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**MYSTERY ABOUNDED IN MOVIE MURDER**

Wm D. Taylor



Edward F. Sanders

Ethel D. Tanner

Perhaps no murder mystery of recent years has so stirred the interest of the nation as the shooting of Wm. D. Taylor, Lasky movie director, at his home in Hollywood, Calif. Infatuation of Mabel Normand and Mary Miles Minter, two celebrated screen stars, for Taylor, the fact that he had formerly been married, and was the father of a

19-year-old daughter living in New York, were only incidents in the gripping tale of love, adventure, romance—and murder. Picture is of the home where Taylor was murdered. Inserts are of Taylor, his daughter, and Edward F. Sanders, former valet to Taylor, for whom police of the nation searched in trying to clear up the mystery.

the worker and his employer is no longer possible. Great manufacturing plants with thousands of workers, with managers, superintendents, and foremen, have destroyed the spirit of association which obtained in the past. Association of manufacturers and trade unions, increasing as the years go on, present new problems to be solved, such as wages, hours of service, output, and many others too numerous to mention.

Many of the present day employers object to and will not deal with labor unions; others recognize and deal with trade unions, while still others, though having no direct dealings with unionized workers, yet have

**STILL A HERO**

Charles Brickley, Harvard graduate and great hero of the football gridiron, is still a hero. He has donned overalls and gone to work as a common laborer in a Connecticut carpet factory to earn a living for his wife and two children. He tried New York, after graduation a few years ago—but a college education without funds, he says, "don't mean anything." So now he is going to learn the carpet business from the bottom up.

**Community Service****MAKING MAN AND MANAGER FRIENDS****Government Conciliation Head Outlines Work of Department in Settling Labor Disputes****Council Table Held to Be Logical End of Misunderstandings Rising from Industrial World**

By HUGH L. KERWIN, (Director United States Conciliation Service, Department of Labor.)

EDITOR'S NOTE: Hugh L. Kerwin is the director of the United States Conciliation Service, a phase of the work of the Department of Labor. His division has officiated in nearly 5,000 industrial disputes brought to the government for settlement. He holds that man and manager can be friends and in complete sympathy if they will take the trouble to consider the problems of one another around the council board.

The question of the relationship between the employer and employee is nothing more or less than the

question of man's relationship to man, and as far back as history records the worker and the man for whom he works have been troubled in arriving at a solution of this greatest of all economic problems.

In the early days of our Republic, when industry was in a formative stage and the population for the most part located within confines of what is now but a small portion of our present domain, labor troubles were few and far between, the reason being that our industrial enterprises in those days consisted all together of small shops or factories under the personal supervision and management of the owner. On the other hand mechanics employed at these establishments were generally workers skilled in their trade or calling and able to perform all or any part of the work in the building or whatsoever the plant turned out.

From the tree in the woods on through the various stages until the wood in the tree came out through the doors of the little shop or factory in the form of a wagon, every man who had to do with its manufacture had contributed his part in the making of every part of the wagon, and the essential thing—the fine spirit that existed between the employer and the employee grew out of the fact that the owner of the plant worked side by side with his workers, knew all of his people, and thereby contributed that personal touch which in later years has been lost to American industry. As our population increased with its increasing demand for the output from mill and factory, both for the use of our own people and for export trade, these industries grew—slowly at first, it is true—but in later years with a rapidity which made necessary a complete revolution in their conduct and management. With the American inventive genius continuously at work perfecting machines to simplify and increase the output in all branches of industry, there came the specialist—the worker who is now forced, for reasons of increased production, to confine his labor to making a particular part of the wagon or other product of the plant until the finished article in later years is the combined effort of scores of workers, each making the small parts, perhaps in plants situated many miles apart, these units being brought together and assembled into the completed product.

It is conceded that independent arbitration commissions, shop committees, adjustment boards and joint bodies representative of the workers and management have been valuable aids in making for peace and industry. This can also be said of scores of plans proposed for bringing closer together the manager and workers. But after all is said and done, the best method so far devised is that of conciliation. Conciliation in the adjustment of industrial disputes lays down no hard and fast rules for the guidance of the parties to the dispute. It meets the situation face to face, and by advice and suggestions garnered by the conciliators from previous experiences and situations he proves his competency by being able delicately to meet and handle each delicate situation as it arises during the process of negotiations. The nice thing about settlement of

no objections to their workers affiliating with such unions. All sorts of conditions are met with in the conduct, from a managerial standpoint, of our great business enterprises—many and complex are the agreements in existence between the workers and the employers. Agreements in modern industry in America are generally for a stated period. Contractual relations between employer and employee are for the most part religiously lived up to by both the worker and his employer. The American working man has developed into the most efficient worker in the world, and his daily output on the average exceeds that of the worker of any other country. The American manufacturer has developed into the most wonderful genius in world industry, and surely with this combination it would seem that a community of interest should obtain that would make for unbroken and profitable employment and for peace in American business.

**THE BIG PROBLEM.** The great problem comes after production—a division of that which has been produced. There arise differences of opinion between employer and employee; contention as to wages, hours of employment, grievance committees, conditions of labor, bargaining, and many others. Now instead of precipitating strikes or lockouts why not sit down like sensible business men around a council table and in a spirit of understanding and good will settle the wage and other differences on as nearly an equitable basis as the industry will permit. This is the conciliation way—this is the common sense way.

