

STATEMENT OF EXPERIENCE - A. BLAND CALDER.

1909 For two years acted as secretary to A. S. Vincent,
to Consulting Engineer for the owners on the construc-
tion of the Belnord Apartment House, 86th to 87th
1911 Street, Broadway to Amsterdam Avenue, New York,
then largest apartment house in the world. Remained
after completion of the building as assistant to the
superintendent (Mr. Vincent remained as Superint-
endent of the building and in charge of operation
of the plant).

My work consisted in:

1. Stenographic work for the superintendent.
2. Handled payroll for more than 100 employees.
3. Had charge of a large stock room of elec-
trical, engineering, plumbing, and other sup-
plies, machine shop tools and equipment, etc.,
kept stock records, ordered new supplies when
necessary, and checked up on uses to which
supplies were put. (The Belnord is known as an
isolated plant, with complete modern convenien-
ces of every kind, its own electric plant, cold
storage system, elevators (14), modern laundry,
etc., and 176 living apartments consisting of
seven to twelve rooms each.
4. Acted as complaint agent, receiving all com-
plaints regarding physical defects or condi-
tions requiring attention, which required
often tact and diplomacy to keep tenants
satisfied and happy.
5. Instructions to carpenters, plumbers, elec-
tricians passed through my hands and it was
necessary for me to check up on their work
and see that it was done within the speci-
fied times and as instructed.

1911 For three years I acted as secretary and assistant
to the editor of "FIELD & STREAM" a monthly sport-
ing magazine published in New Yor. My work con-
1914 sisted of:

1. Stenographic work for the editor.
2. Reading or perusal of submitted manuscript,
eliminating undesirable material and sub-
mitting acceptable material for the editor's
approval.
3. Proof reading, editing of material for the
printers, making up the magazine "dummy"
preparation and marking of photographic
illustrations for submission to the en-
gravers, cutting and deletion of over run
matter, and the editing of two or three of
the departments, including the handling of

a great deal of miscellaneous correspondence in connection therewith, and final O.K. of material for the press.

4. Got out two entire editions (monthly) of this magazine alone during editor's absence in Europe.
5. Kept track of editorial expenditures keeping monthly layout within appropriation.
6. Checked and approved all printers, engravers, and other bills against the editorial department.

1915 - Was engaged by the Rockefeller Foundation, New York, to accompany Mr. Jeremiah Smith Jr., of Boston, to Turkey, in a secretarial capacity, in connection with the Foundation's War Relief Commission rendering aid to civilians suffering from the effects of the war. Travelled with Mr. Smith through England, Crossing the Channel on the S. S. "Sussex", France, Switzerland, Austria Hungary, Roumania, Bulgaria, to Constantinople, where we remained three weeks (July 1915) investigating the possibilities and practicabilities of rendering aid to suffering civilians in Turkey and Asia Minor. Unable to secure adequate guarantees or indications of support on the part of Turkish officials or permission to investigate matters in Asia Minor, we were obliged to return to Switzerland, the headquarters of the Commission, which we did, passing through Bulgaria, Greece, and Italy en route.

Made this trip from Constantinople by rail to Dedeagatch, Bulgaria, thence by S. S. "Memphis" of the Messageries Maritimes, to Pireaus stopping en route in the harbor of Lemnos, then at the height of its activity as the Allied base for the operations against the Dardanelles. After three days in Athens proceeded by S. S. "Bosnia" (Italian) taking a route south of Malta, skirting Sicily and putting in at Palermo for one day where we went ashore and visited the city; thence to Naples direct, spending four days in Rome en route to Switzerland.

In Italy, investigated necessity for relief work, but were advised by Baron Sonnino, then Foreign Minister, that outside assistance would not be required.

After a fortnight in Switzerland (at Vevey) getting out a comprehensive report of the situations we had investigated, the entire Commission was recalled to New York, which freed me to accept a position in the American Legation, Berne, Switzerland, which was in urgent need of assistance such as I was qualified to render.

