BY JOSEPH BUCKLIN BISHOP.

Editorial Note.—This article by Mr. Bishop, which reveals in a striking manner the remarkable presonality of the modest United States Army en-gineer who built Uncle Sam's great world waterway, will be followed next world waterway, will be followed next work will appear exclusively in this paper. This is a story that no reader who takes pride in Uncle Sam's who takes pride in Uncle Sam's achievement on the Isthmus can afford

I SAAC DISRAELI, in that most de-lightful of books, "Curiosities of Literature," makes this observation, which is as true today as it was when written a century ago:

"How superficial is that cry of some but give me his works.' I have often found the anecdotes more interesting than his works."

In conversation a few years ago with support of something that he was saying to the same effect, whereupon he two divisions which was of almost inadded (I quote from memory): "Real calculable advantage to the progress of time, had varied from four to six months. the personal anecdotes and priwillingly let die an illuminating anec- citing here. dote disclosing their individuality."

In what I am about to write con- the Mussel Shoals Canal, in 1889, Major cerning the personality of General Goethals, as his rank was then, had Goethals I shall follow mainly the idea directed a foreman to sink a test pit thus outlined. I shall endeavor to in order to find rock foundation for a portray him as he revealed himself to lock. He had told the foreman that me during seven years of intimate as- he would have to pass through a layer sociation, in which he honored me with of quick sand, and had warned him to his confidence and admitted me to the take precautions against a cave-in. The inestimable privilege of his personal foreman failed to follow directions and friendship.

solved the problems which pressed place. form the basis of what is called character and which constitute the personality of a man. That General Goethals has a distinct personality no one who knows him or has followed his career will deny. That it is a strong personality, as well, every one who has been in the Canal service will testify without hesitation or qualifeation

It is customary to regard the construction of the Panama Canal as an engineering achievement, but it is in equal, if not in larger, degree an achievement in administration. The engineering problems were comparatude, the solution of which followed in reply to his request for employment, clearly defined and well-established that he would like to retain him in his

ministration were new and there were no precedents in American experience from which to obtain light for guid-month, and he supposed that was not ance. What was needed, in fact, for the sccomplishment of the gigantic work which the 'United States Government and child to support he takes whatwhich the United States Government and child to support he takes what-been done. As he proceeded one by sessions of the Sunday-morning court. United States. A mass meeting of with letters from signers of the reso- "that is a matter for your personal dehad undertaken on the Isthmus of Pan- ever is offered him and holds it till he one the pencils were laid down, the The other listened until the narrative transportation men was held on Sunday, lutions asking to have their names claion, but the order will neither be both a great engineer and a great ad-when Colonel Goethals was placed bers leaned forward in absorbed atten- never mot the Colonel personally-ministrator. This rare combination- in charge of canal construction, Will- tion. When he finished, after about 30 never said a word to him or he to me-adouted denouncing the verdict as unfor few engineers possess large ad- iamson applied for service under him, minutes of speaking, the chairman I don't give a damn for him-but he's adopted denouncing the verdict as unabilify-was found in and the Colonel, mindful of his capacity moved over to where I was sitting and all right!" ministrative Colonel Goethals. He revealed himself and character, assigned him to the im- said in a low tone: almost at once as that rare product of portant position which he filled with "Good Lord, we've got to give that gate through a special inspector all canal authorities did not free him by in visiting the work, gave him a knowl- would revoke or modify an order he nature, the born leader of men. From great credit to himself and with signal man what he asks for-he's past mas- complaints made by the common in- 7 o'clock on Thursday evening follow- edge of every part of it that often had once issued. the outset he took his place in a class benefit to the entire work. ter of his business!" by himself, and he held it, without While giving no outward show of his Like demonstration was made at dispute or question, till his task was military profession, Colonel Goethals every subsequent visit of a Congrescompleted. Colonal Goethals entered upon his the fundamental rules of military dis- of the Colonel to sit by the side of the completed. duties on the Isthinus under very dell- cipline, the chief of which was strict division engineer or department offi-

dations had been placed.

ber."

walked away.

ful or incompetent learned soon that (For nine years secretary of the Isthmian Canal Commission and for seven years of that period in intimate association with General Gosthals.)