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**PIUS XI**

From Bishop to Pope in about two years' time is the rise of his Holiness Pius XI, who was Cardinal Achille Ratti, Archbishop of Milan. He was born in Italy, October 12, 1858. He received the Red Hat as Cardinal only last year.

**Poem by Uncle John****CITY VS. COUNTRY**

You can fool around the city, till you're old enough to die, with yer soul a-gettin' smaller every minnit; you'll ketch yerself a-longin' fer a stretch of azure sky, or a medder with some clover-blossoms in it. . . . You can hang around the shady-spots an' loafer dens of town, tryin' to make 'em think you are contented,—but don't you sorter realize you're tryin' to swaller down as big a lie as ever was invented?

You can jog around the pavement, not enjoyin' any load, an' pretend that you are happy though retired,—but, blame it all, you'd rather trot

along a country road, where licenses an' policemen ain't required. . . . You can speed up all you want to, or slow up like a snail,—or take a nap I reckon if you're sleepy,—you dream about the city man a-sweatin' in his jail, an' the very idea starts you feelin' creepy. . . . Now listen to a feller that is able to advise,—it wouldn't be the truth if I denied it,—the little farm you live on is next to Paradise—don't pine fer city life until you've tried it.

*From Uncle John.*

Pretty Theresa Katona, of Brooklyn, N. Y., offers herself in marriage for \$1,000, the money to aid her father, mother and six small brothers and sisters, the latter all under 15 years of age. The father is ill and out of work. Theresa's only qualifications for a husband (other than the \$1,000) are that he be healthy and a Christian. She agrees to wed on her 19th birthday, November 28, this year.

industrial disputes through conciliation is that at the conclusion neither party feels aggrieved. They have been brought together and have been advised by an impartial third party who has no power other than one suggestive and advisory. They have taken up one by one the matters in dispute, they have come to an understanding and reached an agreement, and every one connected with this council table procedure feels that he has had a part in the agreement because it is based on understanding and good faith.

**SOME STATISTICS.** To prove conclusively that conciliation is effective, the United States Department of Labor has since March 1913, through its division of conciliation, utilized the good offices of its commissioners of conciliation in nearly 4,800 industrial disputes involving directly and indirectly over 7,400,000 workers. During that period they have been unable to adjust but a few more than 400 of the cases presented. As an outstanding example of what can be and has been accomplished along the lines of conciliation in industry by an impartial government agency, the copper industry may be cited:

In 1917 the President's Mediation Commission and the Department of Labor set up in Arizona machinery to adjust any dispute that might arise. A commissioner of conciliation of the Department of Labor was selected and named "Administrator" with an agreement between the owners and workers to accept his decisions as final in a dispute, and further that strikes or lockouts were prohibited during the life of the agreement.

After 4 years we find that since the creation of this plan only 2 or 3 strikes of minor importance have been reported, and those were settled in a very few hours. An unusual feature of this solution developed after the Armistice, or in February 1919, when in the face of a tremendous surplus of copper on hand and a restricted market, the employees without question accepted a decision which meant a reduction of \$1 per day in wages and prevented a general suspension of the industry.

**ANOTHER EXAMPLE.** Another case in point is the oil industry of California, which has been since late in 1917 a brilliant example of what conciliation can accomplish for permanent industrial peace, where nearly 20,000 contented workers and many satisfied operators have had no troubles that were not speedily and fairly settled by a "Commissioner of Conciliation" accepted by both interests as the final referee in all grievances submitted. This official designated "Federal Oil Adjuster" has handed down over 300 decisions—some affecting a few and some many workers and companies, every decision being cheerfully accepted. Production was thus augmented—wages for various gradations were specified, and the classification of labor defined, working conditions were vastly improved and all interests benefited in consequence.

In the great packing house industry of Chicago and at many outlying places throughout the United States, since 1917 no strikes of any grave concern have been recorded. It is true a few incipient or sporadic strikes of little consequence have

occurred which were of short duration. Through the agency created by the Department of Labor, Judge Alschuler was selected as the administrator, and he not only has stabilized the industry, but has maintained peace and continuous operation and made it plain to all that there is a better way of settling disputes and grievances than striking the plant or plants involved.

To accomplish this great achievement has entailed upon Judge Alschuler a tremendous amount of work on minor grievances, extensive hearings on general issues—but the net result, steady employment, stabilized production and general satisfaction is certainly worth while.

The solution of the industrial problem lies not in carrying on the age-old battle between employer and employee as though they were hostile factions with irreconcilable interests, but in recognizing the fact that capital and labor have common interests, each depending upon the welfare of the other.

**CLEAN-UP SPRAY DUE.** The clean-up spray of lime-sulphur should be applied this month or early in March, choosing days when the weather is good. This spray will rid the trees of scale, spider mites, and aphids, and is especially necessary for blister mites. On prune, peach, and apricot trees it is also needed for the twig miner. Oil sprays may be substituted for the lime-sulphur application as a scale spray, but lime-sulphur 1-8 is to be preferred for control of blister mite and twig miner.—O. A. C. Experiment station.

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**Uncle John's Josh**

A KIND WORD TODAY WILL MAKE YESTERDAY A HAPPY MEMORY, TOMORROW.

