Where Your Taxes Go

How Uncle Sam Spends Your Money in Conducting Your Business

By EDWARD G. LOWRY

Author "Washington Close-Ups," "Banks and Financial Systems," etc. Contributor Political and Economic Articles to Leading Periodicals and a Writer of Recognized Authority on the National Government's Business Methods.

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XIII.

TO YOU AND CONGRESS

At the present time it would be a matter to speak of the national government having a personnel system at all. The reform accomplished in the establishment of the civil service commission and the merit system touched but one phase of the personnel problem, and that but partially. Advance into the government service practically nothing has been done in the way of erecting the government service into careers that will attract certain efficient men. Bad as conditions were in this respect before the war they have become many times worse during and since that event.

The correction of these evils presents a problem of great complexity. It cannot be achieved by a half-hearted or half-way tinkering with the present system. Nothing but a thorough overhauling of the whole personnel system and the establishment of a new system covering all phases of the question and embodying the most approved principles of personnel administration will meet the needs of the situation. Fortunately a beginning has been made in this direction. At least furnishes a starting point for action looking to the giving to the government of the personnel system which it must have if government work is to be even measurably well done. The situation now is that there is insistent demand on the part of the public that the whole administration of the national government be put on a more efficient basis, and that the present waste of public funds, resulting from present defective organization and methods, shall cease; that congress is alive to this demand and has made a start toward meeting it; that the fundamental defects in the existing system are well known; and that the direction efforts looking to reform should take are clearly established. The responsibility is thus squarely up to congress.

If the problem that confronts congress in securing this laudable end is analyzed it will be found that the fundamental reforms are: The reform by congress itself of its own organization and methods of procedure; the entire revision of the present system under which the financial needs of the government are determined and provided; the setting up of an agency or procedure through which the expenditure of public funds may be properly controlled and congress be given that information regarding such expenditures which it must have if it is to assure itself that its agents, the administrative services, are properly performing their duties, and to act intelligently in respect to the future grant of funds; the provision of an organ through which the President may in fact, as well as in name, discharge his duties as head of the administration; the reorganization of the administrative branch of the government so as to eliminate the present widespread overlapping of jurisdictions and functions and indefensible duplication of services, organization, plant and work; and the complete recasting of the present system under which the personnel required to man the governmental plant is secured, compensated, promoted, assigned to particular tasks and controlled, to the end that not only justice will be done to the several classes of governmental employees, but that a personnel system will be established that will insure a maximum of efficiency in the actual conduct of public affairs.

A study of action actually had or now under way shows that steps have been taken toward the accomplishment of each of these fundamental reforms. The introduction of a budget system is a long step forward.

I don't mean in the least to give the impression that all private business is perfectly run and that only government business is badly managed, or that all the efficient people are in private employ and only inefficient in the public service. Neither of those conditions exists.

In the common phrase, you have got to hand it to Alexander Hamilton for devising a scheme that has stood up since revolutionary days. It has not been fundamentally altered since his day. There has been no readjustment of salaries in the departmental service for sixty years. That implies a certain loyalty and faithfulness on the part of the workers.

My only desire is to disclose the present condition of government employment; that good men are leaving, and that the present tendency, if not checked, will inevitably drive out of the service all of the efficient and leave only the mediocre and incompetent. I have said little myself, but have chosen to let the men working for the government tell the story. Every assertion of fact in these articles comes from some responsible source or authority within the service. I am not making a criticism or attack from the outside, but merely serving as a mouthpiece for your hired men.

EASY COME, EASY GO

Back in 1912, when Mr. Taft was president, and when the gross expenditures of the government were about one-quarter of what they are now, he became exercised and concerned about the higgledy-piggledy, unscientific, disorderly, grab-bag methods by which your money was expended for public purposes. He said then what is equally true now, that the activities of the national government are almost as varied as those of the entire business world. The operations of the government affect the interest of every person living within the jurisdiction of the United States. Its organization embraces stations and bureaus of work located in every city and in many local subdivisions of the country.

