

Herbert Hoover, Secretary of Commerce, Would Make Department Worth While

ORGANIZED FOR WAR'S SUCCESS

BUSSIL ENGAGED AT HIS NEW WORK

Former Food Administrator Expected to Reorganize Department Into Something Resultful

(This is the third article of a series describing the methods of the members of President Harding's cabinet in the administration of their respective departments. It reveals the system of Secretary of Commerce Hoover in handling the complex problems with which he is daily called on to deal.)

By Louis Seibold
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Washington, May 28.—The round, chubby face of Herbert Hoover, secretary of commerce, is beginning to wear the set expression of grim and heavy determination that used to chase the good nature from him when he crossed swords with the feeding of starving Belgium. I came away from him the other day with the impression that, if it were not for the same dogged stubbornness with which he asserted the right of the United States to care for the helpless victims of the Kaiser's barbarism, Mr. Hoover would pack up his kit and permit the department of commerce to continue its uninterrupted record for amiable and passive inaction.

Being the busy business man that he is, it didn't take Herbert Hoover very long to find out that in undertaking the direction of the department of commerce he had inherited something in the nature of a white elephant or wandered up into an official blind alley without terminal facilities of any sort. Of course, if Herbert Hoover were not a good natured man and ambitious to make a record of service, he'd have the softest kind of a job. He could attend to a lot of luncheons and dinners before Rotary and business clubs, toast the energy and enterprise of the American business man, assert the superiority of his methods and give eloquent assurance of the desire of the United States government to promote the ambitions of producers, manufacturers, exporters and tradesmen. That's what most of his predecessors used to do.

AN INCENSANT WORKER

But being, rather of a different mold, the man who provides the machinery to carry such to the helpless and dependent victims of the war; the man who out of unshared the red tape of convention, tradition and bureaucracy insists on taking his job seriously. At the end of six weeks he seems to have gained a pretty clear idea of what he is up against, and by working 15 hours a day is spotting the faint rays of light that point to daylight.

He is really a naturally so pessimistic as most other men would be if confronted by the same problems. At the same time, I think the job is getting on his nerves. He is determined to make the department of commerce one of actual service instead of a sort of trade welfare institution, as actually was when he assumed control of it.

With a fairly comprehensive idea of the tremendous energy in the nature of Hoover tackled the feeding of the helpless and subsequently the regulation and distribution of foodstuffs to the domestic population, it'll be hard for you to see so hard as he is doing today. His office on the seventh floor of the Commerce building at Nineteenth street and Pennsylvania avenue, which he has named the White House, is a hive of industry from early morning till four or five hours after the evening has sounded at 4:30.

WANTS WORTH WHILE DEPARTMENT

He keeps three or four secretaries and stenographers on the jump every minute of his working hours. Aside from a brief conference with the newspaper reporters a couple of times a week, he is inaccessible to callers who have not arranged their appointments in advance. You are very fortunate indeed to be granted an audience between 8 and 9, as I was, and to obtain the rather illuminating bird's-eye view of conditions Hoover described them while he was blowing out smoke and off emotional steam.

The commerce secretary made no secret of the fact that his job is a hard one. He had no complaint to make against anyone or anything for the creation of these conditions, however. He was devoting the full power of the mental machine back of the bulging brow that juts over his mild blue eyes in an ambitious effort to make the department something more than a name. His plans for doing so have not matured sufficiently to permit of publication. That will come later, probably in the form of a request on congress to remodel the law creating the commerce department so as to permit of the most efficient organization that will make it an institution of practical efficiency.

FUNCTIONS NOT DEFINED

The chief trouble with the branch of the government which Hoover is trying to convert into a plant that will produce something of more substantial value than pleasant reports is that its functions are not clearly defined, nor does it possess power to enforce its charges. Projected as an instrument for coordinating the financial resources of the country and developing to the maximum its trade with foreign nations, the newest of all cabinet offices is merely an interlocking bureau between the state department, the interstate commerce commission, the federal trade commission and the department of justice. In creating it congress failed to make definite distinctions as between it and other departments of the government and to supply it with the necessary authority to act independently of them.

