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GOOD AD-
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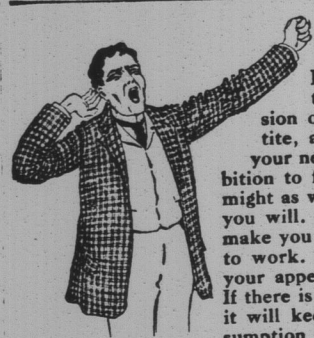
NO. 4.

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Battle Practice in the Army can Navy as an Example of Efficiency.

Probably the most marvelous and valuable example of standardized operations anywhere in the world is on our American fleets in battle practice," so states Mr. H. Emmerson, the efficiency engineer, in the Engineering Magazine. "The art of war has not changed as to its fundamentals since men first began to fight on land or sea. The purpose is with a stronger force to overwhelm a weaker opposing fleet, to strike first, hardest and quickest. It was Goliath's idea to pick off the Israelites one by one, and a modern pugilist could defeat a hundred men if they charged him singly, and he could down the first before the second came up. A 'Dreadnought' makes all the navies of the world without 'Dreadnoughts' obsolete, because such a battleship with its ten 12-inch guns can fire a broadside from all of them at once while steaming at 21 knots.

Such a battleship's steaming as fast as any rivals, bringing more guns into action than any rival, hitting an enemy at seven miles, could destroy the whole of an opposing fleet one by one, even as the pugilist would take the lighter weights one by one. But the horse trotting, fire-fighting American ship watch practice is

also in the navy, and it was realized that if these big guns could be fired four times as fast, it would be very nearly the same as having four times as many guns or four times as many 'Dreadnoughts,' and also that if the skill of aim could be increased four-fold, if four shots would reach the target as compared to one in the older practice, one modern 'Arkansas' or 'Wyoming,' with twelve inch guns, firing four times as fast and hitting four times as often, will, for the time being at least, be sixteen times as effective. These big guns are loaded, aimed, and fired twice in a minute. The practice drill is only half this time, and this practice drill is of two kinds. There is the physical act of loading the heavy gun there is the more important act of pointing it. Two opposing ships are 10,000 yards apart (about six miles) steaming at 18 knots in diverging directions. The rate of charge of range may be 730 yards a minute. If the range is set for every 20 yards, it must be redetermined every 4 seconds. This is impossible, but it can be determined every 30 seconds and a salvo be fired every 30 seconds. Being able to determine the range twice a minute, to fire twice a minute, the remaining part is drill in pointing or aiming, and this is done by means of much practice with models.

"To hit a target 60 feet wide and 30 feet high at 30,000 feet with a big gun,

when you can cover it twice over by the point of a lead pencil at arm's length, is considerably harder than to hit a target 1 inch high at 83 feet with a small gun; but it is much better and much cheaper to fire 1,000 shots with the small gun than to fire the big gun once; and when the big gun is fired four times in practice after training with small apparatus, it will do better than if firing 100 real shots without the model practice.

"In the battle I saw the first 12 inch range-finding shot, from a distance of 14,000 yards, go clean through a 30 by 60 target; and so accurate and secure was the aim of all the salvos that we calmly watched the shots splash all around the floating target only 400 yards away. The firing end was not less impressive. The team work was so perfect that the salvos from the same ship were redirected one after the other almost with the ease with which a child swings a garden hose.

"I have also watched diminutive and juvenile Igorot savages shoot dimes from a forked stick at 6 feet with bow and arrow. The Igorots show us the beginnings of offensive skill; modern American battleship target practice shows the highest speed, accuracy, and distance yet attained, and we may not doubt that our present achievement is but a step in man's ultimate achievement.

"The improvement in the effectiveness of the different ships of the navy in the last five years is very great, and is probably the greatest improvement both in importance and magnitude that has ever been accomplished. Think of the small degree to which the steam turbine is superior to the reciprocating engine, a questionable 5 per cent) or how very little faster the passenger trains are than the slowest of the same class (about 25 per cent). Think of the enormous expense in time and money spent in developing either steam turbines or high-speed trains; then think of the sixteen-fold increased efficiency of our battleships as compared to five years ago, an increased efficiency due to the application of the principles of efficiency—all of them. Ideals, Common Sense, Competent Counsel, Discipline, the 'Fair Deal', Re-

