

The Oregon Statesman

"No Favor Sways Us, No Fear Shall Awe"
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Men Wanted: Managers

Men who work for big corporations or in big government departments think their advancement comes very slowly. They get tired waiting for the man ahead of them to die so they can take his desk. Executives, on the other hand, are steadily complaining about the lack of good managers. They are hard to train and hard to pull away from other jobs. President Truman has said that one of his difficulties has been to get and keep able men in public service. Raising salaries may help there, but it will not endow more men with managerial skills.

Americans have not yet come to understand and appreciate fully the importance of good management. Yet that is essential in any enterprise. And too often the rewards to men with marked ability as managers are measured by levels of ordinary wages. Farm cooperatives, for example, tried at first to get along with cheap help. Not until they learned they would have to pay good salaries and get good men did they succeed in handling business of large volume.

More and more, however, are private and public enterprises becoming aware of the need for care in selecting and training employees. Many have special departments of personnel with standards of employment and systems of grading as a basis for promotions. Some use aptitude tests in the effort to direct a job applicant into lines of work for which he seems gifted. Some have regular courses of in-plant training. Some send key personnel to schools or factories for special courses of study. And every smart executive is looking for able young men who can come along and assume steadily increasing managerial responsibilities.

In a recent address before the Training within Industry Foundation, J. G. Pleasants, vice president of Procter & Gamble Co., set down the qualifications he thought important to look for in the search for manager material. Here is his list:

1. Good character. (This is essential.)
2. Good mental equipment. (By this I mean not great amounts of book knowledge, but ability to think and reason easily.)
3. Initiative and the ability to work well against time. (The type of person who isn't satisfied unless he has numerous projects coming along.)
4. Open-mindedness. (An attitude which suggests a man's willingness to listen to a contrary viewpoint and to contribute his own view honestly and forthrightly; but, in addition, an ability to understand and support the course of action, once it is decided, even though it doesn't coincide with his original view.)
5. A liking for and an understanding of people as against things. (I am not thinking of anything fancy like an understanding of psychology or a special interest in industrial relations—everybody who is in management is in practical industrial relations, anyway—but simply a sort of common sense understanding of mankind, that springs from a liking for people and a genuine pleasure in doing things cooperatively with them.)

Those are just the first working tools. With them a man may shape his growth so he can progress in managerial positions. If he has the

stuff and the opportunities for developing, then the world is his oyster. The old saying still has truth: "There is always room at the top." In America today there are so many more "top" positions than formerly that competence, industry and ambition, plus character, do not go unrewarded.

No Kissing in Lobby

Japanese zeal to imitate American customs led to a cabinet crisis and a parliamentary uproar a few days ago. It seems some of the officials had a cocktail party. The finance minister drank too much, became amorous and tried to embrace and kiss two of the lady members of the diet out in the lobby. One slapped him soundly on the cheek (a good American custom). The other went into the meeting of the diet and made a speech, saying she had been insulted by the finance minister (kissing like that is not in accord with Japanese social tradition). The diet broke out in uproar, the finance minister resigned, the passage of the budget bill was delayed.

The luckless finance minister made a great resolution. At home nursing his hangover, he said he would go on the water wagon "or at least one day." The Japs need to go a long way before they can absorb all American habits.

The Christmas Season

It is veritably the Christmas season now that lights have been placed on our courthouse trees and many decorations elsewhere are in place. Illumination of the historic tree Friday night will herald the Yule officially.

Many individuals and organizations are acquiring, repairing, wrapping and addressing toys; club Santa Clauses are seeing if their suits still fit them; clothing and food for the more needy are being prepared for distribution.

Despite the so-called commercialization of the holiday—and that commercialization is relative, at that—there are many, many aspects of the Christmas season which keep its proper spirit in the fore. It is a season of humility, of pride, of thanksgiving and when viewed it its proper light we are now more than glad that it is once more upon us.

The railroad brotherhoods are wise in delaying their industrial strife until the new year. It is doubtful whether the railroads would have been pressured to the point of capitulation, by public resentment to the interruption of transportation over the holidays, but it is certain the brotherhoods would have been blamed for attempting an untimely coercion. They are hopeful signs, too, that a pre-strike settlement may be effected. The best evidence is that both sides may benefit by the postponement.

Costa Rica abolished its army too soon—or maybe the soldiers didn't get their uniforms off before word came of an invasion from Nicaragua.

Felling Holy Land Cedar Here



This historic Cedar of Lebanon, which foresters estimate to be at least 60 years old, is being removed this week to make way for business development. One of Salem's landmarks, the tree was planted from seed brought here from the Holy Land. The lonely monarch is being dug up by John Payne Tree service. (Photo by Don Dill, Statesman staff photographer.)