There are daily brought to the attention of Hoover in his efforts to straighten out the snarls resulting from overlapping commissions, men who would make an ordinary man pull out some of his own hair or that of other officials of the government. Instead of doing any hair-pulling, however, Hoover has settled down to an academic survey of original conditions, a study of which will afford him the opportunity to trace the evils responsible for the ineptitude of his department.

ASSEMBLING FACTS

Day after day for more than three weeks he has been conferring with leaders of trade ventures, the representatives of various groups of manufacturers, exporters and importers, and to



Herbert Hoover, secretary of commerce

a lesser extent producers of commodities which are piling up in warehouses or rotting on farms and for which there is no profitable market. Slowly and by the exercise of great patience he is getting an insight into the causes of the most undesirable conditions that have confronted the department of commerce in the lack of first-hand information to the undertakings of the commercial rivals of the United States in South American and other fields.

Hoover realizes that both Germany and Great Britain have inaugurated drives against the United States in the Latin-American countries. He further knows that the German and British trade commissions of the United States enjoy a decided advantage through the practice of a non-profitable market. Slowly and by those nations which, in the end, amounts to subsidies incompatible with the existing trade policies of the United States.

To what extent this process of nationalization has actually been developed by Great Britain and Germany is a matter of conjecture, because Hoover does not possess the facilities for first-hand investigation by which such information can only be obtained. It is true that in the South American countries who send information of more or less value to Hoover and his assistants, and to the manufacturers and merchants.

TO URGE TRADE TEAM WORK

The commerce department, however, is without the power to establish agencies that would assist American traders to enjoy an even break with those of other nations. Although he did not say so, I gathered that it is the ambition of Hoover to have a team of business men to the necessity for emulating the team work that characterizes the existing confusion in the United States and to back it up with the fullest measure of support from their own government.

Hoover probably will tell the public how he plans to do this later on. But the perplexities that compel the secretary of commerce to work overtime and leave to Julius Barnes the administration of the fund for feeding the starving children of Europe are not confined to the cotton-cake industry. Almost every day there come into his private office from the anteroom, which is always overcrowded with manufacturers, merchants, importers and exporters, men with complaints resulting from complications in the domestic trade machine.

TANGLES APLENTY

A good many of these are the consequences of the obsolete war policies of the government; others result from the development of neutral trade conditions along new lines. The railroad labor conflict, for example, is a case of conflicting rulings by other departments, lack of definite authority to straighten out the resulting tangle, all contribute to the existing confusion which at times defies analysis or solution.

To enumerate incidents of this kind would necessitate an exhaustive description of the troubles besetting every line of a commercial character, foreign and domestic. Hoover told me of one instance of the kind that is illustrating the example of the manifold troubles that confront American commerce. Because of the prohibitive railroad rates, the cotton-cake industry is in a complete state of demoralization.

Producers of it cannot afford to provide the amount demanded for the feeding of cattle at home, but because of the more favorable transatlantic rates American cotton cake is being fed to Danish cattle, though the cattle raisers of Kansas and Iowa cannot afford to pay the freight rates which the railroads are authorized to charge.

HOPE FOR COOPERATION

Cotton cake is shipped from Galveston, Texas, to Denmark at a much cheaper rate than the railroads are compelled to charge for transporting it over Texas to Topeka, Kan. This, as said, is only one instance of the complications that make for the discouragement of American commerce, both at home and abroad. But the fundamental principle is the same that extends to almost every other line of freight in the country. Just where a solution that will generally relieve the conditions lies is a matter that is calling upon the best capabilities of the new commerce secretary.