liable and Immediate Records, Schedules (of big shot at the rate of ten or twelve a minute) Standardized Condition, Standardized Operation (secured by constant and assiduous team drill), most minute Standard Practice Instructions (as to how fifths of seconds can be saved in time), finally, a joyful and much coveted Efficiency Reward, in both honor and emolument, when the tremendous results have been accomplished. And when this appears not only in the spectacular gunnery, but also in the more prosaic but continuously important operations of firing coal; of coaling ship (the record as to this having increased from 30 tons an hour to 360 tons an hour on some of the ships for the whole cruise around the world); of the maintenance of operation of machinery on board ship without going to navy yards, these accomplishments show that high efficiency requires neither great outlay nor protracted time but only the proper intelligence, spirit and organization. The sea going form of organization is admirably adapted to apply the principles, since a gun drill, a coal drill, a recoiling drill, is but a practical and modern form of drill. The ideal is not a mere dress parade, but to hit accurately, fast, and furiously, at the greatest distance, an enemy's ship overtaken by better management throughout and this ideal has been accomplished stop watch in hand, refining all the conditions and operations, this refinement made possible by bringing to bear all the available knowledge in the universe. This navy work is a great game, not drudgery; it is pleasurable excitement and joyously hard work."

Exiled Shah Returns to Fight For Throne.

Gives Up \$82,500 Pension and a Life of Ease for Chance of Again Ruling Persia. Teheran, Persia, July 18.—Mohammed Ali Mirza, the exiled Shah of Persia, has returned from Russia to attempt to regain the throne. He is at Gumesheh Tepe, a small port in the Caspian Sea in the northern part of Persia near the Russian border. It is said that a Russian vessel conveyed him to that place.

When he was dethroned in 1909 he went to Odessa and the Russian government undertook by protocol to keep him under strict surveillance and prevent him from intriguing to regain the throne, notwithstanding his progress through Russia from Odessa to Gumesheh Tepe, about 1,500 miles, was with molestation.

The government has ordered Sirilar Safar to proceed to Kurdistan with 2,000 horsemen and guns to crush the rebellion in that district, which has made considerable progress under the leadership of Salar ed Dowleh, brother of the deposed Shah.

By this attempt to capture the throne Mohammed Ali forfeits a pension of \$82,500 yearly.

Mohammed Ali Mirza succeeded Muzaf-far-ed-din as Shah in January, 1907. He was dethroned July 16, 1909, and succeeded by Sultan Ahmed Mirza. When Mohammed Ali ascended the throne he allowed Parliament to meet, but soon got into with it. Two bombs were thrown at the Shah in February, 1908, supposedly by Nationalist members of Parliament. He called upon it to give up the guilty members, but was met with open defiance. Then with troops he dispersed Parliament and withdrew the constitution.

Later, after revolutionary successes, he granted a new constitution, but the Nationalists pushed their advantage, entered Teheran, captured his army and exiled him to Russia.

War on Undesirables Along the Frontier.

By Chas. L. Barker.

Half a century has elapsed since fleeing slaves found freedom and liberty on Canadian soil by taking clandestine passage on the "Underground Railway." Many romantic tales are related even to this day of how certain colored refugees entered this country via the U. G. R. R. In colored settlements at Amherstburg, Harrow Windsor, Sandwich, Chatham,

Dresden, Buxton and even in London, accounts of exciting adventures and the recitals of novelty in transportation have been told so often that they constitute a quasi-folklore of the "twilight race" that settled in the southwestern peninsula of the Province.

After all this period since the American civil war, the U. G. R. R. is in flourishing operation again, but there is a different clientele of matrons. The conductors who find profitable employment on this line that has no steel to lay, no maintenance-of-ways department, no charter even, and no recognized president, secure their passengers among the undesirable immigrants, "the great unwashed" of foreign birth against whom the Canadian portals are closed.

A few years ago Uncle Sam brought down his obnoxious alien labor law and had immigration officials placed along the international border to see that it was enforced, that foreigners were made to pay a head tax and that the stringent immigration regulations of the ocean ports were put into effect in the interior as well. It was not many months before Canada discovered that some steps were necessary also, and the unsatisfactory spectacle was seen of undesirables being chased back and forth from one country to the other, a human battleship and shuttlecock game being the result.

Those who have had occasion to cross frequently at Windsor, Sarnia or Niagara Falls have seen many a poor unfortunate riding from border to border but unable to land until either the Canadian or the American officers gave in after conducting an investigation.