1915 (August) to 1916 (April) - Acted in a secretarial capacity to the American Minister and Secretary of Legation, Berne, Switzerland my duties consisting of the following;

1. Stenographic work for the minister and secretary.
2. Preparation of passport applications and of passports (emergency or temporary) for issuance. In this connection I acted in a secretarial capacity for Richard Fournoy Jr., Chief of the Bureau of Citizenship, during his investigation of the spurious passport situation in Switzerland, for about six weeks, during which time I took down several long cross examinations of suspicious individuals applying for passports.
3. Coding and decoding of confidential State Department and Legation cables and telegrams.
4. I supervised the receipt and despatch of all telegrams sent through Berne for the United States Government, during the period that I was in Berne. This was very taxing and required constant attention night and day as Berne was a relay point through which all telegrams to and from Central Powers were sent. All telegrams from Allied Embassies and Legations to Central Power Embassies and Legations passed through Berne, as well as from Washington to Vienna, or Constantinople, and from those points to Washington. Out of office hours these messages come to my room and it was often necessary for me to get up at 2 A.M. to type out on new planks messages from Washington to Vienna or other points in Europe and walk two miles to the telegraph office to send them on their way, as matters of the greatest importance were constantly going through, including such despatches as Wilson's notes to Austria. A feature of this work was the numbering of these messages in sequence, a different set of numbers for each destination, which required very careful attention to detail. Out of several thousand telegrams which passed through my hands only two errors in numbering occurred.
5. A volume of correspondence passed through my hands and I frequently prepared despatches for the minister's signature on matters with which I was familiar. This work acquainted me with State Department forms, phraseology, and routine.

1916 (April to July) - I was transferred to the American Embassy at Petrograd, Russia, and travelled from Switzerland to Petrograd, through Germany, Sweden, and Finland as an official courier, carrying despatches to Ambassador Gerard in Berlin delivering them to him in person, and carried despatches both from Switzerland and Berlin, through to Petrograd, trip consuming eight days, route taking me to the head of the Gulf of Bothnia and down through Finland by rail from Torneo.

I was first put in charge of the mail desk in the Embassy at Petrograd, with instructions from Fred Morris Dearing, Charge D'Affaires, to inspect every outgoing message of every description, proof read it, check up any errors as to typing, grammar or divergence from policy of the Embassy, before allowing it to go out. With an Embassy personnel of upwards of forty people, many of which were occupied in German War Prisoner Relief work, with which the American Embassy was then engaged, this was no small task. My work also required the handling of all inter department matter within the Embassy, which meant that not only all material coming to or leaving the Embassy went through my hands but all circulation of material within the Embassy itself passed across my desk. This work required a great deal of attention to detail in order to keep things moving and minimize errors.

Also assisted many of the field agents (mostly medical doctors) in the preparation of their reports on conditions in prison camps in their respective territories, frequently being obliged to write out entire reports, for the Ambassador's signature, in concise English from the verbal data given by these agents.

After several weeks of the above work Mr. Fred Morris Dearing took me into his own private office where I performed the work of a confidential secretary and was able to assist him in the way of suggestions for more effective arrangements in the handling of routine work throughout the Embassy. As he was under heavy pressure of work and much of his time was taken up in conferences, I adapted my time to his insofar as possible working at all hours of the day and night, when necessary.

1916 (July) to 1917 (May) - Acted as secretary to Mr. C. V. Rich, Vice President, and later General Manager, of the National City Bank of New York, travelling with him through Finland, Sweden, Norway, across the North Sea, and to London, where he investigated the British War Loan situation and later, in New York, assisted in the consummation of one of the \$250,000,000. loans to the British government through a group of banks in New York in which was included the National City Bank. During this trip I personally made all the travelling arrangements, reservations, purchase of tickets, and attended to every detail in connection with the trip. Spent one month with Mr. Rich in London, returning with him to New York where I remained in a secretarial capacity with him for some months.

1917 (June) to (February 1918) - Was engaged by W. R. Grace & Company, New York, to return to Russia, to their Petrograd office in connection with commercial ventures in which they were engaging at that time in Russia. Made the trip to Russia from New York on one of the Grace cargo boats, carrying 38,000 barrels of sugar, sold to the Persian Government for delivery at Archangel, our route lying between Iceland and Greenland to avoid submarines, and over a northern course through ice fields, reaching at one

part of a trip a point within 900 miles of the north pole, and being escorted by mine sweepers from Koida, a point on the Murman Coast (where we went ashore) to Archangel through the White Sea. My work consisted of the following:

1. Stenographic and clerical work.
2. I instituted a system of filing and put office files, (which I found in a condition of chaos on my arrival) into such shape that material could be found instantly.
3. I instituted a system of office routine and supervised the work of stenographers, file clerks, etc., all material passing across my desk going to and from managers desk and being checked by me for errors both ways, thus creating for myself a position of office manager and direct assistant to the manager of what was known as the Colonial Merchandising Department of the Petrograd House, a department which made something over \$700,000. in profits in 1917.

with Petrograd February 24, 1918, on special train reserved from the Trans-Siberian for the transportation of the American Embassy personnel, the few remaining unofficial Americans, the Japanese Embassy, and the Chinese Legation staff, travelling to Vladivostok, Siberia, the entire trip occupying 33 days, the delay being caused by congestion on the railroads and interference on the part of local Soviet authorities along the route.