"This vast organization has never been studied in detail as one piece of administrative mechanism. Never have the foundations been laid for a thorough consideration of the relations of all its parts. No comprehensive effort has been made to list its multifarious activities or to group them in such a way as to present a clear picture of what the government is doing. Never has a complete description been given of the agencies through which these activities are performed.

"At no time has the attempt been made to study all of these activities and agencies with a view to the assignment of each activity to the agency best fitted for its performance, to the avoidance of duplication of cost and work, to the integration of all administrative agencies of the government, so far as may be practicable, into a unified organization for the most effective and economical dispatch of public business."

This extraordinary and indefensible situation, which exists today as fully and completely as it did when Mr. Taft portrayed it seven years ago, came about quite naturally and simply through our tolerance and slackness.

For years and years the government lived and grew and extended its activities on Santa Claus money. Its income came as easily as money in a letter. For years and years the national income was greater than the expenses. Every year there was a surplus.

The government was precisely in the position of the Rockefellers and the Carnegies and the Rothschilds. Its problem was not how to get money enough to live on, but how to spend its income. It naturally got in the way of throwing some of it to the birds. It lived like a remittance man.

You may remember that back in the time of the first Cleveland administration one of the problems of public discussion was: "What shall be done with the surplus?" Then there was a change of administration and Corporal Tanner was made commissioner of pensions. The whole country was amused and had a hearty laugh when he announced his policy: "God help the surplus!" Them was the halcyon days!

Mr. Gilbert, the present undersecretary of the treasury, in an address said:

"The estimates for the year 1920 show that over a billion dollars of expenditures were authorized by the last session of congress in addition to the amount shown in the usual compiled statements of appropriations. In fact, the practice has reached such proportions as to be almost a national scandal, and it was vigorously denounced in the President's last annual message.

"It has become the first principle of strategy on the part of people interested in appropriations for various special purposes to frame the matter so as to authorize the use of the public funds indirectly, or in indefinite terms, or by authorization for expenditure of unexpended balances, perhaps appropriated originally for other purposes, or by authorizations to divert government receipts before they ever reach the treasury. Efforts are made to find general words which do not speak in terms of appropriations and cannot be readily calculated.

"The last session of the present congress, for example, authorized additional expenditures out of balances of prior appropriations and from receipts to the amount of over $300,000,000, including over $400,000,000 for the shipping board. The present session of congress by similar procedure takes credit for refusing appropriations for the shipping board, but, at the same time, purposes to authorize the expenditure of receipts in amounts that may reach as high as $200,000,000. By the indefinite appropriation for the railroad guaranty about $650,000,000 was in effect appropriated without appearing in any of the statements of appropriations."

You see how it goes.

A Peculiar View.

Howell—He has some queer ideas.

Powell—Yes, he believes that the history of the world would have been changed if he had married a different woman.

SCULLER JACK KELLY OF VESPER CLUB WILL ROW AGAINST HOOVER

Jack Kelly of Vesper, B. C., the world's champion single sculler, who was given a solid gold cup trophy by fellow members of the Philadelphia boat clubs, will defend the cup against Walter Hoover of Duluth, B. C., who is the American champion. The race may be part of the National championship regatta should Philadelphia win the classic next summer.