HOPE FOR COOPERATION
I asked him the other night, after we had discussed these things, if he thought he would succeed in his effort to make the department of commerce worth while. "Yes," he replied, "if I am able to obtain the cooperation of congress and the other departments of the government. I am going to try, anyhow." Up to the present time congress has never taken a very serious view of the commerce department. There isn't very much patronage in it, and congressmen generally are not greatly interested in the undertakings of a foreign character. Of all the departments of the government it has probably been the most neglected. The repeated recom-

BE ORGANIZED FOR WAR'S SUCCESS

Skeletonized Establishment on Lines of War Industry Board Urged to Keep U. S. Prepared.

By Harold D. Jacobs
New York, May 28.—(U. P.)—American industry should be maintained in the same degree of preparedness for war as the army and navy, according to Bernard M. Baruch.

The modern application of George Washington's admonition—"in time of peace prepare for war"—is explained by Baruch in his book, "American Industry in the War," which is in effect a report of the war industries board of which he was chairman. Baruch makes these suggestions:

SHOULD SEEK ESSENTIALS

A peace time skeletonized organization along the same lines as the war industries board should be established to provide congress with accurate and complete information regarding all industries, and to form the nucleus of a new board in case of another war.

The government should encourage and assist in development of the production of certain essential materials, used both in war and peace, which have been virtual monopolies in other countries in the past.

Manufacturers should be prevailed upon to maintain under government supervision the skeleton organizations in certain departments through which rapid manufacture of munitions and war materials developed.

"There should be established a peace time skeleton organization following the lines of the war industries board," Baruch says.

"It should be headed by a chairman who should have associated with him the chiefs of the centralized purchasing bureaus of the army and navy, and of any other government department which might be called upon to make large purchases in case of war. To function under the several principal divisions there should be selected about 50 chiefs of commodity sections. Each chief of a commodity section would name a committee to represent the industry under his charge.

COMMITTEES SHOULD MEET

The committees of the different industries could meet separately as occasion required, but the main organization should meet in general conference at least once a year.

"During the war the country was constantly threatened with shortage in available supply of nitrogen, manganese, chrome, tungsten, dyestuffs, coal tar derivatives, and several other essential materials. These materials had always been imported. The government should devise some system for protecting and stimulating their internal production.

"Under the present administration departments of the government, certain war industries should be encouraged to form skeleton organizations through which they could develop the rapid manufacture of guns, munitions, airplanes, and other direct military equipment. Through government purchases of factories, in others through the placing of sufficient orders to permit the owners to keep their plants in operation."

WOULD AVOID BIG LOSS

"These measures are suggested as direct methods of insuring against some of the heavy losses and unfortunate delays which the country experienced in the process of converting its industries from a peace to a war basis. They involve no increased military expenditures, but are capable of being instituted at a saving many millions of dollars in an emergency."

"The country will quite properly demand to be identified. The attitude of the professionals therefore furnished a rather convincing index of the unprofessional thought regarding Mr. Hoover. He is amiable without being effusive, but he has impressed such callers with the fact that he is less concerned with the official business in hand. He is always ready to talk about the work of his department, pointing out the difficulties of making it more efficient and discussing the humanitarian ventures of which he is exercising supervision between bites into the acid cherry of commerce. He employs no flowery language, but he is nothing else except correspondence relating to the general direction of the fund for the relief of starving children in European countries and the purchase of the victims of the Chinese famine.

POLITICIANS GRUMBLE

Hoover devotes an hour every night to the discussion and consideration of these enterprises, leaving to Barnes the actual administrative functions incidental to the assembling and distribution of relief measures. Under the old system secretaries of commerce spent most of their time going to banquets in various parts of the country and scattering verbal pearls of encouragement among the members of trade organizations. Up to date Hoover has been to but two public dinners and has sent his regrets in response to others, with the explanation that he has his hands full trying to make head or tail out of the department of commerce. He seems to think that he has already grabbed it by the tail.

