

THREE POEMS BY CHANG HU

TRANSLATED BY WITTER BYNNER AND KIANG KANG-HU

AN OLD SONG

THREE thousand li from her native land
And twenty years in the depths of the palace,
To-day, at the end of a single stave,
She cannot hide her tears from you.

ON THE TERRACE OF ASSEMBLED ANGELS

SUNLIGHT slants on a stately roof,
Branches present their red blossoms for dew . . .
Last night the Emperor made a new choice—
Ever-True's bright smile parts the curtains.

The Emperor favors Lady Kuo Kuo.
In the morning, approaching the palace gate, riding,
Contemptuous of paint as a blemish on beauty,
To meet him she smooths her two moth-tiny eyebrows.

AT CHIN-LING FERRY

I N the one-story inn at Chin-ling Ferry
Even a night is enough misfortune,
But down the dead moon's ebbing tide
Beckon the twinklings of Kua-chou.

THE NEW GUARD AT THE PUBLIC PURSE

SPECIAL CORRESPONDENCE FROM WASHINGTON

BY WILLIAM P. HELM, JR.

THE Federal Government spends, year in and year out, about \$100,000 every working hour for transportation of its property and employees. Nearly every dollar of this money is spent wisely and judiciously, but once in a while there is a slip and a few dollars are spent unnecessarily. When such slips occur, they are investigated, safeguards against their repetition are erected, and the Government profits in the long run through changes which would not have been adopted otherwise.

A case in point is the recent shipment of a human skeleton. It was sent with a miscellaneous lot of hospital supplies—food containers, laundry-bags, instrument tables, and bed screens—from one institution to another. With the exception of the skeleton, the shipment, which weighed 13,600 pounds, was subject to a low freight rate. The freight rate on the skeleton, however, was three times the first-class rate.

As the car containing the goods was sealed and the weights of the various items were not listed separately, the entire shipment moved at the skeleton rate. Moreover, railway regulations prescribe 20,000 pounds as a minimum carload, so the freight charge was based on that weight. Because of these circumstances, the Government paid about five times as much freight on the shipment as it should have paid.

The high charges on the shipment did

not escape the eye of an official recently assigned to the task of saving money for the Government in the item of its transportation charges. He investigated, found that the railway was clearly within its rights, ordered the bill paid and the system changed. No Government laundry-bags will travel hereafter at three times the first-class rate.

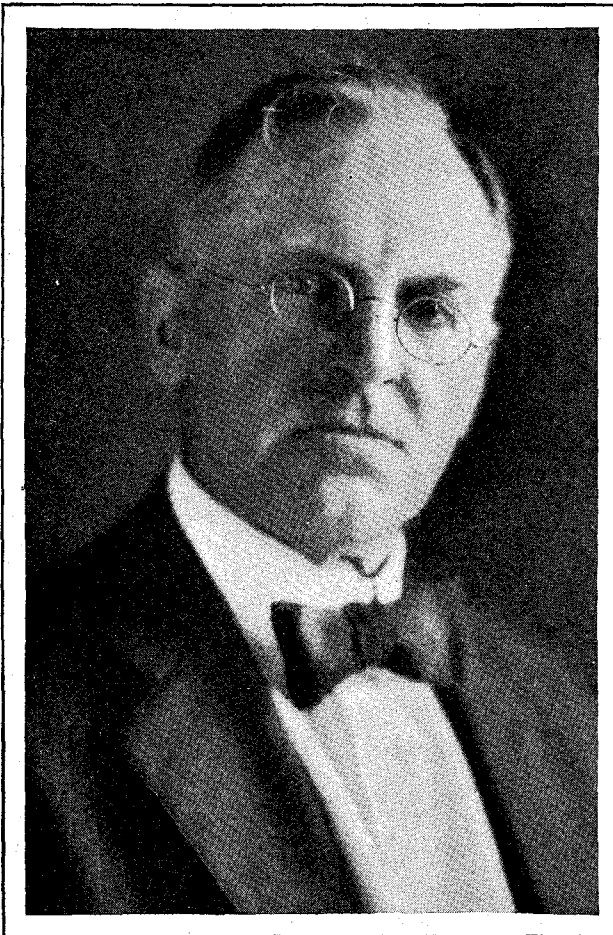
The change was made through the vigilance of the Government's newest major agency, the Bureau of the Budget. That agency has been functioning smoothly and quietly for about a year. It employs no press agent; it does not work in the newspapers, so little is read about its activities. Its duties consist of nothing more or less than saving money for the taxpayers.

It saves money in hundreds of big and little instances, all of which come under two headings: First, economy in planning for future expenses; and, second, economy in spending funds already appropriated. Its work is so big and broad and with so many ramifications and the economies it has already achieved are so richly studded with striking illustrations that it is difficult in a short article to portray even its high lights. Its scope and accomplishments are measured in savings of hundreds of millions of public funds and in a spirit of economy that is spreading, like leaven, through every executive branch of the Federal Government, clear down the line to the humblest employee.

It is little more than a year since Congress enacted the Budget Law. Under that law the executive branch of the Government is required to plan appropriations for a year ahead, in detail, and submit the estimates to the Director of the Budget, who holds over them the power of veto. The Director of the Budget has exercised his prerogatives to such good effect that Government expenditures during the present fiscal year are many millions below what they would be without such a check.

