

REPORT
OF THE
INSPECTOR - INSTRUCTOR
ON THE
NATIONAL GUARD
OF HAWAII

DATED NOVEMBER 11 : 1915

HONOLULU :
HAWAIIAN GAZETTE CO., LTD.
1915

Hawaii (Ter.) National Guard,

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Office of the Inspector-Instructor

National Guard of Hawaii

The Armory, Honolulu, T. H., Nov. 11, 1915.

From: Inspector-Instructor, N. G. H.

To: Chief, Division of Militia Affairs, War Department.

Subject: Conditions affecting Hawaiian Militia.

1. The peculiar conditions affecting the National Guard of Hawaii have been the subject of numerous reports to the War Department, and have been the subject of a great deal of study upon my own part during the two years of my detail as Inspector-Instructor therewith. It is believed that a suitable time has arrived for the formal submission of the results of my observations for the consideration of the War Department. This in view of the recent popular movement which has resulted in the addition of some 3,000 men to the strength of the National Guard of Hawaii.

2. About May 1st, 1914, I reported for duty in Honolulu as Inspector-Instructor with the Organized Militia of Hawaii. My predecessor as Inspector-Instructor, 1st Lieut. Arthur L. Bump, 15th Infantry, had been most active in his efforts to increase the strength of the National Guard of the Territory, and a recruiting campaign ended shortly before I arrived in Honolulu had resulted in the increase of the strength of the National Guard from nine companies to a complete regiment, with attached sanitary troops.

3. Conditions after my arrival, and until recently, may be summarized as follows: The organization was largely a political one; this was especially true of the 2d Battalion of the regiment, composed of Hawaiians, with the exception of one Chinese Company. This one company (Chinese) attended drills more often than the rest, and was more efficient, and was hardly a part of the political machine. With the Adjutant General at the head, the Hawaiian portion of the National Guard constituted a powerful political machine, most efficient at the polls, but with indifferent and inefficient officers at the head, and with men seldom seen at the drill hall. It was almost impossible to secure the removal of these inefficient officers; each was related to some senator, or representative, or had some local influence that prevented his removal.

However, by resignations, and the appointment of some few better men, the personnel improved slightly during the first year. Some of the "dead timber" was gotten rid of, but with such a handicap as a political head and body, indifference and inattention to duty spread as a dry rot through the entire organization.

4. At the risk of repetition, the following is quoted from my report of May 12, 1915: "The National Guard of Hawaii is composed of many nationalities, the Hawaiians predominating in point of numbers. The Hawaiians make good soldiers, but indifferent officers. The Hawaiian makes a good rifleman and some are excellent marksmen. The Hawaiians are very brave and faithful when well led, but are very indifferent about turning out for drill and instruction. There is some excuse for small attendance sometimes, for a great many Hawaiians are employed on the docks as stevedores and night work is frequent, especially when several steamers arrive in port at once. The officers, with a few notable exceptions, are unable to secure large attendance at drill and seem unable to develop much pride in their organizations. It is believed that the Hawaiian officer in command of a Hawaiian company is a failure, with two or three exceptions. Their companies do better when commanded by a white officer, or by a half-white.

"One reason for the small attendance at drills among the Hawaiian companies is the political character of the present organization. * * * One of the consequences of this political organization is the retaining in service of inefficient Hawaiian officers. * * * White companies, of which there are only two, have some of the most efficient officers in the Guard as commanders, yet have the utmost difficulty in keeping up to the required strength.

"Much progress has been made by the National Guard of Hawaii during the preceding two years. It is now better armed and equipped, has better officers, and is better instructed. It is better organized, having a complete regimental organization. Whenever it has been turned out for camp or for inspection, the attendance has been good and the discipline excellent. Yet, in view of the political character of parts of the organization, it is not believed that efficiency can be arrived at until the following reorganization has taken place:

"The appointment of a non-political adjutant general;

"The muster-out of five or six inefficient officers who are retained for political reasons.

"Some of the Hawaiian companies are already good companies; only let an energetic officer command them and efficiency will be

attained. It is believed that the elimination of politics from the Guard would result in as increased efficiency as can be hoped for."

5. Further experience has confirmed my former opinion. The past inefficiency of the National Guard of Hawaii as an organization has not been due to the character of the officers and men, or to notable and exceptional local conditions. The fault has been at the head. To inefficiency and politics at the head may be traced all the other evils that have made efficiency unattainable. To this fountain source may be traced directly the appointment of inefficient and indifferent field officers, slackness on the part of officers, and non-attendance at drill on the part of enlisted men; poor target practice, and the not obtaining suitable range facilities. Politics instead of efficiency, attention to how the men vote instead of how they perform their duties, has been the basic evil of this organization in the past.