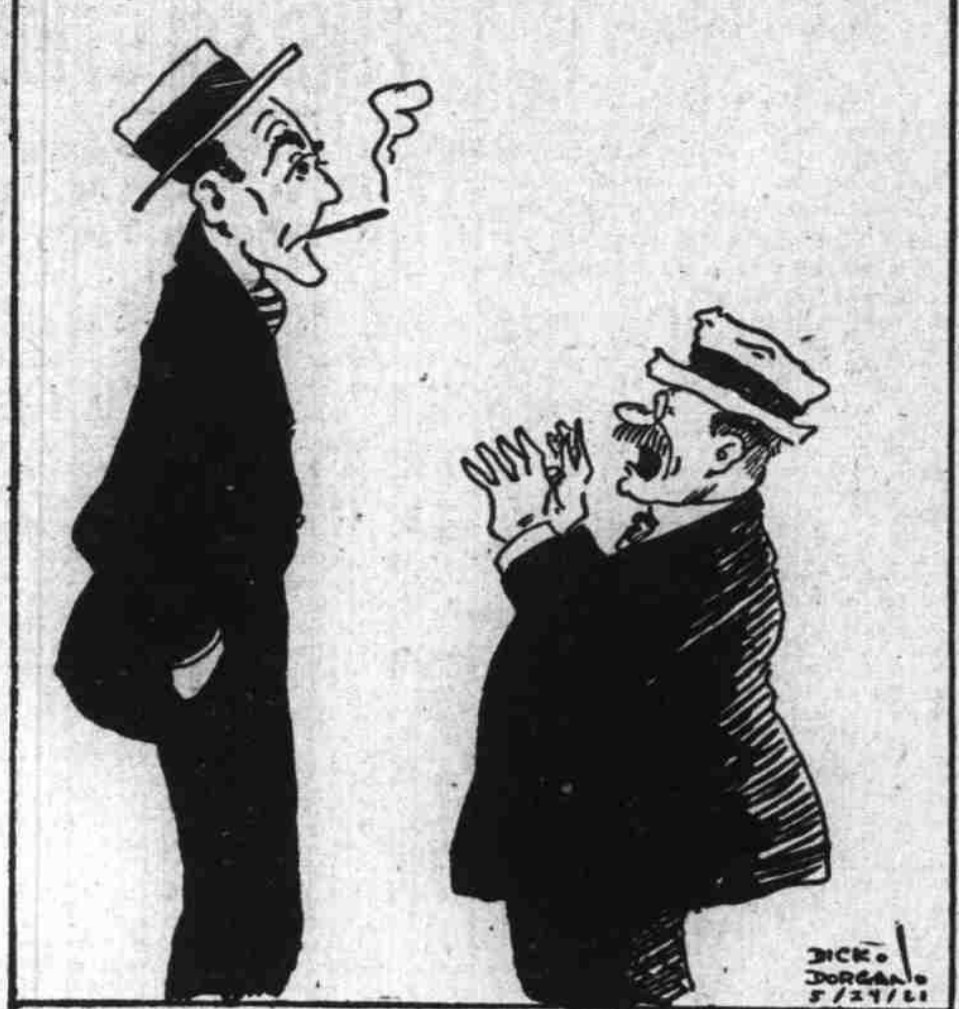
Some of the professional politicians who are so ready to criticize Hoover predict he will not hold onto it very long, but that falling to "have his way," he will "pick up his marbles and hoop and run off home." The inspiration for this opinion is that the politicians themselves did not select Hoover for a place in the Harding cabinet. To support this declaration, some of the professionals assert that Mr. Harding did not want Mr. Hoover in his cabinet and only offered him the job as a sop to public opinion generally which entertained a very flattering estimate of the former food administrator.

The very circumstances under which Hoover was appointed are not calculated to make for his popularity in professional circles. He was regarded by many as a trouble-maker, because any man is a trouble-maker who is not content with the place offered by Mr. Harding but would be permitted to completely reorganize it into a real department of commerce as an affront to every professional politician in the country. They are even now wondering why Mr. Harding didn't invite Hoover to go some specific office in the department of commerce.

Next Sunday: Albert B. Fall, Secretary of the Interior.

Ring Defends the Non-Joiners

Lodges Are No Longer Oases



If you tell a Red Man that you just heard the best fellows in the world was in the Eagles, why he will say that whoever told you that was not only an Eagle but a Cuckoo.

