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THE GOVERNMENT PRINTING OFFICE.

FAR THE GREATEST PUBLISHING PLANT IN THE WORLD.

An Army of Men and Women Employed in a Magnificent Building Filled With the Latest and Best Machinery and Devices—Public Printer Chas. A. Stillings and His Great Work of Introducing Thoro Business Management.

By JOHN McELROY.

The Government Printing Office has lately been receiving an undue share of public attention on account of the necessary reorganization, upon a business basis, of an institution that has developed with great rapidity to immense proportions. This reorganization was the more necessary, as the Printing Office has grown from year to year without any definite plan of expansion, but has been extended in one direction and another as the needs of the public service required.

A couple of years ago resulted not only in the retirement of Public Printer Frank Palmer, but of some of those in his office who were attacking him with the hopes of succeeding to his place.

The President acts. The President attacked the problem with his customary promptness and courage. He was not a man to be



PUBLIC PRINTER CHAS. A. STILLINGS.

For the first seven decades of its existence the Government had its printing done by contract. This included the report of the proceedings in Congress. This developed into great scandals, and before the war the contract for Government printing was one of the richest plums that fell to the lot of the party which succeeded to power. As much as \$125,000 have been known to be paid as a bonus by the successful politician of the victorious party who was allotted the luscious plum of the Government printing. The rank corruption of this character and the money sought in satisfaction with the way that the work was done and other reasons combined to determine the Government to establish its own printing plant.

The Government goes into the Printing Business. In 1860 the Government decided to buy out the contractors who were doing its printing, and for \$145,545 bought out their building, with its type, machinery and the vacant lots adjoining. At the time this was the finest equipped printing office in the country. John D. De Press, who had been the manager for the contractors, became the first Public Printer. The wisdom of this was at once made manifest in the superior quality of the work, in the greater convenience of Congress and the Public Departments and in the cost of the service. Thus every year the Government Printing Office was expanded. New buildings were required, additional presses and other machinery of the highest type were necessary to perform the great increase of work in the Departments and in Congress.

While the Public Printers—that is the official designation of the gentlemen who were at the head of this great institution—have all been men of ability and honesty, many things developed out of this haphazard growth from year to year of their great institution which were far from creditable and far from their true business methods. Like every other one of the Departments and Bureaus of Washington which have been added to and greatly increased of late years, the Government Printing Office got into it, by the very force of its rapid growth, a considerable proportion of undesirable material in its personnel. It remained longer outside the

daunted by the vociferations of the professional workmen, the obligations of the crosses and the angry protests of Senators and Representatives, whose constituents were falling under the beam of reform. In spite of the difficulties of the position, there were very many candidates for the office

ing black eyes and hearty and genial, the prompt and decisive manner. He looks what he is, a man who has always been doing great big jobs, involving special difficulties, but doing them in a first-class manner and on time. In appointing him the President told Mr. Stillings that he wanted the Government Printing Office brought in the shortest time, to an absolutely business basis. It must be put on exactly the same plane as the great publishing houses of the country and managed as they were, without fear, favor or affection, but strictly in the interest of producing the greatest amount of work in the best manner at the lowest price. He would have the Presidential backing in his work, and he must manage his office solely with regard to its own interests, and not hesitate to resist and repel any man, from printer to President, who was doing anything or contriving anything adverse to the business interests of the Government Printing Office. Mr. Stillings was fully aware of the strenuous labor that this involved, but he undertook the work, accepting all its annoyances and discomforts. He recognized that if he succeeded that he would make a name for himself before the whole country, and achieved a most enviable position among the great publishers. This, and a natural desire to do his duty, and secure the Government faithfully, were the great incentives.

A Storm From the First. From the very moment that Mr. Stillings took the oath of office and entered upon his duties, he became a storm center. The several aspirants to the office, to whom he had been preferred, were naturally among those who hoped that he would not last long, and they would have another chance. He found himself in charge of a real army of employees, numbering from 2,500 to 4,500, and recruited for the service for all sorts of reasons and inducements in addition to those of business. The application of Civil Service rules, for which the labor leaders and politicians inside the office had been insistent,



A BATTERY OF LINOTYPE MACHINES

(A part of the old building is to be seen adjoining on the right.)

