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**Where will You be
At 65?**

Out of 100 average men, at the age of 25 today—

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- 36 will be dead
- 5 Will be working for a bare living
- 4 Will be well to do
- 1 Will be Wealthy

You may be one of the hundred today, but where will you be at the age of 65? It depends upon how you can answer the following question—

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**Where Your
Taxes Go**

**How Uncle Sam Spends
Your Money in Conduct-
ing Your Business**

By EDWARD G. LOWRY

Author "Washington Close-Up," "Banks and
Financial Systems," etc. Contributor Political
and Economic Articles to Leading Periodicals
and a Writer of Recognized Authority on the
National Government's Business Methods.

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XXIII.

WHY GOOD MEN QUIT

Go today into the Treasury department, the Department of Agriculture, the Department of Commerce, or into any other establishment of the government doing important technical work, and they will tell you that their chief difficulty is to retain competent employees in the supervisory and technical positions. Their turnover is abnormally high in these positions.

Every day men leave the service to accept private employment at materially increased salaries, so that the departments are continuously going through a process of selecting and training executives and technical employees, only to lose them, as they become really valuable, on account of the inadequacy of their compensation.

The second factor which contributes to the present ineffectiveness of the government as a business establishment is found in the improper organization of the executive branch of the government for effective service. You are familiar, at least in a general way, with the defects of the present administrative machinery.

You know for example, that the Interior department now has jurisdiction over a great number of bureaus of a miscellaneous character that have nothing to do with each other or with the functions which the Interior department was originally established to perform.

You know that many agencies have been located in the Treasury department, the great fiscal department of the government, which are purely non-fiscal in character, such as the coast guard, the public health service, the supervising architect's office and the bureau of war risk insurance.

You know that the great bulk of the civil public works of the government are executed under the supervision of the War department, although the bureau of public roads is located in the Department of Agriculture, and the reclamation service in the Department of the Interior.

You know, furthermore, of the independent existence outside the jurisdiction of any of the great executive departments of some 40-odd boards, commissions, offices and bureaus.

These are merely examples of a condition that would require volumes to describe fully, but it is generally known that the executive branch of the government is at the present time illogically and uneconomically organized in many important particulars.

It should be remembered, however, that even with an ideal personnel and a perfect organization it is doubtful if the high degree of economy and efficiency that characterizes private business can ever be attained in the government offices. This is so because economies made by government officials are not transformed into dividends for themselves as they are in private business.

There is an impression in congress and throughout the country that men of great ability are not found in government service; that the salaries are not sufficient to attract and hold them. On the contrary, there are a great many people of distinguished ability in the government service. One is more and more impressed by that fact, especially since the war sent to Washington so many men of large means and famous names with whom the government employees could be compared. The comparison was time and again to the advantage of the government employee. But the salaries are not the attraction; it is the work itself. This is well understood by some eminent observers of public life. Secretary of State Hughes declared himself as follows before the advisory committees of the war risk insurance bureau:

It has been my experience that with the higher officers, the officers of greater institutions, where efficiency is rewarded by public representation—while the field is a limited one because of the great opportunity to men of ability—it is still entirely possible to draw to the public service men of great ability and distinction, because of the desire to render public service, and the number of men who are available for that purpose. While relatively small, it still suffices if the appointing officer seeks men of that class. In order to obtain them, however, he must give a free hand. He must not interfere as to political action to control administration tendencies and must permit them to be given the reward which a well-constituted office of importance will give to its most eminent in the public estimation.

Now the difficulty increases when you pass those hands that get the credit and come to the technical expert who has got to do the regular work and upon whose efficiency the operation of the department finally depends. These men are little known. The public hasn't time even to learn their names. They are interested in work to a degree of being willing to make sacrifices.

There is active competition for men of brains and great ability of that sort, and the government will never be served unless it pays the price for those men. Now I think that is a plain situation. You may be able to get a director in the bureau of war risk insurance for \$3,000 a year, or for nothing at all, but you cannot get an actuary. You cannot get insurance men. You cannot get superintendents. That would be my judgment.

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