One of the most conspicuous examples of the Colonel's unmilitary policy was the selection of a civilian, Sydney B. Williamson, as head of one of the three great divisions of canal work. At the head of the Atlantic and week by the first installment of "Gen-eral Goethals' Own Story of the Build-'Culebra divisions he placed two Army ing of the Panama Canal." General members of the Canal Commission-Goethals' account of this stupendous Colonel Sibert and Colonel Gaillard-Colonel Sibert and Colonel Gaillardbut in selecting a head for the Pacific division he passed by all Army officers in the force and appointed Mr. William-

Here, again, he followed a course which it is doubtful if any other Army officer in his position would have had either the courage or the foresight to take. I use the words courage and foresight advisedly, for the act disimpertinent pretended geniuses of played both. It was fully justified by these times who affect to exclaim: results. Mr. Williamson, by his energy Give me no anecdotes of an author, and ability, set a pace for work which compelled the Army officers in charge

of similar operations in the Atlantic division to do their utmost to keep up with him, both in quality and quantity ing a dozen or more rooms, and it had John Hay I cited this utterance in and also in economy. There was thus created a spirit of rivalry between the regular period of construction for

I once asked Colonel Goethals why vate letters of those who make history, he selected Mr. Williamson for a posi-These reveal the men themselves and tion of such importance-what his reathe motives that actuate them and sons were for thinking him equal to give us also their estimate of those 'the task. His reasons, as given to me who are associated with them. No in reply, throw such clear light upon one should ever destroy a private letter his methods of judging men and se- ed upon exercising absolute power, he that contains light on public men, or lecting agents that they are worth assumed also full responsibility. It

While he was in charge of work on

a cave-in was the result. The Major

following day, he found Williamson minute and comprehensive knowledge overestimated. down in the pit with a gang of negroes which he not only possessed but had at did not think he should have gone despair of every one associated with down into the pit to work side by side him. with his men; that the place for a I remember distinctly the exhibition view as follows: ""What is your griev-

want to get down to rock, don't you?" House of Representatives on their first when I had finished he pushed a but-

When the job was finished satisfacengineering problems were compared torily, Major Goethals told Williamson, them betraying a sing tively simple, being those of magni- torily, Major Goethals told Williamson, was quite impressive. scientific lines. The problems in ad- employ, but he had nothing to offer minutes and then he suggested deferministration were new and there were him except the position of assistant entially to the chairman that perhaps

It was a two-story structure, contain-223 been built in 36 working days. The houses of similar type, previous to that

The effect of this quiet but inflexible control upon the force, and conse quently upon the progress of the work. was little short of marvelous. It was soon realized that if the Colonel Insistwas also realized that he was master of his business, and that all his orders

were based upon full and accurate knowledge. Thus it came about that came later his famous Sunday-morning admitted, and discussion about them

Throughout that period I was a con-stant observer of his official acts, of was employed at some distance on an-the methods by which he met and other job was recommended for the

foreman was outside and in command which he made of this faculty before ance?" asked the Colonel as soon as I of his gang. Williamson said: "You the committee on appropriations of the got into his room. I stated it, and "Yea." "Well, those negroes were so visit to the Isthmus in 1998. At its ton and told the clerk who answered to scared by the cave-in that they re- first session he took the stand and the bring my record. The clerk brought in fused to go into the pit unless I went members of the committee, each a lot of papers with a slip and the equipped with pad and pencil, began a Colonel read it off to me. I was mighty cross-fire of questions at him, most of glad I had told him no lies, for every-

The Colonel endured it for a few

Sidney B.Williamson Who had Charge of Construction Pacific Division of Canal Under Goethals,

A VORDE

the wisdom of his acts was universally court, with its doors wide open to all comers. This institution was itself a practically ceased. With discussion and master-stroke in administration. It faultfinding there vanished from the not only won for him the confidence force the chief sources of discontent. and loyal devotion of the force, but it Then, too, the Colonel was "on the gave him intimate knowledge of everyjob" every minute. He showed on thing that went on in that force, every occasion exact and intimate knowledge of what made for discontent knowledge of every phase of the work, and what made for contentment, and,

time he paved the way for what be-

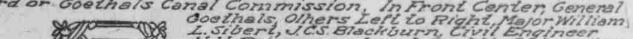
part, often the whole, of the day in the duct of all the subordinate officers in field and his evenings in his office. No the organization. This knowledge of upon him incessantly for considers. tion, thus becoming familiar with the in charge. Going to the spot on the intellectual and moral qualities which following day he found Willsman

