plan is to stimulate and improve if possible the present force. Every state and large city, and most of the smaller cities, have systematic plans for improving the efficiency of employees, and especially of the teaching force. Of all plans tried the hope of promotion acts as the greatest stimulus—the immediate increase in salary and the opportunity to do further preparation for advanced work being the two great incentives. The latter is best for both employee and employer. The following seem to be the most common agencies employed:

1.—Advanced certification for additional study. Nearly all of our states have found it a wise plan to provide for higher certificates for teachers after getting into the work. For example, a temporary certificate good for a limited time is first granted, on completion of further study and examination a life certificate may be granted. The Civil Service has but one examination, which is very general in its nature, and which often is not a test, or at least not an excellent test. There ought to be some method of officially recognizing advanced certification based upon successful work and study and finally on an examination. Where the supervision is not professional and skilled it is not always just to the employee that ratings be made wholly by the superintendent or supervisors. Such a plan places too much power under his control and sometimes subjects the employee to the peculiarities and personal whims of incompetent supervision, often too distant from the teacher's work.

2.—Certificate on affiliation. In most of the states graduation from certain first-class colleges and normal schools—even of other states than those in which the school is located—offering definite professional courses, entitles the graduate to a life certificate. The plan is working admirably and is working wonders in improving the teaching force. If certain strong schools, coming up to a fixed requirement, and offering professional work suited to the Indian work and approved by the commissioner were selected the mutual co-operation would furnish a class of splendid teachers. If some educator closely allied with our Indian schools, a person of university training himself, were sent to visit these schools and to discuss and explain the requirements of the Indian Service great benefits would result to the Indian work. The Indian schools must be brought closer to the sources of teacher-preparation. Our present system, or lack of system, supplies us with people who know prac-