Civil Service than any other Bureau, and it became the last refuge of a Senator or Congressman, who could not find a place for a constituent in any other Department. A man to whom the Senator or Representative was in political debt could be provided for in the Government Printing Office at doing something, and thus becoming a dumping ground for political heels and ward workers from all over the country. Many of these men, and it must be said women, too, who went into the Printing Office had little idea of making a fitting return for the salary they received. They relied upon their Senator's or member's influence to keep them there, no matter what they did or did not do.

Next it became the head center of trades union activities. It was the one Government institution which employed skilled tradesmen, and it was the object of the labor leaders to carry out there all their theories as to wages, working hours, limit of output, etc., for their trades. They began by getting a much higher pay for printers, stereotypers, bookbinders, pressmen, etc., than could be obtained in private establishments, and insisted upon an eight-hour day, frequent holidays and all the perquisites and favors which the most extreme of the professional labor leaders could demand for the workmen. For a long while they bitterly resisted the introduction of labor-saving machines of all kinds, and threatened the party in power with defiance if they persisted in putting in appliances which all the rest of the world was using to cheapen production and increase the output. All the time there were scandals, commotions and exhalations, largely the work of the labor agitators and crossroads politicians. There was all the time a great majority of the employees in the office, who were honest, hard-working men and women, skilled in their trades, glad to have a good-paying berth and willing to give the Government a full return for the wages paid them. Unfortunately this class was not of the noisy, clamorous kind, and little was known of it. Public attention was fastened upon the noisy agitators. At times it looked as if the situation were hopeless, especially when a noisy emeute

ness basis, placed on exactly the same plane as that of any other great manufacturing institution, and he would have done no other for Public Printer than a man thoroughly acquainted with all the details of the business, of unflinching

courage and the highest executive ability. In looking around for such a man he came upon Mr. Charles A. Stillings, son of Past Junior Vice-Commander-in-Chief E. B. Stillings, of Boston, and who had hitherto approved himself an executive of the highest type in the management of some very considerable printing enterprises. Wherever he inquired he found praise for Mr. Stillings' integrity and ability. Stillings had grown up in his father's printing office in Boston, was thoroughly in love with the business, acquainted with the minutest details and took a pleasure in whatever pertained to the higher development of what has been described as the noblest of all the arts. He was in no sense a politician, but first, last and all the time a thoro printer and all-around manager of a great printing establishment.

The Public Printer's Personality. Imagine a man in the prime of life, somewhat doing great big jobs, high, with something of the form of a Japanese wrestler, large head set upon a strong neck, midnight black hair, quick, alert, observing, sympathetic or menac-

ing. No kind of legislation is more difficult to get through Congress than financial legislation. A possible exception is about the tariff legislation. Finance has long been a hotly-contested topic between the two parties and between the factions of each party. Very contradictory views are maintained about what is possible, what currency should be. After the big financial campaign of 1896 the Republicans passed a law to prevent the endless chain by which gold could be withdrawn from the Treasury to its embarrassment. It was claimed at the time that the law was far from perfect, and that Republicans had refrained from passing a statute that would meet all the requirements so that they could use the need of further legislation as an issue for continuing a Republican Congress. But it is a truism that the general public understand little about currency legislation, and this ignorance has begotten a violent prejudice against innovations. The campaign of education has been very slow, and Congress does not far ahead of the public.

Increasing the Volume of Money. Secretary Cortelyou has added other palliatives, intended to result in increasing the volume of money in circulation. He has encouraged the National banks to take out new issues of bank notes. The money presses at the Bureau of Engraving and Printing are working to make new bank notes, which can be hurried out as fast as banks put up the necessary bonds and otherwise comply with the law for additional issues of notes. He has deposited Treasury funds with National banks, in an amount of over \$200,000,000; in fact, has paid out about every dollar that can possibly be spared. In doing this he has placed the working balance in the Treasury at about \$20,000,000, the lowest in the modern history of the Department. The Government now has on hand only that amount with which to meet its current expenses, although the sum is being augmented by the daily internal revenue and customs receipts.

But in spite of all these measures there is a clamor from New York and from all over the country for some permanent medicine. There is a feeling that the great, dominant political question is how to authorize a flexible currency that will meet the needs of the Nation. Paul Morton, ex-Secretary of the Navy and President of the Equitable Life Insurance Company, was here last Friday. He had a long conference with President Roosevelt, and several other numerous money men of New York. They were as anxious for legislation that they would have the President call an extra session of Congress to consider some measure thru before the holidays. To them the legislation is more desirable than the execution of the President's corporation policies or the enactment of a Federal income tax, or amendments to the Sherman anti-trust law.

