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The University of Wisconsin.

Formerly Dean College of Engineering, Pennsylvania State College.

On Accounting.

S. W. Gilman.

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Consulting Accountant President Taft's Inquiry into Economy and Efficiency.

Peter White.

Accounting and Finance Counsel, Chicago Bureau of Public Efficiency.

On Health and Sanitation.

H. L. Russell.

Dean College of Agriculture, The University of Wisconsin.

W. T. Sedgwick.

Head Department Public Health and Biology, Massachusetts Institute of Technology.

On Finance and Taxation.

T. S. Adams.

Member of Wisconsin Tax Commission.

H. R. Sands.

Director Chicago Bureau Public Efficiency.

On Social Survey.

H. H. Jacobs.

University Settlement, Milwaukee.

It will be seen that out of a staff of thirteen persons, eight were accountants and a ninth was formerly with the Wisconsin Tax Commission, there were engineers, and one was a professor of public health. Of the eleven consulting experts, six advised on finance, taxation, accounting and organisation, two on engineering, two on health and sanitation, and one only on social survey. Ten out of the eleven experts were either University professors or business men. They were many of them men of national reputation, but only one of them was put forward as having any

special knowledge of social conditions or of working lives. A number of men and women of greater social experience were, however, called in from time to time to undertake special investigations.

The functions of the Bureau of Economy and Efficiency were to study actual social conditions, in order to find out how far the City Government was able to meet social needs. It had to discover whether the City's laws were enforced, and, if not, how they might be made effective. Also whether the existing laws were sufficient and, if not, what other laws were necessary. The Bureau was also obliged to make a thorough survey of all the Municipal departments from the business standpoint, and where necessary, to reorganise them with a view to economy and efficiency on a business basis.

It will be seen, therefore, that this Bureau was a most powerful force in the Socialist Administration, for every other department of the City Government was subject to its reorganisation, provided, of course, that the Council should agree to the recommendations made.

The social side of the Bureau's work had not progressed very far as yet, though various investigations were being made. An inquiry had been held into the possibility of setting up a free Municipal legal aid bureau, as had already been done in Kansas City, Missouri, but the bill which had been drafted as a result of this had been defeated by the Wisconsin State Legislature. A number of reports by outside organisations were republished by the Bureau. One of these reports, by the 'Consumers' League' of Wisconsin, dealt with women's wages in Milwaukee.* It contained the result of an investigation by Miss Ruby Stewart into the wages and conditions of women factory and home workers, which revealed very terrible poverty and sweating, and the text of a Bill before the Wisconsin Legislature to set up wages boards similar to those of Australia. Another republished report was that of an Industrial Commission on the newsboys of Milwaukee.[†] This was poor throughout and exceedingly weak in its conclusions, for, whilst it urged that paper selling on the city streets by little boys between the ages of ten and fourteen should be prohibited, it stated that the prohibition need not extend to boys, even of these tender years, who were employed to deliver papers from

* *Women's Wages in Milwaukee*, Bulletin No. 4 (Milwaukee, WI: Bureau of Efficiency and Economy, June 1911).

[†] Alexander Fleisher, *The Newsboys of Milwaukee*, Bulletin No. 8 (Milwaukee, WI: Bureau of Efficiency and Economy, November 1911).