By Ring W. Lardner

A while ago I got a hold of a paper from the old home town and it says in it that they were having a convention of the Knights of Pythias of South Western Michigan and the chamber of commerce kindly requested the different merchants to put the K. P. colors in their window so as to make the visiting Knights feel at home, and I was reading the item out loud to a friend of mine and we got talking about lodges and he says he had just took his 24th degree in the Masons and he asked me what lodges did I belong to and I told him I didn't belong to none and he says I ought to join one and I asked him why and he give me a lot of arguments and I argued back and we didn't prove nothing and he probably went home and told his Mrs. that I was a moron.

Well friends I know that the most of my readers belongs to some lodge another as the big majority of people in this country is Joiners, and I also know that the Joiners thinks they must be something wrong with the rest of us, either that we tried to horn in some order and got black bald or else we are just plain nuts.

Well friends, with your kind indulgents I will try and say a few wds. in behalf of the non-joiners like myself that hasn't never tried to get in no lodge and yet flatter ourselves that we can pass a lunacy test as good as the Grand Worthy Lama of the Royal Order of Caribou, but I want it understood to begin with that I haven't nothing vs. no lodge or no quarrel with people that belongs to them, in fact some of my best friends is Odd Fellows.

Well one of the Joiners' arguments is that the lodge helps a man in their business as it gives them a chance to meet wealthy brothers that they can do business with them. Well that is O. K. if your business is selling grape fruit or stogies or something but it get you nowhere if you are in some line of business like driving the sprinkling wagon or ensign at a grade crossing, and personally I don't know of no case where a editor bought a story because he or she turned one down because he was a Moose and the writer a Royal Arcanum.

Argument No. 2 is that you meet the best fellows in the world and make friends with them. Well our answer to that is that they's no way of finding out which lodge is harboring the best fellows in the world as the witnesses all contradict each other and if you ask a Eagle he will tell you its the Eagles, but if you tell a Red Man that you just heard the best fellows in the world was in the Eagles, why he will say that whoever told you that was not only an Eagle but a Cuckoo, and so on and the only way to make sure is to join all the lodges in alphabet order and by the time you had paid your initiation in the Daughters of Rebekah you wouldn't have no money left to pay your back dues in the Aligators.

Argument No. 3 is that when you get in trouble the lodge will help you out, but I generally always have pretty good success with a niblick.

Argument No. 4—if you belong to some lodge and you want to play around town nights, you can tell the Mrs. you half to stay down

and go to lodge. Well all the wife I ever had was so tickled to have you stay down on some acct. that they didn't care if it was a lodge or the annual meeting of the League of American Rhubarb Fanciers.

Argument No. 5 — When a man gets a certain age when they generally always worry about what kind of a funeral they will have. The Joiners don't worry 1/2 as much as the non-joiners because if the former keeps their dues paid up they can feel pretty sure that a few brothers will company them to the bone yard and it won't look like they died friendly. But a non-joiner is libel to be the only reveler at his own funeral a specially if the genial undertaker picks out a day when the Mrs. bridge club meets.

Well I can't speak for other non-joiners but personally my reply to this one is that I am sure of a crowd if nobody goes but my children and I would like to see anybody keep them home from an outing of that kind, but even if it wasn't for them, I have got a kind of a hunch that I won't care much if the rest of the world care consists of 20 automobiles or 1 wheel barrow as long as I can't see it.

Joiners also say that when you die in good standing you don't have no trouble getting people to set up with you the next two nights, but they's no use these days of having people set up with you even when you're alive.

In the old days when the South was all that was dry and we used to go on training trips with the baseball boys, why they was lots of times when a certain lodge come in handy because for inst. we would get in some town in Alabama and feel like we needed sustenance of some kind before setting through one of them spring ball games, so we would get a hold of one of the ball players that belonged to this here lodge and he would take us up to the temple and introduce us and then we was fixed as long as we had to stay in the town, and in some towns the temple was so pretty that we would stay there and write it up instead of the ball game.