Folly of an Extra Session. The folly of such advice may be apparent only to some who stop to think that an extra session of Congress would increase the popular alarm, and that it would bring Senators and members to emphasize their differences on the question of currency reform, which they have been quarreling about for a decade. It also emphasizes what President Roosevelt has severely threatened in his office, that big bankers and business men are the most ignorant men in the world about the practical steps that should be taken in securing Congressional enactments.

It always makes Congress mad to be called into extra session. The only exception is when there is grave public opinion, or when the President has stirred up a hornet's nest four years ago when he summoned Congress in extra session to ratify the reciprocity treaty he had concluded with Cuba, Congressmen thought that treaty could wait four weeks till the regular session began. Senators and members came to Washington and dined at the White House, and then they devoted some time to organization. At the beginning of every Congress the House has to elect its Speaker and other officers, and the Speaker has to devote two or three weeks determining the assignment of members to committees. It takes the Senate quite as long to organize its committees, and till committees are made up neither the Senate nor the House, as a rule, will consider much legislation. It is impracticable because bills must be passed upon by committee, and so they can be considered in open session.

But the letters from bankers all over the country continue to pour in upon the President. They demand some kind of legislation. Their ideas about what the legislation should be are very divergent. Some want a central bank of issue, such as there is in Canada and likewise in European countries. That, however, comes back to essentially the same thing as the United States Bank of the earlier days of the Republic, which President Andrew Jackson put out of business after there had been several heated campaigns about its utility, and in which there were charges of favoritism by the managers. Branch banks with a big central bank have been discussed in Congress, but the majority of Congressmen will have nothing of them. It is claimed that eventually the country must come to the central bank of issue, but Congress is undoubtedly far from enacting such a law now. It may take years.

Asset or Credit Currency. Asset or credit currency is widely advocated. There are divers forms of this plan, but in all probability some form of asset currency will be adopted by Congress. The idea is to allow National banks to take out additional circulation, which shall be based, not on Government bonds, as at present, but on bonds, stocks and other securities. The restrictions upon the issuance of such circulation would be greater than upon circulation issued on Government bonds. Most of the plans impose a tax upon such asset currency, so that when the demand for more money had ceased, it would be to the advantage of the banks to retire the circulation. Of course, recommendations from the President will be expected on these matters. Thus far he has formulated no special idea. He has only just begun to talk with financiers about it. He

FINANCIAL LEGISLATION.

Bankers Clamorous for An Extra Session, But There Will Be None—Diverse Views of Financiers as to What They Want. Bankers Singularly Ignorant of Finance—Congress Will Probably Pass Some Currency Bills.

The Nation is financially sick. That is now being conceded. The President recognizes it. Members of his Cabinet recognize it. Bankers and other men whose business it is to handle financial affairs recognize it. All have been slow to make the admission. They were busy issuing assuring statements for a week or two. An immediate restorative was more imperative for the time being than diagnosis of the general symptoms. Now all hands are turning in to study what remedy is available. Something must be done. The ravages of the financial sickness have only been checked temporarily, not eradicated. Gold to the enormous amount of \$40,000,000 has been imported from Europe, or will soon be on the way. That will help only in part. The room has been set to work night and day turning a new flood of gold and silver coins into the channels of trade. That is helping, but it and the gold imports are only a palliative against the popular clamor to hear money, and the general industrial and commercial timidity about launching into new ventures and even about continuing in old ones till the present troubles have passed.

Financial Legislation Difficult. The reason is obvious. No kind of legislation is more difficult to get through Congress than financial legislation. A possible exception is about the tariff legislation. Finance has long been a hotly-contested topic between the two parties and between the factions of each party. Very contradictory views are maintained about what is possible, what currency should be. After the big financial campaign of 1896 the Republicans passed a law to prevent the endless chain by which gold could be withdrawn from the Treasury to its embarrassment. It was claimed at the time that the law was far from perfect, and that Republicans had refrained from passing a statute that would meet all the requirements so that they could use the need of further legislation as an issue for continuing a Republican Congress. But it is a truism that the general public understand little about currency legislation, and this ignorance has begotten a violent prejudice against innovations. The campaign of education has been very slow, and Congress does not far ahead of the public.