OFFICIAL AMERICAN LEAGUE SCHEDULE FOR 1922

	AT CHICAGO	AT ST. LOUIS	AT DETROIT	AT CLEVELAND	AT WASHINGTON	AT PHILADELPHIA	AT NEW YORK	AT BOSTON
CHICAGO	READ	April 20, 21, 22, 23 June 1, 2, 3, 4 Sept. 29, 30—Oct. 1	April 28, 29, 30, May 1 May 6, 7 June 30, [illegible] July 1, 2, 3 Sept. 4, 5	April 24, 25, 26 May 29, 30, 31 July 2, 3 Sept. 1, 2, 3	May 20, 21, 22, 23 July 11, 12, 13, 14 Aug. 22, 23, 24	May 24, 27, 28, 29 July 6, 7, 8, 10 Aug. 26, 28, 28	May 8, 9, 10, 11 July 13, 14, 17, 18 Aug. 19, 20	May 12, 13, 15 July 19, 20, 21, 22 Aug. 15, 16, 17, 17
ST. LOUIS	April 12, 13, 14, 15 May 26, 27, 28 July 4, 4 Aug. 12, 13	THIS	April 18, 19, 19 July 1, 2, 3 Sept. 4, 4, 5, 6	April 12, 13, 14, 15 June 1, 2, 4 Aug. 12, 13 Sept. 30, Oct. 1	May 8, 9, 10, 11 July 15, 16, 17, 18 Aug. 25, 26, 27	May 14, 15, 16, 17 July 11, 12, 13, 14 Aug. 22, 23, 24	May 12, 13, 14, 15 July 19, 20, 21, 22 Aug. 18, 19, 20	May 16, 17, 18, 19 July 7, 8, 9, 10 Aug. 26, 28, 27
DETROIT	April 18, 17, 18, 19 July 1, 2, 3 Sept. 4, 4, 5, 6	April 28, 29, 30 May 29, 30, 31 Sept. 2, 3, 4	PAPER	April 12, 13, 14, 15 June 1, 2, 4 Aug. 12, 13 Sept. 30, Oct. 1	May 16, 17, 18, 19 July 7, 8, 9, 10 Aug. 26, 28, 27	May 20, 21, 22, 23 July 11, 12, 13, 14 Aug. 22, 23, 24	May 8, 9, 10, 11 July 15, 16, 17, 18 Aug. 19, 20, 21	May 20, 21, 22, 23 July 11, 12, 13, 14 Aug. 26, 28, 28
CLEVELAND	May 2, 3, 4, 5 June 30, 24, 25 July 1, 2, 3	April 28, 29, 30, May 1 June 30, July 1, 2 Sept. 4, 5, 6	April 20, 21, 22, 23 May 26, 27, 28 July 4, 5	FOR	June 6, 7, 8, 9 July 25, 26, 31, Aug. 1 Sept. 12, 14, 15	June 10, 11, 12, 13 July 25, 26, 27 Sept. 14, 15	June 6, 7, 8, 9 July 25, 26, 27 Sept. 14, 15	June 10, 11, 12, 13 July 25, 26, 27 Sept. 14, 15
WASH.	June 12, 13, 14, 15 July 19, 20, 21, 22 Aug. 18, 19, 20	June 14, 15, 16, 17 Aug. 5, 7, 8, 9 Sept. 19, 20, 21	June 10, 11, 12, 13 July 25, 26, 27 Sept. 14, 15	June 6, 7, 8, 9 July 25, 26, 31, Aug. 1 Sept. 12, 14, 15	ALL	June 14, 15, 16, 17 Aug. 5, 7, 8, 9 Sept. 19, 20, 21	June 6, 7, 8, 9 July 25, 26, 27 Sept. 14, 15	June 6, 7, 8, 9 July 25, 26, 27 Sept. 14, 15
PHILA.	June 16, 17, 18, 19 July 7, 8, 9, 10 Aug. 26, 28, 27	June 18, 19, 20, 21 July 11, 12, 13, 14 Aug. 22, 23, 24	June 6, 7, 8, 9 July 28, 30, 31, Aug. 1 Sept. 12, 13, 14, 15	June 10, 11, 12, 13 July 25, 26, 27 Sept. 14, 15	April 16, 17, 18, 19 April 20 June 23, 24, 25 July 22 Sept. 4, 4	LIVE	April 24, 25, 26 May 29, 30, 30 June 4, July 2 Aug. 11, 12, Sept. 10	April 17, 18, 14, 15 May 25, 26, 27 Sept. 7, 8, 9
BOSTON	June 14, 15, 16, 17 Aug. 4, 7, 8, 9 Sept. 19, 20, 21	June 18, 19, 20, 21 July 11, 12, 13, 14 Aug. 22, 23, 24	June 6, 7, 8, 9 July 28, 30, 31, Aug. 1 Sept. 12, 13, 14, 15	June 14, 15, 16, 17 Aug. 4, 7, 8, 9 Sept. 19, 20, 21	April 12, 13, 14, 15 May, 27, 28 June 29 Aug 31, Oct. 1	April 20, 21, 22 June 27, 28, 29, 30 Aug. 29, 30, 31, Sept. 1	April 24, 25, 26 June 4, 5, 6 July 1, 2, 3 Sept. 2, 3, 4, 4	April 17, 18, 19, 20 June 27, 28, 29, 30 Sept. 28, 29, 30
NEWS							Apl 23, 29, 30, May 1, 2 June 1, 2, 3 July 23 Sept. 4, 4	

High Spots in Career of Pitcher Ed Walsh

May 19, 1892—Born in Plains, Pa.