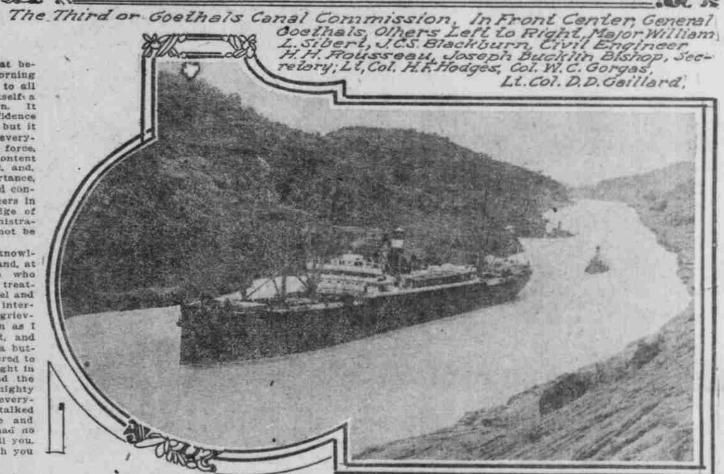
His intimate and universal knowlshoveling sand into buckets to be his command at all times. His ability edge became a cause of wonder and, at hauled up. Later he had Williamson to master and retain detailed informa- times, of dread. An employe who hauled up. Later he had Williamson to master and retain detailed informa- times, of dread. An employe who dine with him, and said to him that he tion was at once the marvel and the thought he had not received fair treat-did not think he should have more than the tion was at once the marvel and the thought he had not received fair treatment decided to call on the Colonel and state his case. He described the inter-

them betraying a simple ignorance that thing I had done was there. He talked was guite impressive. the whole thing over with me and when we got through I saw I had no

grievance. Oh, he's square, I tell you. He talks the thing right out with you and doesn't dodge.

She Builder Personality of Engineer to Whose Constructive Genius Panama Canal is a Monument





Opening of Panama Canal, Steamer Ancon rassing Larough Calebra Cut

cate conditions. The force was com- obedience to orders. He had been in clai who was testifying. Invariably, posed entirely of civilians and had been control but a few days when a super- when a question was asked concerning The change from civil to military di- canal work called at his office and re- able to answer, the Colonel answered and this had been aggravated by per- at once, and the following conversa. famillar with the details of the division sistent rumors to the effect that mill- tion ensued:

of the kind.

a brief speech he dispelled at once in a large degree the uneasiness and alarm which had been created. He de- to the orders of the man at the head. lives," said one of them. tarism in the future than there had ficial effects of this system was other member said to the cen in the past and that no man who did his duty would have cause to complain because of it. This assurance he lived up to absolutely and no complaint of militarism was ever heard, because nothing of the kind was visible. During his, entire service Colonel Goethals was never seen in uniform. This was not only a surprise to the members of the force, but to his milltary associates as well. Left to themselves, most of the latter would have worn uniform on galla and public occasions, if not while on regular duty, a time some of them did, but his example was too forcible to be ignored and gradually it was followed by all.

A Secretary of War who visited the Isthmus to inspect the Canal work expressed great surprise because the Colonel was in civilian dress, saying: "I expected to find you in uniform." "I never wear it," said the Colonel, "I think I shall order you to," said the Secretary. With a bland smile the Colonel said: "That won't do any good; I have none on the Isthmus."