Probably this hostility is not entirely without warrant, for there have been legislative abuses in the past of the National banks. It is a grave question in the minds of many people whether the deposits of Treasury funds in National banks can be defended on any basis of practice. Ample security in the form of Government bonds or State and Territorial bonds is required to protect the Government, but the money is handed over to the banks, and the banks are required for its use. The bankers, on the other hand, put the money out at interest. In times of stress, such as the present, the banks can command a high rate of interest. The Treasury, of course, is helping to avert a panic because of a money stringency, but it is also putting millions of interest money into the pockets of banks. Under the present law, by which currency collections and internal revenue may be kept in National banks, the deposits always amount to enormous sums.

The present situation generally very tenacious of their views about financial practices, and accordingly a great number of bills have been introduced in every session of Congress for the last 12 years to amend the law, but few have been enacted. Many of them are utterly impracticable; others are sound in part. The very inability of currency reformers to agree has contributed to their confusion and given to the public an excuse for not acting. "Uncle Joe" Cannon has proclaimed again and again, and at the last reports was still proclaiming: "You gentlemen can't agree among yourselves. How do you expect Congress to agree when the financial sharps are all at odds as to what the remedy ought to be?"

In emergency cases, however, the Republican Party is generally quick to rise to the occasion. Probably something will be done toward averting money panics before Congress adjourns. The President will put the machinery in motion to call an extra session of Congress, if the financial sharps are all at odds as to what the remedy ought to be.

The President Troubled. In that connection there is more or less chattering among the financial magnates, who think the President has been "stamed" by the developments of the panic. It is already intimated authoritatively that the President is scared as he was never scared before since he became President, and that his Administration should go out in the cloud of a financial depression. It is also being intimated that the President is less lambent in his utterances about the cause of the panic than when he delivered his Nashville speech, wherein he announced that the wicked Wall Street gamblers and trust magnates, not he or his Administration, were to blame for the panic, and that he should go right ahead eliminating the bad trusts, even if the house should fall over his head.

Now the President is seriously considering the advisability of putting dynamite into his annual message. He fears that more aggression of a radical type would further alarm the country and enhance its financial ills. Many of the public leaders of Senate and House will also enjoy the President's predicament, such as they may regret that it is at the expense of the country's prosperity.

The flurry may pass, and the President may soon find himself again on the quarterdeck, with not a cloud on the horizon, and nothing but clear weather ahead. If it happens so, he will turn about and make it as uncomfortable as ever for those leaders of his own party who would thwart his plans. The political skies change rapidly. His good luck has been with him thru many periods of stress and strain and when luck is joined to his good generalship the President is never afraid of opposition. When he went West a month ago the goose never honked higher. There was popular acclaim on every side. The



Everybody Pleased with the Speech.

President had never been hailed with more enthusiasm. When he had emerged from the campaign, after two weeks of handling there had come a change, by reason of financial disasters, which put him on the defensive. Instead of returning to the White House buoyant and jubilant, he was taciturn, and at no time since he became President has he been as undemonstrative. He hopes and believes that the storm will quickly pass, and in that the country is with him.

AGRICULTURAL FINANCE.

The New European Scheme for Furnishing Money to Handle the Crops.

David Lubin, of Sacramento and of Rome, with his Irvingesque voice and dramatic manner, the best known and perhaps the most picturesque economist that travels this way in these modern times, has been several days hobnobbing with President Roosevelt and other notables of the Administration. Mr. Lubin never tires of explaining the great work of the International Institute of Agriculture, which is still a meaningless term to a large number of his fellow countrymen. With ever-falling courtesy and enthusiasm he explains how it is the nucleus of machinery for securing uniform crop statistics from all over the world, and as usual makes a Washington reference as he makes clear what tremendous value such statistics, when reliable, would have to the consumers of agricultural products in every civilized land.

"Mr. President, a lot of chumps have applied to me for places as delegate to the institute which assembles in April," said Mr. Lubin on his first call at the White House offices. "They think one of the five appointments which you have the authority to make will enable a man to take his wife and his sister and his cousin and his aunt over to Rome at Government expense, and to show them the Vatican and the antiquities. We do not want any chumps on the Commission that has this world-important work to do."

Mr. Lubin interested the President, who will try to get some very capable men from the Departments to cross the ocean to Italy, and to spend from 15 to 40 days there in conference with delegates from other Nations to devise ways and means for collecting statistics from every country simultaneously on some common basis. The Department of Agriculture now collects statistics of the crops of the States.