1918. Following the opening of E. S. Grace & Company's China branch at Shanghai I was transferred to the Pacific Mail Steamship Company, Shanghai, (a Grace enterprise) where I got in three weeks in the shipping business, securing a very fair insight into shipping matters at the port of Shanghai, the handling of passengers and freight traffic on trans-Pacific steamers, the handling of claims and trading of lost cargo, etc. Assisted in the preparation of a very comprehensive report on the importance of Shanghai as a receiving point for east bound trans-Pacific freight, as compared with other potential ports; this in connection with the Pacific Mail's contemplated policy of maintaining Shanghai with regular steamers as a route to trans-Pacific steamers which they proposed to route to as well as to leave at Shanghai to take Shanghai cargo at either Hongkong, Saigon, or Yokohama. This policy being later dropped, however, as the report proved unworkable. This report involved a trip to Saigon, 400 miles up the Tonkin River, with the manager of the Pacific Mail Steamship Company at Shanghai.

1919. Following the opening of Japan's demand the manager sent me by the Great Eastern to establish the China business. Remaining what was to be done for these weeks, travelling with the ship through Japan, Korea, and Manchuria, where it also ran on the South Manchuria Railway, the last of the trip being to Harbin, where I remained for a few days, and then to Vladivostok and other officials and returned via the Trans-Siberian to Petrograd, and after several days there, returned to Petrograd.

Passed through the Bolshevik Revolution in Petrograd, 1917, during which time performed service as an armed guard on small steamer reserved under the auspices of the American Naval Attache and Military Mission for the purpose of enabling the American community to make a quick exit from Petrograd in case of necessity.

During the period of my residence in Petrograd I assisted Dr. George Simons of the Methodist Church in the conduct of an English school for Russians, devoting four hours per week of my time, evenings, gratis, to teaching business and conversational English to a class of more than sixty Russian adult students.

Remained in Petrograd after the Bolshevik uprising to assist in following up various outstanding business negotiations of the Grace company, principally in connection with the remission of gold dollar funds to New York in payment for goods sold, the most important of these transactions being the shipment of three shiploads of sugar beet seed out of the port of Archangel to the United States. I remained until both living conditions and the political situation made it practically impossible to accomplish anything in the way of business, the entire country being demoralized, and was the last American to leave the Petrograd office.

Left Petrograd February 24, 1918, on special train secured from the Trotsky Government for the transportation of the American Embassy personnel, the few remaining unofficial Americans, the Japanese Embassy, and the Chinese Legation staff, travelling to Vladivostok, Siberia, the entire trip consuming 33 days, the delay being caused by congestion on the railway and interference on the part of local Soviet authorities along the route.

April 1918. Pending the opening of W. R. Grace & Company's China branches I was transferred to the Pacific Mail Steamship Company, Shanghai, (a Grace enterprise) where I put in three months in the shipping business, securing a very fair insight into shipping methods at the port of Shanghai, the handling of passenger and freight traffic on trans-Pacific steamers, the handling of claims and tracing of lost cargo, etc. Assisted in the preparation of a very comprehensive report on the importance of Shanghai as a receiving point for east bound trans-Pacific freight, as compared with other Oriental ports; this in connection with the Pacific Mail's contemplated policy of servicing Shanghai with coasting steamers as feeders to the large trans-Pacific steamers which they proposed to route so as not to touch at Shanghai but to take Shanghai cargo at either Hongkong, Dairen, or Kobe, this policy being later dropped, however, as the report proved it unfeasible. This report involved a trip to Hankow, 600 miles up the Yangtze River, with the manager of the Pacific Mail Steamship Company at Shanghai.

August 1918. Went from Shanghai to Japan for the manager sent out by the Grace Company to establish its China business. Remained with him in Japan for three weeks, travelling with him then through Korea, Manchuria to Changchun, thence to Dairen over the South Manchuria Railway, then back to Mukden, and then to Tientsin and Peking, making stops at each point for a sufficient period to confer with American and other officials and business men regarding the salient features of each locality as to its importance to Chinese-American business and with regard to business opportunities. Proceeded to Hankow over the Peking-Hankow Railway, and after several days there, continued down the Yangtze River to Shanghai by steamer, four days of travel.

On this entire trip handled all the details of travel for a party of five persons, with some 45 pieces of baggage, purchasing all tickets, arranging all reservations ahead, and disbursing all funds in connection therewith.