It would be difficult to overestimate the beneficial effect of this simple procooling. It was so simple that many other persons than a Secretary of War not able to perceive its supreme importance. It set a standard of work that was above all tests save that of efficiency, and in his choice of subordinates the Colonel lived up unvaryingly to that standard. The civilian uniform to strengthen his position finished and turned over to me, com- In his first speech, by saying that any Colonel Goethals was at the time on to be there. The mail of the chairman the army man who was unfaith- plete in every detail, on November 14, one in the force could go to him at any his way back to the Isthmus from the and chief engineer's office was stuffed no uniform to strengthen his

collected and controlled by civilians. intendent in charge of a branch of some detail that the witness was uncaused much uncasiness quested to see him. He was admitted it for him, showing that he was more or department than the head of it him-

glad to hear your views; but, bear in pushed to the limit he was able to "get He replied that he agreed in that view our meeting?

the force, many of whom had expected kind sufficed to spread the information ous types of commission houses, arriv- he issued the following: throughout the force that the work was ing finally at the one occupied by the not to be carried forward by town- chairman and chief engineer. meeting debate, but in strict obedience "Let's go upstairs and see how he An illuminating example of the bene-After going through the rooms an-

Colonel: brought to my personal attention about "Pretty fine house! What did it cost?" four months after the Colonel had taken charge. I went to the Isthmus Stevens," replied the Colonel, stating in August, 1907, after two years' serv- its cost. ice as secretary of the Canal Commis-

sion at Washington. Secretary Taft house to the salary the man receives?" had given directions that a house be was the next question.

constructed for my use, and Colonel "Yes," replied the Colonel. Goethals had ordered the head of the "Then, if we were down here workbuilding department to erect it within ing for the Canal, we would each get a three months. Six weeks of that house half as good as this, the house period had expired and only the foun- of a \$7500 man " said the Congressman. "Oh, no," retorted the Colonel with a beaming grin, "If you were down have working on the Canal you would not I called the Colonel's attention to

the matter, and he went with me to the site of the building. Calling the fore. be getting \$7500." The Colonel's smile is famous on the man of the work to him, he said: "You Isthmus, being put in use usually to are in charge of this job?" When the

temper the wind of disapproval to the foreman replied that he was, the Colonel said: "You understand that unhappy victim of it. It is thoroughly frank and even beatific in character. this house is to be finished and ready but under cover of it he utters the most for Mr. Bishop on the 15th of Novemdeadly jests - those that are based ber?" The foreman, accustomed to the easy-going methods which had pre- like the bass drum in a country band, on truth. It may be said of it that, vailed hitherto, replied: "We'll do our best, Colonel." "Then you do not "Then you do not the preseminent sitte

understand," came the quick response Gosthals as an administrator have been in the quiet, firm voice that the demonstrated in many ways, but most Colonel used throughout the interview. conspicuously in two directions-first, "This house is to be done and ready in his really marvelous capacity for for Mr. Bishop on the 15th of Novam- mastering and retaining details, and, mastering and retaining details, and, dence and inspire the loyalty and en-

thing guite unusual and important had force. ng quite unusual and important had force. ppened to him, followed quickly, hat In his dealings with men his chief was taken to the Supreme Court of the Only one man failed to be at his post tion, declared that unless the order having recognized him. One, a fore-hand, and said: "It will be done, weapons are frankness, simplicity and Canal Zone, and the verdict was con- the next morning, and he work from his supervision man, was telling the other, who was a happened to him, followed quickly, hat who was faithful and competent needed Colonel." And it was. The house was fairness as absolute as he can make it firmed on February 21.

pads were pushed aside, and the mem- was ended, when he said: "Well, I have February 25, at which, under the lead taken off, and there was not a shadow revoked nor modified."

Europeans, concerning their treatment the service.

over them. By far the greater in a body to the office of the chief en- cial could foresee when the Colonel, by Celonel Goethals. So also is number of these complaints were of the ginger and stated the result of the in his personal railway motorcar, gift of plain speech. While inspecting use of profane and abusive language meeting to the acting chairman and known because of its color as the "Yel- the work in progress under an assoby the gang foremen. Sometimes chief engineer, who persuaded them to this treatment led to small strikes, the await the arrival of Colonel Goethals neither could be foresee what defect or for disobedience of orders, saying his men refusing to work longer under an before taking action. On Thursday shortcoming the keen eyes of the chief conduct amounted to disloyally. The offending foreman, and at other times following Colonel Goethals arrived and engincer might detect. it was made the basis for a request to went at once to his office. A leader be transferred to some other boss.

