

moving mass of paper administration between Washington and the reservations, and to "build up the Indian Office on a professional basis, leaving the superintendents free to work out plans for their programs, and when they have done this, on their own initiative, to come back to the Office for administrative approval." This is an excellent beginning, but unless the Superintendents' control is more specifically defined, and the plan is aggressively developed, and unless the Indian Bureau regears itself to handle the ensuing programs with despatch, another good plan will die a-borning.

Whatever the techniques employed, these are the imperatives of reorganization:

To limit the Washington office and its staff to the function of an advisory, supervisory and consultative body of experts.

To delegate authority to the field, and, where necessary, to go to Congress for legislation to increase the scope within which this can be done.

To end the present system of perpetually transferring employees from one jurisdiction to another.

To eliminate every element of uncertainty and ignorance from the minds of the field forces as to the present Administration's policies and motivating philosophy through the medium of regular administrative bulletins which would amplify and develop aims and methods. The end-result for which the Wheeler-Howard Act is driving is a closed book to many individuals who are depended upon for the direct execution of specific orders.

THE NEXT CONGRESS

FISCAL REFORM IN THE INDIAN BUREAU: In the last session, proponents of the "alternate" plan of Indian Bureau budgeting were defeated in four separate attempts to secure this reform. Briefly stated, its aim is to abolish existing appropriation practices, with their incomprehensible overlapping, continuing and concealed items, and to substitute a simple, understandable arrangement of Indian Bureau appropriations, based upon jurisdictions and upon the various services conducted in each jurisdiction. Only with the greatest difficulty can specific fiscal information be secured on each reservation now by the Indians, the public or by members of Congress. The present system places dictatorial power in the hands of a few members of the Appropriations Committees in Congress. The "alternate" plan is essential not alone to an