One of the first men Mr. Lubin tackled here in his campaign of education was the eminent silk and sugar assistant Secretary of State Robert Bacon. Mr. Lubin explained, persisted in having time enough to make the matter very clear, and now Mr. Bacon is a convert. If Mr. Lubin has his way, one of the five United States delegates. There are numerous diplomatic questions and questions of international law in this great problem of how to gather reliable crop statistics of the world. Mr. Lubin thinks Robert Bacon would be the man to handle such diplomatic and international questions in a conference where the keenest men of Europe will surround the council table.

The economist, of dramatic mien, who persisted and persisted in his crusade for the International Institute of Agriculture under the conviction that it would be a boon to the farmer and to the consumer, and that it would sound the doom of speculators, who finally persuaded Congress to set aside \$14,400 for the work, also hobnobbed with the "Old Figgers" of the Administration, Census Director S. N. D. North. It may be that Mr. North will be one of the delegates. He had a long talk with Secretary of Agriculture Wilson, who, like Mr. North, is fully alive to the importance of Mr. Lubin's work. He also framped the corridors of the Department of Commerce and Labor, made his way to the inner offices, and explained to the men of power there what the institute means. As it is a matter of prime commercial importance, he wants an expert from that Department sent as one of the five delegates, and his wishes in that particular will probably be respected.

candidate for the Presidency who espoused it could easily win the solid South. The President was naturally cautious. Anything that makes a good political issue interests the President, for he has Secretary Taft as a candidate in the running and overlooks no opportunity to advance his interests. When Mr. Lubin said any nominee of the Republican Party who came out squarely for the Reiffenstein and the Schultze-Deilche credit systems could reduce the Southern stronghold of Democracy, the President was mystified. He did not know what those things were, also he is a Harvard graduate, and Harvard students of economist topics have been studying about Reiffenstein and Schultze-Deilche for a quarter of a century. But the President was aware that leaders in agricultural economics use many terms and talk of many things that seem dull and meaningless to the popular mind, and so he inquired further about the highly important political issue.

Mr. Lubin opened a big book that he had carried under his arm to the Presidential offices, and expounded his doctrine to the President from numerous passages heavily underscored. When the President's interest had been thoroughly aroused Mr. Lubin departed. He hopes and believes that the President will now study Reiffenstein and Schultze-Deilche in detail, dry as they seem to be, learn that the two systems are the same in principle, with some important differences in details as to the forming of credit associations, and that one of these days the President will popularize them and set the Nation to thinking over them by announcing that they are worthy to be made an issue by the Republican Party.

In all, Mr. Lubin, of Sacramento, preaching for the elimination of "chumps" from the list of United States delegates to the International Institute of Agriculture at Rome, hobnobbing with Administration notables, advocating a new National issue, and between times thumping his typewriting machine in his hotel room as he ground out by his own hand a vast amount of correspondence on these subjects with prominent people in all parts of the world, has been one of the most noteworthy visitors of the week's throng within the gates of the Federal Capital.

GOLD FOR THE FLEET.

It Will Start With About \$500,000 in Its Pay Chests.

The battleship fleet that weighs anchor Dec. 16 at Hampton Roads for the Pacific will take a snug sum of gold out of the country. Each of the 16 war engines will have in its strong box \$500,000, which means that the aggregate in doubtless about \$8,000,000. This will list the big army of sailors and their officers, Paymaster-General Eugene F. Rogers, who used to be stationed at the Boston Yard, says, till the fleet reaches San Francisco.

Probably no such sum of gold was ever carried around the Horn before at a given time. Of course, much of it will have been spent before the ships enter the Straits of Magellan. The jackies are paid every 15 days, and the officers about as often as they want any money that happens to be due them. There will be a Paymaster aboard each warship, accompanied by a clerk, whose duties are to pay the enlisted men, who number 600 or more on each ship. The Fleet Paymaster, who will probably be Pay Inspector Henry A. Dent, will exercise general supervision over the disbursements.

The pay rolls on a modern United States battleship average something like \$25,000 or \$30,000 a month. Accordingly the pay chests will have about two months' pay for officers and men, which will carry them up to about the middle of February. When the ships go on a Winter's cruise to the West Indies each carries about \$35,000. The Paymasters take gold in preference to currency, because it is more readily exchanged for the money of any country where the ships touch. Each, however, will take along sufficient small bills and coins to assure abundant change.

Jack nowadays saves something of his pay, but before the fleet puts into Magdalena Bay, where there will probably be a month's stay for drilling and for target practice, the South Americans will be flinging a good portion of that gold in their pockets.

(Continued on page eight.)