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most potent and determining cause, viz.: --the spoils system of appointment in the management of the Indian service, which supplied at the two most critical points in the Sioux country--Pine Ridge<sup>?</sup> and Cheyenne River Agencies-- a disastrously inadequate management and control.

Let the situation be briefly stated and clearly understood.

Under the spoils system as applied to Indian management, neither the President, the Secretary of the Interior, nor the Commissioner of Indian Affairs is virtually the appointing officer, but Senators, Representatives, or other powerful politicians, who discharge their obligations to their henchmen by obliging the Executive or his lieutenants to give them positions in the Indian service. Thus men are chosen not for the best, but for the worst reasons, not for merit but as a reward for party service. Some good men are thus obtained, but the majority are poor and some positively bad. The records of this Association show numerous instances of the appointment of wholly unworthy or vicious persons, through the operation of this system. But even/p.3. the good are rarely retained in office until their work reaches fruition, because, according to the spoils theory, a change of administration means practically a change of the incumbents of all positions in the Indian service. The folly of adopting a system in the conduct of a service of such peculiar delicacy and responsibility as the Indian, one where human life so frequently hangs in the balance, must be manifest to any thinking mind. If Civil Service Reform is desirable in other branches of Government service it is imperatively necessary here.

The evil is equally serious and deep-rooted under the administration of either party, and no greater obstacle exists to its eradication than the tendency of apologists of both parties to claim that the opposite one is responsible for its baneful results.

Under the last Democratic administration virtually a clean sweep was