At the age of thirteen started work as coal miner.

July 10, 1902—Pitched for Meriden, Conn., his first professional game.

1904—Joined Chicago White Sox.

1906—Became spitball pitcher and earned regular berth with White Sox.

1908—Took part in 66 games and pitched 464 innings, both American league records.

October 2, 1908—Struck out fifteen Naps in eight innings but lost game, 1 to 0.

1915—Last year as pitcher.

December 15, 1921—Appointed American league umpire.

TERMS GOLF CHILD'S SPORT

M. Briand Tells Lloyd George, British Premier, Game Is Fit Only for Schoolboys.

Golf has no attractions for M. Briand, former premier. The "bug" that finds so many victims in America and England failed to affect him when he tried the game at Cannes under the tutelage of Mr. Lloyd George, it has become known. "It is a game for schoolboys," M. Briand told the British premier, who is an ardent golfer. "Englishmen never cease to be children. Cannot you enjoy a country walk without hitting a silly little ball?"

DOUGLAS HURLS BEST GAMES

Star Spitballer of McGraw's World's Champions Credited With Two One-Hit Contests.

The last year in major league baseball was productive of no perfect game and only four one-hit games.

Phil Douglas.

Phil Douglas, the star spitballer of the world's champion Giants, was credited with both one-hit games in the senior circuit, against Pittsburgh and Philadelphia.

Joe Bush, of the Red Sox, let down the St. Louis Browns with a single hit on August 1 and Warren (Rip) Collins of the Yankees, allowed only one hit to the White Sox on August 7.

YOUNG'S SPINAL COLUMN HAD BEEN DISLOCATED

Ralph Young, Detroit second baseman, has been told by a muscle and bone doctor in Philadelphia that the reason he makes wild throws is that he has a section of his backbone dislocated. The surgery man is now kneading the misplaced knuckle back into that particular part of Young's spinal column in which it belongs. If a thing like that will cause wild throws, then Allan Sothron's backbone must be tied in a knot.

GOLFERS OF ENGLAND WANT 36-HOLE PLAY

Petition St. Andrews to Copy America's System.

If Efforts of Britishers Are Successful There Will Be Increased Interest and Keener Competition in Contests.

Increased interest and keener competition between the amateur golfers and America and Great Britain is promised if amateur players in Britain are successful in their effort to have the manner of deciding the British champion changed from the present all-match play tournament at 18 holes to the American plan of 36-hole qualifying round and match play at 36 holes.

Harold Hilton, John Ball, Cyril Tolley and Lord Charles Hope, as well as practically all of the other leading British amateurs, have signed a petition to the royal and ancient committee of St. Andrews, begging that severe organization to change from the British to the American plan.

Members of the American amateur international team which visited Hoylake last year were not satisfied with the short 18-hole matches, and maintained that the better players do not have the opportunity over 18 holes that is offered in a 36-hole match.

American stars who have played in British amateur championships very often have been eliminated by second rate players by small margins in 18-hole matches, when it is reasonable to assume that in a longer test the Americans would have come through. This does not reflect discredit upon the British players, for if the American championship was conducted at 18 holes the real stars would have much more difficulty in going through the field than they do when they have 36 holes in which to do their work.

Sporting Squibs of All Kinds

Harvard has twenty-seven coaches for its crews.

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Kentucky Derby will carry $50,000 added money for the winner this season.

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Yale baseball nine may play the Auburn collegians in their Southern trip in the spring.

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Ernest Baker, of Detroit, one-hand pocket billiard player, pocketed 82 balls in an exhibition.

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It will soon be time for the annual epidemic of inflated heads among the baseball player fraternity.