I reported the matter to the Colonel, up by telephone at 7:10 and asked him tarism in extreme form would mark "I received your letter, Colonel," "My self. saying I thought it desirable that some- if he had received the petition, when the new regime. Had Colonel Goethals letter? I have written you no letter." Colonel Goethals had a way of his thing be done to remedy it, since it was the following conversation took place: been a soldier of the martinet type. "Yes, a letter about that work down own in dealing with Congressmen, a cause of discontent, and, consequently. Colonel Go-complete demoralization would have there." "Oh, you mean your orders?" which caused them to handle him with of reduced efficiency, as a dissatisfied no petition. followed closely upon his advent. Hap-"Well, yes; I thought I'd come in and care after a few experiences with it, and surly force would not give its best Leader-You haven't? Has not Colonel pilly he was far from being anything talk it over with you." "I shall be He was invariably courteous, but when efforts, but pust as little as possible. Hodges advised you of the action of the kind.

Soon after his arrival he appeared for hear your views; but, bear in mind, you have only to carry out my assembly of the American members of the force, many of whom had expected in sufficed to appead the information Colonel oGethals-You have it now.

Culebra, C. Z .- (Circular No. 400.)-The use of profane or abusive language ceived it. by foremen or others in authority, when

dressing subordinates, will not be the man was not out of the penitan-GEO. W. GOETHALS, tolerated.

"It was built by my predecessor, Mr. newspapers of the United States, and there. was headed, in one instance that came 10 minutes past 7.

my notice, "Sunday School Methods "You apportion the quality of the on the Canal." It was nothing of the to tie up this whole work? sort, for it was not an order in the

interest of morals, but in the interest to tie up the work-you are doing that. efficiency. Its effect was in- Leader-But, Col ntaneous. Complaints ceased at pardon the man? stantaneous. once, several foremen were reduced to of the edict. This was one of the many this case at all because you yourselves ruled him, adding of the order that it in reply to these people?" Instances of the Colonel's minute at- placed it in the hands of President could not be obeyed because it would The Colonel, with an arreduced it in the hands of the could not be obeyed because it would the colonel with an arreduced it in the hands of the could not be obeyed because it would the colonel with an arreduced it in the hands of the could not be obeyed because it would the colonel with an arreduced it in the hands of the could not be obeyed because it would the colonel with an arreduced it in the second sec

tion, the aim always being the sameefficiency.

The Strike That Was Not Called. The time came when the open, just treatment of all stood Colonel Goethals in good stead. In February, 1911, a penitentiary until he acta? formidable effort was made to organize Colonel Goethals-So far

a strike of all the railway employes of the Canal Commission and Panama Railroad, which, if successful, would you and to your associates, that every "When were you have paralyzed all excevation work. A man of you who is not at his post to- asked the Colonel.

ocomotive engineer on the Panama into the rear end of another train, and in the collision the conductor of the Turning about, the Colonel second, in his ability to win the confi- latter train was killed. He was tried on a charge of involuntary man- sick?

The foreman, realizing that some- thusiasm of the rank and file of the slaughter, convicted and sentenced to a year in the penitentiary. An appeal nate time to be sick.

Colonel Goethals was at the time on to be there. The mail of the chairman ing for him to do but resign. his way back to the Isthmus from the and chief engineer's office was stuffed "As for resigning," said the Colonel,

The "Yellow Peril."

just, demanding the liberation of the The Colonel's custom of spending a served seven years under the Colonel It was part of my duties to investi- engineer, and dectaring that if the part of each day, usually the forenoon, knew him so slightly as to think he

Colonel Goethals-No, I have received

and called the foreman in charge to cation." account for slowness. The foreman Goethel's Habitual Answer to Criticiam. Colonel Goethals-Yes, I have been said: "Oh, that's all right. I have 100 Leader-When will we get our anthe ColoneL

Returning to his office he sent for Leader-We have it? I have not rethe foreman's superior officer and told Colonel Goethals-Yes. You said if rapidly. A few days later he visited the work and saw that his order had Chairman and Chief Engineer. would all quit. By calling up the pen-This circular was reproduced in the itentiary, you will learn that he is still order transferring the work from the "Colonal I optimied." That's your answer. It is now official who had charge of it to his ington with many of the diplomatic

Colonel Goethals-I am not proposing dated with another.