October 1918 Remained in Shanghai during the formation of the Shanghai office of the Grace China Company assisting in miscellaneous work, stenographic and otherwise, collecting data and material regarding Chinese trade methods, Chinese commodities, etc.

January 1919 - Went with Stewart P. Elliott and Robert H. Patchin of the New York house of W. R. Grace & Co., to Vladivostok, remaining there during the establishment of office of the Grace American International Corporation, returning to Japan with Mr. Patchin where I remained seven weeks with him performing work of a secretarial nature in connection with his inspection of the work of the Asano Bussan Company, the agents of the Grace Company in Japan. On account of the limited time at Mr. Patchin's disposal in which to consummate the work, I was obliged to devote sixteen to eighteen hours per day of my time in assisting him, during this period I resided in Tokio and made frequent trips to Yokohama and Kanakura in connection with the work.

April 1919 - Returned to China, Shanghai, with Mr. Patchin and was assigned to assist the manager of the Import Department of the Shanghai house in merchandising operations involving the importing of paper, sundries, steel products, paints, and other commodities of American manufacture, to China.

I came into direct contact with Chinese buyers, worked up calculations on business transactions, handled the cabling of offers to the New York, San Francisco, or London houses of the Grace Company in connection with the various transactions, and got a great deal of valuable all around experience in the Shanghai import market and the handling of import business at that port.

Later was assigned to devote my exclusive time and attention to the section of the import department handling steel products. I personally negotiated the sale of upwards of 300,000 worth of steel products to Chinese and other clients, handling all phases of the matter (under the managing director's supervision) from securing the quotations by wire from New York, through all stages including signing of contract with Chinese buyers, to delivery of the goods and connection of payment therefore. I instituted a set of specifications and special code phrases cutting down the cable expense in this line by 75%.

Witnessed the boom period in the China market after the war and throughout 1919 and up to say the middle of 1920 and the subsequent business failures and depression which have continued since that date, thus securing experience in all phases of the market, particularly with reference to the effect of silver exchange upon business conditions between China and other countries.

During my residence in Shanghai I served in the Shanghai Volunteer Corps, a military organization, under the direction of the Municipal Council, for the protection of the International Settlement in times of stress, thereby securing regular training in U. S. Infantry Drill, field work, and in shooting, winning a first prize shield for marksmanship at the 300 & 600 yard ranges

November 1920 to the end of 1921. This period was spent in the Peking, China, office of the American Commercial Attache, in the service of the Department of Commerce, Bureau of Foreign and Domestic Commerce, under the direction of Julean Arnold, Commercial Attache, American Legation, Peking..

My work has been varied, covering stenographic work, supervision of the files and office routine, including a complete reorganization under a new filing classification of six years back correspondence and archives, the work consuming two and a half months time, a considerable amount of coding and decoding in plain code and confidential cipher of cable messages, compilation of figures and statistics relating to Chinese trade and Chinese American trade relations, and the collation of statistical and other data for reports, the handling of much correspondence chiefly replies to trade inquiries, was twice in charge of the office for periods of two to three weeks during the absence of the Commercial Attache, carrying on the regular work of the office, assisting callers in every possible with information. I have assisted the Commercial Attache and Trade Commissioner in the preparation of material for reports.

It has been my main purpose to perform insofar as possible the functions of an office manager or chief clerk, keeping all sources of information, especially the files, in shape for instant reference, and keeping the routine affairs of the office functioning as normally as possible under the working conditions, relieving the Commercial Attache of as much of the detail work as possible.

Prepared and put into a use a special set of telegraphic code phrases adapted to the work of the office for use in cabling messages to the United States, thereby saving to the Bureau of Foreign and Domestic Commerce probably several hundred dollars per annum in cable expense.

Have devoted considerable time to the handling of the accounts of the office of the Commercial Attache.

Made a trip to Paoto, in Inner Mongolia, about 500 miles west of Peking and 600 miles from the sea, on an investigation of a new area which is being opened to the trade of the world by the extension of the Peking-Suiyuan Railway within the next year to Paoto, on the Yellow River, the gateway through which the products of Central Asia will find more facile and cheaper transportation to the sea and to foreign markets, and the port through which the modern developmental movements of this undeveloped territory will pass. On this trip I accompanied Trade Commissioner Frank Rhea, now engaged in transportation and industrial development investigations for the Bureau of Foreign and Domestic Commerce, in China.

Summarizing my foreign experience, I may say that with the exception of eight months, I have spent the past six and a half years abroad, traveling a total distance of between 35,000 and 40,000 miles, and visiting fifteen foreign countries in Europe and the Far East during that period.