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The Indianapolis club announces the purchase of Harry Purcell, outfielder, from the Ionia club of the Central league.

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Hugo Bezdek will continue to coach Penn State, he announced the other day in denying a rumor he would coach Minnesota.

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William Von Bermuth, who coached at Cass Tech, last fall, has resigned as physical instructor to return to Purdue university.

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The Pacific Northwest association's water polo championship is to be held at the Spokane (Wash.) A. A. C. for the first time in many years.

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Tom Thorp, new coach for the New York university football team, is to be paid the highest salary every given a football coach in the Metropolitan district.

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Frank Rooney, first baseman, who was a big noise with the Portsmouth Virginia league team in 1920, but refused to play last year, will be back on the job in 1922.

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More than one-fourth of the students at Amherst college played tennis during the past spring and fall, 127 out of an enrollment of 510 indulging in the racket game.

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New York yachtsmen are getting tuned up for next summer's races against the British boats, although the baseball opening comes between the preparedness and the eventuality.

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Dartmouth has found a radical fault in its new $7,000 ski jump. The captain of the ski team could make only 75 feet, where it was confidently expected the new jump would shoot them out 100 feet. Blame it on the machine.

POULTRY

TURKEY HEN IS BEST MOTHER

She Knows Wants of Poults and Can Talk to Them in Language They Soon Learn.

(Prepared by the United States Department of Agriculture.)

For poults the turkey hen is the best mother that can be found. She knows their needs and can talk to them in a language they soon learn to understand. At the approach of any danger she gives a low, warning note that sends them scurrying in every direction for a weed or patch of green grass where then can lie flat on the ground safely hidden from view. While on free range, she keeps her brood together by talking continuously in a contented, purring tone, so that the poults always know where she is.

When her poults become widely separated, or if some become lost, and she hears their "peep, peep," she calls them with the characteristic yelp heard so frequently during the laying season. Now and then, while the poults are but a few days old, she catches a grasshopper or other insect and calls the poults to come and get it. They soon learn to find their own feed, however, and range out ahead of the mother hen in search of whatever they can find.

Young turkeys usually remain with the mother hen until about October or November, when the males ordinarily separate from the females and range by themselves. When two turkey hens with broods of about the same age are turned out on free range together they will remain in one flock, and as this makes it easier to hunt them up

The Turkey Hen Takes Good Care of Her Young.

and care for them, it is advisable to turn out two or three hens with their broods together when they are given free range. It is not a good plan to have more than this number of young poults in one flock, say poultry specialists in the United States Department of Agriculture, as they may all try to crowd under one or two hens to be hovered.

GOSLINGS READY TO MARKET

Advisable to Avoid Use of Young Stock in Raising Fowls—Old Birds Are Preferred.

Geese are birds of long life, sometimes living fifteen to twenty years, and ganders are at their best at three, four or five years. The use of immatured young stock should be avoided, especially for the renewal of breeding geese, but for the production of early goslings for market, it is often the custom among breeders to use eggs from young geese, as these usually begin to lay earlier than older birds. Such a practice is perfectly proper, but for breeding stock, experienced breeders prefer older or well matured geese and ganders.

BIG IMPORTANCE OF ROOSTER

Impossible to Get Best Results Without Use of Good Male—Is Half the Flock.

The male is half the flock. Without a good male it is impossible to get good results. It is more dangerous, however, to use a poor male than it is a poor female, for the reason that from one male bird a greater number of chicks carrying his blood will be hatched than where a poor female is allowed to remain in the flock.

MALES FOR BREEDING STOCK

Not Advisable to Wait Until Last Minute to Select Fowls to Head Poultry Flock.

Don't wait until the last minute to buy males for your poultry breeding pens. If you do, the best will be gone and you'll have to take what's left. A breeder sells by process of elimination, disposing of the best first. So, the earlier you buy, the better will be the stock you get.

LEGS ARE QUITE IMPORTANT

Not Only Necessary as Means of Locomotion, but They Help Appearance of Fowls.

The legs of fowls are important not only as a means of locomotion, but also in regard to the appearance of the fowls. Therefore, the legs deserve proper care and attention from every poultry raiser.