When it was the Cubs we was with, Frank Schulte had to see that we was took care of and sometimes he would get kind of tired of it and ask why we didn't join the order ourselves and save him that trouble.

Well, the answer to that was that we had all the privileges without paying no dues and as non-members we didn't half to pay for nothing and besides that we never stood in no danger of getting elected a delegate to the annual convention at Atlantic City.

And that reminds me that in them good old days they was one big league city that turned dark blue on Sunday and it seemed like we was there pretty near every other Sunday and even Frank's lodge didn't do no good and the situation was getting desperate till one of the boys discovered a oasis which was a local branch of a certain union that all you had to do was pay them \$1 initiation fee and they give you a key and made you a life member.

So when I die the papers won't come out and say he belonged to the Royal Order of Moose, the Masons, the Odd Fellows, the Elks, and etc. But how much more of a thrill my friends and family will get if they print the truth and say:

"He was a life member of the Cooks and Pastry Cooks Association."

RING W. LARDNER.
Great Neck, May 27.

OPEN SHOP FIGHT OF BOSSES FAILS, STATES GOMPERS

Organized Labor to Speed Up Campaign for More Members, Declares President of A. F. of L.

(By United News)
Washington, May 28.—The concerted effort of employers to destroy trade unionism—their "open shop campaign"—has failed, according to Samuel Gompers, president of the American Federation of Labor.

Gompers said confession of this was made at the annual convention of the American Manufacturers' association in New York last week. He quoted the committee on industrial betterment as having protested the "defensive position into which the members had been forced by labor," but assailed a suggestion of offensive measures by labor.

At the same time Gompers announced the federation is to set under way a "great organizing campaign."

"Organization work continues at all times," said Gompers, "but this year is to be intensified. The message of trade unionism will be carried to every corner of the land, to the limit of our encouragement and protection will be offered to the workers everywhere."

American labor wants the value of organization to be at the service of the country, for the sake of the protection of the workers and for the sake of the value of organization in the stimulation, encouragement and facilitation of production.

Gompers declared the failure of the open shop campaign demonstrated two things: First, that the working people want trade union organization and will not be driven from its protection; and, second, that trade unionism is fundamentally right and that it is a part of democracy and that the strength of its position is proof against successful attack.

"First, that the working people want trade union organization and will not be driven from its protection; and, second, that trade unionism is fundamentally right and that it is a part of democracy and that the strength of its position is proof against successful attack."

2 Women and Dog In Ship's Cabin Perplex Officers

San Francisco, May 28.—When is a dog not a dog?
This was the difficult question which confronted officers on the big Japanese liner Shinyo Maru on her voyage across the Pacific and nearly terminated in the tossing into the sea of the pet around which the fracas was staged.

It was all because two women and one fuzzy little dog named "Harmony" which proved decidedly contrary to his name—were quarreling in one small stateroom during the entire passage.

The two women were Mrs. M. Martin, a striking blonde of Seattle, and Mrs. G. Beaudet, a handsome brunette, who is en route to her home in France.

"Mrs. Martin, it was said, insisted that the pet remain in the women's stateroom. "It is insanitary," declared Mrs. Beaudet, "and should be in the animal compartment."

"Harmony is a perfect little gent," Mrs. Martin is reported as having stated, "and he shall keep me company right here in my stateroom, and he shall sleep in my berth."

Thus the situation remained until the big vessel neared Honolulu.

"I could stand it no longer," said Mrs. Beaudet today. "I appealed again to the officers and no relief was offered. I then took the dog by the neck and threatened to throw him in the sea if it was not removed."

The canine was sent to the lower decks.

Highway Work Pushed

Canyonville, Or., May 28.—Work on the Pacific highway from Canyonville to Myrtle Creek is going forward as rapidly as possible. The Pacific highway through the Canyon creek canyon is in fine condition.

Decoration Day

Tomorrow, May 30

Store Closed All Day

Miller Frank Co.
THE QUALITY STORE OF PORTLAND