

Cleveland did is not omitted. There is a chapter on superannuation and its remedies; and then follows another series of reports of the league's committee on President McKinley's civil service measures, with a just and subtle characterization of this amiable president; an appreciative account of Roosevelt's up-building, extension and strengthening of the merit system in his administration; and a history of the reform under Taft and Wilson.

Almost every phase of abuse of public patronage and improvements made by the merit system since Mr. Foulke's first fight in 1883 are vividly told in this book. He also gives an account of the enlarged program of the National Civil Service Reform League for getting rid of supernumeraries and the incapables, securing higher officials by competition of careers as opposed to competition of knowledge, and bringing efficiency into the departments. As a criticism it might be said more emphasis is laid on the somewhat ephemeral fights against individual spoilsmen, than on more permanent constructive legislation.

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*Organized Efforts for the Improvement of Methods of Administration in the United States.* By G. A. WEBER. (New York: D. Appleton and Company. 1919. Pp. xv, 391.)

This is one of a series of studies in administration published by the Institute for Government Research. The work is divided into three parts: Part I deals with agencies for research in government, national, state, and municipal, both official and unofficial. After the description of the work of each agency is given a list of its publications and also reference to descriptive articles. Part II contains an account of the work of state and city organs of central administrative control; while part III deals in a similar way with legislative reference and bill-drafting bureaus. Altogether, about one hundred different agencies are listed and described. There is a preface and introduction by the editor of the series, Mr. W. F. Willoughby.

It would be very difficult for any one person to have any real familiarity with the work of so many different agencies, and therefore much of the book is composed of summaries of reports or extracts from descriptive articles. The account given of the work and recommendations of the consolidation commission of Oregon (pp. 159-160) consists of a two-page verbatim reproduction of a portion of an article

in the *American Year Book for 1918* (pp. 235-236), with no acknowledgment nor quotation marks. One result of this has been to lead the compiler into the error of supposing that the language thus borrowed describes the recommendations of the commission, whereas, in large part, it describes recommendations of the expert attached to the commission, which were not adopted by the commission nor printed in its report. Further, although a quotation is given from the report of the commission, no publications of the commission are listed, as in the case of the other state agencies.

On page 142 it is stated that the recommendations of the Illinois Efficiency and Economy Committee were "for the most part accepted and acted upon by the next General Assembly." In fact, the next general assembly, that of 1915, did practically nothing toward adopting the recommendations of the committee. Under the head of "articles," describing the work of efficiency and economy commissions, the compiler lists an account in the appendix to the report of the Illinois committee, but makes no mention of other more recent and at least as authoritative accounts, such as that by Raymond Moley in No. 90 of *Municipal Research*, though the latter publication is listed on page 188 (the author's name being misspelt "Maley"). A useful index is added, but the method of its compilation appears somewhat erratic. Thus, the names of some persons mentioned in the text are listed, while others are not, and the names of some authors of publications are listed, while others are not. In spite of these minor defects, however, the work is one of real value and usefulness, and no one can afford to be without it who is interested in the movement for more efficient and economical administration.

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*County Administration: A Study Based upon a Survey of County Government in the State of Delaware.* By CHESTER C. MAXEY, Supervisor of Training School for Public Service. (New York: The Macmillan Company. 1919. Pp. xxi, 203.)

The subject of local administration has not received, from writers in the field of American political science, the attention which its importance deserves. Realizing the great demand for more first-hand knowledge in the subject, the New York Bureau of Municipal Research has begun the publication of a series of "Studies in Administration." The book under review is the first of the series. Giving first place in