Historical Cedar of Lebanon Tree Gives Way to Progress

By Conrad Prange
Staff Writer, The Statesman

A yuletide bond between the city of Salem and the Holy Land is being severed as a rare Cedar of Lebanon tree, which originated in the land of Christ's birth, is being removed this week from a downtown street parking.

It is the big, 60-year-old cedar standing on Chemeketa street between North Church and Cottage streets. It is being removed to make room for an addition to the Shrock Motor Co. buildings.

As a seed this stately monarch, famous even in biblical times, came to Salem and became one of the first of its kind planted in this state. Dr. J. A. Richardson, who then lived on the corner of Chemeketa and North Church streets where the Shrock company now stands, planted the seed.

Believed Brought from Lebanon
A story that the seed was brought from overseas by the late Dr. B. L. Steeves, Salem physician, was said to be false by his daughter, Mrs. Paul Morse of Salem. Old-timers here believed that Dr.

Richardson brought the seeds himself from the mountains of Lebanon.

State foresters Wednesday estimated the tree was planted at least 60 years ago. At that time, they said, numerous efforts to

IT SEEMS TO ME

(Continued from page 1)

to press the collections, Paulus profited and got the laws made to clean up old accounts under the inheritance tax laws. The treasurer's office has been helpful to the land board in the matter of escheats to the state school fund.

His knowledge of state laws and of past practices in management of affairs has enabled Paulus to be of great assistance to treasurers, as they have come and gone, limited as they are to two terms. He is frequently consulted by legislators and other public officials on state problems. At the same time, he has been loyal to his chief, with no taste for the limelight himself.

Pearson will be his own state treasurer, that is to be expected; and will determine the policies to be followed in his office and as member of several state boards. But he will find he can lean heavily on Paulus for conservative judgment which is essential in the management of the state's business affairs.

Rev. Turnbull of Salem Author of 'Tunnel to Sun'

The Rev. J. R. Turnbull, proprietor of the Bible Book house, is not only a merchant and a minister—he is also an author, with several books—novels—to his credit. A poet once wrote about finding "sermons in stones", but Turnbull has found in human experience source material for novels with a moral lesson.

His latest book is "Tunnel to the Sun" (Wm. B. Eerdmans Pub. Co. \$1.50). Like others of his stories the scene is laid in Canada in a country with which Turnbull is well acquainted through years of residence. This one is a story of the ranch country of the Kamloops region of British Columbia. The hero is an ex-navy flier who goes into the country for recuperation, finds a welcome in a ranch home, encounters some adventures, is converted, and wins the hand of the rancher's daughter to give the story a happy ending.

Other titles by Mr. Turnbull, also dealing with Canadian locale, are "Mended Wings" and "The Silver Lure."

grow the tree from seed had failed.

The Cedar of Lebanon first gained fame when King Solomon's temple in Jerusalem was constructed of the wood. Biblical history relates that Solomon secured the services of Hiram, King of Tyre to cut the timber, log it to the Mediterranean sea where it was floated the 100 miles to Joppa. There the logs were hewed to size and transported overland to the site of the temple on Mount Moriah. It is said to have stood for 4½ centuries before being burned.

Seedlings Being Grown
Seedlings of the Lebanon Cedar are being grown in state forest department nurseries. The tree grows well here, according to Homer Lyons, Jr., in charge of the department's reforestation program. It has been considered as a possible new forest crop although the wood cannot compete with our native red cedar.

Other large Cedars of Lebanon spread their wide, stout branches on the Oregon State college campus at Corvallis. Others are now growing at McMinnville and in other scattered parts of the state. Clarence Shrock said he disliked to have to cut the tree down. But, he said, it was becoming too crowded and its roots were fouling

Dayl Burres Renamed Scout Council Chief

Dayl Burres was re-elected chairman of the Cherry city Boy Scout district and Norman Frees was renamed vice-chairman at the annual meeting of the district held Tuesday night.

A no-host dinner and committee reports also featured the meeting. It was attended by over 100 scout and cub leaders and their guests. The session took place in the Veterans of Foreign Wars hall in north Salem.

Dr. C. A. Howard of Salem talked on the significance of parent-boy relationships. A flag ceremony by members of Salem troop 12, led by Scoutmaster Jack Rhodes, opened the meeting. The Rev. E. L. White gave the invocation. The table was decorated in a yuletide theme by Mrs. Paul Griebnow, Mrs.

up water and sewer systems underground. State foresters said the tree probably would have died soon in its cramped quarters.

Clarke Lethin and Mrs. Sam Randle.