Bureau after bureau has sent its estimate to the Director of the Budget, to have it slashed in its non-essentials; to have cherished plans of increased Governmental activity—and expense—eliminated; to have pet projects thrown into the discard. Bureau chieftains have finally realized that a new day has come in spending public funds and that there is a new and effective check to boundless expansion of Governmental domain. It has been a shock to these well-meaning and highly efficient gentlemen, the like of which they have never had before.

In justice to these able public servants, it should be clearly pointed out that they have been trained for generations to consider the end to be accomplished as of prime importance and the cost secondary. With this lifetime training become set in the hard mold of habit, there is little wonder that they are wrenched in adjusting their affairs



(C) Harris & Ewing

FORMER BRIGADIER-
GENERAL H. M. LORD,
THE NEW DIRECTOR OF
THE BUDGET,
Succeeding General Dawes

to the new rule that the cost comes first and, with certain notable exceptions, the end to be accomplished second.

They are learning, however, thanks to the deft guiding of the first Director of the Budget, General Charles G. Dawes, and to his resourceful and energetic successor, General H. M. Lord. The first of these gentlemen taught official Washington the new rules of the game; the second is training it to team-work and perfection in its play. The first, because of his vigorous testimony before a Congressional investigating committee, has been profanely dubbed "Hell-and-Maria" Dawes; the second, from his own slogan, "Economy with Efficiency," is growing into the characterization of "Economy" Lord.

Dawes, first in the new field, accomplished the spectacular; Lord, his successor, is carrying on and, in addition, is putting into effect some highly meritorious and efficient ideas of his own. He realizes, in his own language, that "we must sell the budget every day to the American people," and he is seeking every day of his interesting official life to perfect his salesmanship.

The Director of the Budget is the personal agent of the President. The President has clothed him, by virtue of the Budget Law, with extraordinary powers. He has the dictum in affairs of finance over the rulings of members of the Cabinet. Subject only to the President's approval, his word is law as to what ex-

penditures shall be recommended to Congress and what shall not for every bureau, board, commission, and department of the Federal Government.

Clothed with these ample powers, the Director of the Budget has made intensive study of Government expenditures.

One of the first things investigated by the Budget Bureau was the business of buying. It uncovered some amazing things. It found that in the Treasury Department alone, for instance, there were twenty-six separate and independent purchasing agencies, each buying supplies. Imagine a great business organization with twenty-six unrelated purchasing agents! That was changed of course; the Treasury now has one purchasing agency. The Department of Commerce had sixteen such agencies; there now is one. And so that phase of the work is progressing through the entire fabric of the Government. The savings, naturally, are enormous.

The Budget Bureau also found that certain Governmental agencies, notably the Army, the Navy, and the Shipping Board, had on hand billions of dollars in surplus supplies. Investigation disclosed also that other Government agencies needed the very articles, in many instances, which were classed as surplus. Here was an opportunity for one branch of the Government to sell, at sheriff sale figures, supplies which other branches of the Government were buying at market prices.

That, too, was changed. Now there is a clearing-house for all Government requirements. When a department needs supplies, its requisition must go to the clearing-house. If another department has them on hand as surplus, an exchange is made, with resultant saving. Not until investigation has shown that the required supplies are not on hand as surplus in the Government's possession is the department making the requisition allowed to purchase them.

That system saves money. Here is one instance:

The Navy needed twenty-nine vessels—cargo steamers, tankers, etc.—to replace worn-out auxiliary craft. Under the old way of doing things, it would have advertised for them. Under the new way, it got them from the Shipping Board, which had the vessels tied up and was paying out money to keep them properly conditioned and under guard. The savings to the public in that item alone exceeded \$17,000,000.

Take another case. Taxicabs were required for the use of foreign delegations at the Arms Conference, and the United States Government, as host, sought to provide them. It offered to make a contract with a private taxicab company at Washington, but the price named by the company was considered too high. Through the Bureau of the Budget an arrangement was made to use the War Department's excess passenger automobiles, much more commodious and comfortable than private taxicabs, and \$20,000 was thereby saved to the taxpaying public.

One more illustration. The Post Office Department sought to obtain extra trucks to move the flood of Christmas mail. Four hundred War Department vehicles were pressed into service throughout the country, and the saving therefrom totaled approximately \$50,000.

Such co-ordination in purchasing was unknown before the enactment of the Budget Law.

In the field of transportation a Federal Traffic Board was installed to effect economy. An Advisory Committee composed of Mr. Lewis J. Spence, Director of Traffic, Southern Railway; Mr. George H. Ingalls, Vice-President of the New York Central Lines; Mr. Lincoln Green, Vice-President of the Southern Railway System; Mr. H. M. Adams, Vice-President of the Union Pacific System; and Mr. Archibald Fries, Vice-President of the Baltimore and Ohio Railroad, was named to assist. These gentlemen, serving without pay under the chairmanship of Mr. Ralph C. Caples, an experienced traffic man, have aided and are aiding the Government in its new work under the Budget Bureau.

As expected, the Board is saving public money. An economy of \$220,000 was effected in five months by the shipment of Government property by rail and water instead of all rail. A fifty per cent cut in rates (from \$2.50 to \$1.25 per hundred pounds) has been obtained on all water shipments of Government