6. Neither can any portion of the blame for inefficiency be laid upon the community. It is a mistake to believe that any large portion of the responsible men of Hawaii see little use for the Hawaiian Militia, or feel that the necessity for Territorial troops has passed with the advent of the regular army garrison of Oahu. Two years ago, the Honolulu Ad Club, an organization of some 500 business men, donated \$250 for advertising purposes in the recruiting campaign then being conducted for the purpose of completing one regiment of infantry, and the business men of Hawaii have always been willing to help in any undertaking the National Guard has entered into. Nor has the National Guard suffered at the hands of the Territorial authorities; \$100,000 was appropriated for an armory in Honolulu, and later \$20,000 appropriated for completing it. The appropriations otherwise were not large, but were sufficient for the then organization. The Governor has always had the National Guard close at heart, and has lately made its increase and efficiency the most prominent feature of his administration.

7. Inefficient as was the past organization, the National Guard was popular with the people at large. To this fact is due the ease with which men can be recruited. If the National Guard had fallen into disrepute, it would have been impossible to obtain many enlistments now.

8. When, on August 13, 1915, the Governor relieved the former Adjutant General, and appointed Colonel Samuel I. Johnson to succeed him, his stated purpose was to have the National Guard greatly increased in numbers and brought up in efficiency. Colonel Johnson is a member of a different political party from

that to which the Governor adheres. So far as I know, there has not been a single instance of politics in the National Guard since that date. Efficiency has been the keynote of the new administration, and Colonel Johnson has, to my knowledge, removed many officers for inefficiency who belonged to his own political party.

Colonel Johnson has lived in the Hawaiian Islands twenty-three years, and served for a long time in the National Guard. He was a Colonel upon the retired list at the date of appointment. Due to his long residence in the Islands, and to the responsible position he had held as manager of the Hawaiian Hardwood Company, he was well known throughout the Islands, and was perhaps the most popular man resident in the Islands. So great is his interest in the National Guard that he resigned a position of \$8,000 per year to accept the Adjutant General's office at \$3,000 per year.

9. Pursuant to the Governor's instructions, immediately after his accession to office, Colonel Johnson inaugurated a recruiting campaign for the purpose of increasing the National Guard. The first active steps were taken about September 1, 1915; the strength of the National Guard being at that time about 700 men. Such success has attended his efforts that at the present date some 3,693 men have been enrolled (total strength), giving an increase of almost 3,000 men within a period of two months and ten days. So far from the possibilities of recruiting being exhausted thereby, it is easier now than before to obtain men. At the present writing, six new companies are awaiting enrollment, with a total strength of 500 men. Every man of influence in the Hawaiian Islands has given his support to the movement. Every nationality and condition of mankind here is enlisting. In one company 110 in strength, fourteen different nationalities are represented. Old men of sixty and boys of sixteen desire to enlist, and are greatly disappointed at the age limit. If further extension of the National Guard is desired by the War Department, and funds for equipment appropriated, a National Guard could be recruited here of a strength of six regiments of Infantry, besides auxiliary troops.

10. The sentiment here is exceedingly strong in favor of military training. Six months ago, a bill for compulsory military education passed the lower house of the legislature by an overwhelming majority, but was killed in the upper house. It was thought by me at the time that peace advocates had stifled the bill by numerous petitions and numerous speeches made at a public hearing, but it is now my belief that the real objection to the bill was that it would give military training to the young Japa-

nese, which nationality forms the majority of the population of the Islands.

11. Besides the enthusiasm of the people at large, men of influence everywhere are taking part actively in the National Guard. As an instance, I have just returned from the Island of Kauai, where the president of the Kauai Chamber of Commerce, Mr. E. H. Broadbent, is the Major commanding the battalion and two attached companies, recently organized on the island. Major Broadbent proposes to take up the matter of drill sheds with the Kauai Planters' Association, and to advocate the erection of several drill sheds each 60x120 feet for the use of the companies living in sections having a heavy rainfall. Besides his activities in the Planters' Association and the Chamber of Commerce, Major Broadbent is manager of the Grove Farm Plantation. When men of such influence take active part in National Guard affairs, and give their time and spend their money to further a popular movement, there is not much doubt as to the success of the movement, nor as to the permanency of the undertaking. Men of such reputation do not like to undertake things they cannot succeed in. And the foregoing instance is not exceptional, but is rather typical of the kind of support the National Guard is obtaining from the people of the Territory. It has been the object of Colonel Johnson to secure the most influential men in each community where a company of the National Guard is organized as officers. As a result, the corps of officers is composed of the most representative young men of the Islands, and is an organization to which any young man residing in the Islands would feel proud to belong.