This establishment of protective measures along the frontier points is a comparatively new feature of immigration administration in Canada. It has been forced on the country, however, by the growing number of unwelcome candidates for citizenship.

From the port of Windsor alone there have been on the average, a hundred persons deported every week since the early spring. The officers have to be continually on their guard, as the U. G. R. R. conductors have displayed amazing ingenuity in evading the laws and the officials.

While the Michigan Central tunnel was being built at Windsor, it is estimated, there were scores of "backdoor" entrants who succeeded in gaining admission to the country by walking and crawling through the slimy tubes before the tunnel was actually opened for traffic and the seepage pumped out.

A rowboat here and a launch there crossed the Detroit River at Sandwich, Windsor, Amherstburg from Belle Isle to the Walkerville shore and at any handy point on the St. Clair River in the vicinity of Sarnia.

Niagara Falls the scene of a crowning victory a hundred years ago against a horde of invaders, has not been so subject to attack by the undesirable element although sporadic attempts are reported as also efforts to run branch lines of the U. G. R. R. at the Soo and along the St. Lawrence.

The enormous traffic at Windsor makes the work of the immigration officers extremely difficult. There are the crowds to watch from the two ferryboats with their ten-minute service between Windsor and Detroit, which requires the constant attendance of immigration guards at the dock; there are the car ferries that are used by the Grand Trunk, the Wabash, Pere Marquette and the Canadian Pacific, and there is the Michigan Central tunnel, through which trains are electrically conveyed every few minutes.

Besides the ferry traffic, with its four million passenger trains to inspect every 24 hours at Windsor, so that this point is the most important and has the largest force of immigration officials of all the inland frontier ports. The Chief Inspector is Mr. Thomas Brian, who has seven assistants in his charge, the staff being recently increased to cope with the undesirable invasion that was assuming serious proportions. Then there is Mr. A. E. Dufour, who is acting as special officer, under Mr. H. Herliet the traveling inspector at Ottawa. It is his duty to capture and prosecute the "dark lan-

tern brigade" that lands along the frontier between Amherstburg and Chatham a distance of seventy miles or more.

Numerous fines are being imposed almost daily as a result of the vigorous warfare that is being waged against the objectionable invaders. A party of nine Belgians who braved the dangers of capsizing in a frail craft on Lake St. Clair, but landed at Pike Creek, was fined \$25 each for taking "indirect passage". One scheme that worked well for a time was nipped when it was discovered a Windsor "underground conductor" was being paid a fat fee for bringing over a body of "laborers." He claimed they were going into Northern Ontario to work in railway construction camps, but investigation soon uncovered the plot.

Another plan was exposed was to round up a band of a dozen undesirables at some rendezvous in Detroit and have them cross to Windsor during the early morning working hours, each being given explicit instructions to give the officers the information that they were working on a sewer contract. So many came across with this excuse, that the officers became suspicious, and found no foreigners were being employed on sewer work in the Canadian city.

A resident of Ohio, who had previously been rejected at the border, conceived the idea of purchasing a return ticket to an interior point in Ontario. He was allowed to pass at Windsor, but his presence was tipped off in some mysterious manner, and he was deported from Ridgeway. Now the whole force has been warned to be on the lookout for the "return ticket game."

"We have to be up to all sorts of tricks," one of the chief Windsor officials told me in referring to the artful dodgers, "and so our work is developing in to regular secret service. You would be surprised how close a watch is kept on train and ferry passengers. We have a list of names and dates to refer to when any dispute arises, and we have our blacklist pertaining to the white slave traffic, as this is really one of the most important branches of our duties.

"At first there was little dispute with Detroit immigration officials, but we have reached a more friendly basis now and we co-operate with each other. The Detroit men give us all the aid they can and we reciprocate with what assistance we can render when called upon to do so. You let an undesirable name be posted in the offices at Detroit and Windsor and I will wager that we will catch it at party nine times out of ten should an attempt be made to cross the boundary line.

"Since the immigration regulations have been enforced those itinerant philosophers who travel without visible means of support, commonly known as tramps and vagrants, have materially decreased in numbers in Ontario, and other Provinces for that matter. There was a time, especially in the spring of the year, when tramps crossed here from Detroit by the dozen. They don't come any more, and the few Canadian tramps there were either dying off or have at last made up their minds to go to work and earn a living.

"Yes, undoubtedly, there was an organized effort at one time to aid undesirables in entering Canada, more particularly at this point, but the business is now so risky that it has become unprofitable."

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