The official who had been in charge Leader-But, Colonel, why can't you of it and who was retained under the that the Gatun dam will not hold wa-Colonel Goethals-I will take no ac- him, saying that unless the transfer an inarticulate condition for a time, tion in response to the demand of a order was either revoked or modified know that the locks can never be oper-but there was no instance of violation mob. Furthermore, I cannot act in he should have to resign, as it over-

tention to every detail of administra- Taft when he was on the Isthmus a cause friction between the two forces, his eys, said quietly: "I wouldn't say few weeks ago. He told you then that and the men would refuse to be trans- anything." if the Supreme Court confirmed the ferred. "Send the men to me," said the That was his habitual answer to

the case. It is in his hands now, interview content to be transferred.

Colonel Goethals-So far as I am concerned he must. As for your threat order could not be obeyed because the answer them all later-with the canal."

morrow morning will be given his Railroad, in August, 1910, had allowed transportation to the United States and "I had a special train at the old place," written about himself. his train, in defiance of signals, to run there will be no string to it. He will continued the Colonel, "at 3 o'clock His sense of humor is acute and unnever come back.

now.'

tor's certificate saying he was too sick were revoked or modified he saw noth. man, was telling the other, who was a

borers, especially Spaniards and other ing the transportation men would leave caused a rude shock to some subordi- The faculty of going surely and dinate official whose performance was rectly to the vital point of a matter by gang foremen and others in author. A delegation from the meeting went not quite up to the mark. No such offi- is possessed in a remarkable degree

low Peril," might appear on the scene; clate official he rebuked him sharply official unconsciously confessed judg-

The official resigned, and the general

comment on the incident was one of

astonishment that a man who had

Toward the end of the task, when ment by saying: "I can be loyal to of the protesting employes called him completion ahead of time was assured, you." "You can be loyal." retorted the a tendency to relax effort became visi- Colonel; "then you have not been!" saying I thought it desirable that some- if he had received the petition, when ble in several quarters, due partly to "I am told," continued the official, lessened tension and partly to a desire "that you have accused me of disloyto make the job hold out as long as alty and have said that a man who is possible. In one such instance the disloyal will lie and steal?" "So he Colonel appeared suddenly on the spot would," said the Colonel, "given provo-

> days in which to complete the job." Goethals one day in my office at Ancon. The Canal was at that time nearing completion. "How soon are you going to be able to pass ships through him the work must be pushed more plied that he had no doubt that he would be able to pass them in 1914. The visitor, paying little head to the

"Colonel, I come in contact in Wash-10 minutes past 7. personal direction, and directing that ington with many of the diplomatic Lender-But, Colonel, you don't want the plant be removed to a different lothe plant be removed to a different lo-with whom I am on guite intimate cation on the canal line and consoli-torms. They say such things as this to me: 'You know that the cunal will

never be open to navigation. You know Colonel's personal direction called upon ter. You know that the slides in Cule-

verdict he would consent to consider Colonel; "I am the best handler of fric- ignorant or malicious criticism. Whention on the Isthmus." The men called ever an instance of it was brought to Leader-Must the man stay in the on the Colonel and retired from the his attention and a suggestion was nterview content to be transferred. made to publish a refutation of it, he The official again protested that the would say: "Oh, let it go. We will to leave the service. I wish to say to 'When were you at the old place?" as he is to ignorant and unjust blame. and cares so little for both that he "Yesterday morning," was the reply. rarely or never reads anything that is

go out on the first steamer and he will yesterday afternoon. All the tools and failing, and he has the guite unusual the men were taken on it to the new ability to enjoy a joke at his own ex-Leader-Suppose one of us should be place. I had arranged with the chief pense. He was hugely amused by a quartermaster to provide quarters for conversation which he overheard con-Colonel Goethals-It is an unfortu- them, and they are all installed there cerning himself on a Panama Rallway train. Two men were talking in a seat

The official, showing visible agita- directly behind him, neither of them visitor, of the great things he and

(Concluded on Page 5.)