Committee reports were given by L. R. White, advancement; Claude Graham, organization and extension; Arthur Lamka, leadership and training; Clarke Lethin, camping and activities, and Sam Randle, commissioner's report. Scout Executive Gordon Gilmore gave a brief resume of the past year's activities.

Salem Brothers Join Air Force; Army Signs Man

Enlistment of two Salem brothers in the air force and another Salem man in the army was announced Wednesday by the Salem armory and air force recruiting station.

The brothers are Delmer E. and Cecil L. Schwabauer, sons of Mr. and Mrs. Robert Haney, 1277½ S. Commercial st. They enlisted for three years each.

Herbert G. Williams, son of Mrs. Mable E. Williams, 860 Hoyt st., enlisted for three years in the regular army. He attended Salem high school.

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Truman Advisers Locked In Struggle

By Joseph and Stewart Alsop

WASHINGTON, Dec. 15—Behind the White House scenes, the president's right and left wing advisers have been locked in another of their languid but embittered struggles. The issue has been the president's policy on economic controls and taxation. And the outcome can apparently be summed up in the six bleak words—strong controls and much higher taxes.

In these palace battles, even the composition of forces is sometimes difficult to discern exactly. But there are signs, nonetheless, that the present struggle has shown an interesting variation from the previous pattern. The leading advocates of boldness have been the White

Stewart Alsop House counsel, Clark Clifford and Dr. Leon Keyserling of the economic advisory council. These two devised the ten-point inflation control program which the president offered to the special session of congress in November, 1947, against the virtually unanimous advice of his cabinet. Their position thus remains unchanged, as does Truman's reliance upon them.

It is a change, however, that the cabinet has remained largely aloof, except that Secretary of the Treasury John Snyder has given his customary advice to go slow.

And it is also an important change that the chief champions of caution have this time been Dr. Keyserling's chief, the chairman of the economic advisory council, Dr. Edwin Nourse, and the director of the budget, James Webb. The lineup discloses the

existence of two schools of thought about national policy, both beginning with almost the same assumptions, but divided on the crucial points of timing and range of governmental effort.

The great advantage of the "go fast" faction has been their previous successes, prior to the fall session last year, and the summer special session this year. Perhaps a greater effort might have been made by the "go slow" group on those earlier occasions, if they had regarded the president's messages to the two special sessions as anything more than statements to clear the political record. They were well aware the messages would not be acted upon by congress then. They are more than a little rueful to discover that these mere scraps of paper of the past have now become a program for positive action, by a president just triumphantly re-elected with a strong sense of mandate.

The economic controls for which the president will ask the eighty-first congress are in fact the same controls that he fruitlessly proposed to the eightieth congress. In November, 1947, and again last summer, he pressed a wide ranging and ambitious plan.

It included controls of consumer credit and bank credit; regulation of commodity speculation; materials allocation and inventory controls; strengthened rent controls, selective price controls; and standby powers to ration scarce goods.

At the summer special session, the last congress acted only in a limited way on the recommendations for controls of consumer credit and bank credit. The other recommendations were ostentatiously not considered. But they will be considered this time. The president now speaks with the confidence and authority of his great personal victory on election day. He means to fight for the program which was once laughed off as mere election-year politicking.

He will fight also for much higher taxes. The democratic congressional leaders blanch at the mere thought, but within the

administration the need for high-er taxes is unanimously admitted. The question is, not whether taxes must be raised, but how. The treasury has little liking for excess profits taxes, which inevitably penalize new enterprises with no earlier record of good revenue. But on the issue of the higher corporation taxes favored by the treasury versus the excess profits taxes favored by the "go fast" faction in the White House, the advocates of the stronger course again have the same advantage. The president recommended an excess profits tax to the special session last summer.

The mere preservation of consistency is not the only argument being used for excess profits taxes, however. Industrial profits have risen from \$12.5 billion after taxes in 1946, which was then an all time high, to another all time high of \$18.1 billion in 1947, to a third estimated all time high of \$21 billion this year. These huge profits for industry are considered strongly inflationary. They are also an open invitation to labor, to make further inflationary fourth-round wage demands. Tax the profits and halt the inflationary cycle, has become the watchword.

The aim is to raise as much as \$5 billion of added government revenue by new taxation. The projected excess profits tax is not expected to produce more than about half of this sum. Thus it is probable that upward revision of individual income taxes will also be proposed. Straight repeal of the Knutson tax reduction bill is thought to be impracticable, but middle and higher bracket taxpayers will probably lose a good deal of what they have gained.

Clearly, these will be unpalatable pills for the congress to swallow. Yet it is pretty hard to answer the reasoning of the president's "go fast" advisers when they point out that in the midst of world crisis, prudence demands strong measures to prevent any disastrous upset of the vital American economy. (Copyright, 1948, New York Herald Tribune, Inc.)

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