12. Early it was recognized by Colonel Johnson that something tangible must be placed before these new troops as an object to work for, otherwise they would quickly tire of drills. Accordingly he asked me to prepare a program for a military tournament to be held next February in each of the four large islands. In this tournament as much drill and bayonet work and other purely military features were incorporated as possible. A great spirit of rivalry has been developed between local organizations. Attendance at drills is at the maximum; many companies are drilling two or three times each week—in Honolulu, the Filipino company drills every night. Such success has attended the idea so far that it is projected to continue the competitive idea into target practice, and offer numerous prizes for excellence in shooting; later, perhaps, into field training, after the pattern of the Division Meets that used to be held in the Philippines.

13. Except that there is a great need of another inspector-

instructor, and more sergeants-instructors to teach these new men their drill, I have to report that the condition of the National Guard of Hawaii is satisfactory, and that progress is being made. There is danger that the troops will not be well instructed at the beginning if nobody from the regular army is sent for a long time. And much of the success of the last tournament held in Honolulu was due to the hard work of the sergeant-instructor.

14. Also it is difficult to find higher officers. I hardly know of a single man in the whole Territory who is qualified to hold the position of Colonel of an infantry regiment of the National Guard.

15. Such being the past and present condition of the National Guard of Hawaii, it is well to look into the future prospects of its permanency and future efficiency. At once its past history looms up, as something probably to be repeated. And that history has been full of politics.

So long as the present Governor holds office, and the present Adjutant General serves under him, will there be no politics, and great strides toward efficiency. But there is the Presidential election coming on next year; there might be a change of administration at that time. Some accident might happen to the Governor—anything that might cause another Governor to be appointed. Looking over the local political field, and the candidates for Governor from both parties, it is practically certain that the next Governor, no matter what his party, will at once issue orders to convert the National Guard of Hawaii into a political machine that will vote right. And this means that all the officers so carefully selected will resign, and their places taken by party men. The National Guard of Hawaii will become rotten to the core. The old, shiftless, indifferent political organization of the past will be the type of the future.

16. About the future entry of the National Guard into politics there is not even the pretense of secrecy maintained. It is talked about by the man on the streets, and is currently discussed in hotel lobbies. Yesterday the morning paper, the Pacific Commercial Advertiser, printed an article stating that the present Governor was about to resign. Immediately there was a Democratic caucus held, in which party matters were discussed. Shortly afterwards, a former candidate for Governor of the Territory met the Adjutant General upon the streets, and the following conversation ensued:

"Hello, Sam."

"Hello, John."

"Did you see the morning paper? The Governor is about to

resign and we are coming into our own at last. We have just held a meeting, and I am to be the next Governor. Will you be my Adjutant General?"

"I don't know, John; I used to row on your crew when you were coxswain; we got along all right together then, didn't we?"

"Yes, sure; but you must become a Democrat. We are all to be Democrats now. We are going to have those 3,000 votes."

And this man is the kind of man that is in local politics here. The others will do the same thing. Each candidate for Governor, no matter what his party, is casting his eye upon the National Guard, and is fully determined to make a political machine out of it.

17. Under such deplorable conditions, it can hardly be expected that a man with any regard for his reputation and for his conscience can remain long as Adjutant General. The office of Adjutant General of the Territory of Hawaii will become an office that no man of standing and good repute will accept.

18. Further than this, the salary attached to the office is so small that only a small man can be found to fill the office, ordinarily. Colonel Samuel I. Johnson has made immense personal sacrifice in his labors for the National Guard. For him to give up a position carrying \$8,000 per year, together with a liberal entertainment allowance, to accept service under the Territorial Administration at \$3,000 per year, has meant the sacrifice of more than \$5,000 per year. Only a man who was interested heart and soul in National Guard affairs would make such sacrifices. It is due to his efforts that the National Guard here has been increased; it is due to his efforts that the men are turning out for drill. To him is due all the increased efficiency and the progress appearing in all lines of National Guard work. He is by nature peculiarly fitted to deal with volunteer troops, to instil enthusiasm where it is lacking, to stir up interest where no interest was before, to smooth over differences between men and to produce harmony out of discord. His temperament is so specially adapted to this kind of work that it is an easy prophesy to make that with Colonel Johnson at the head of the National Guard of Hawaii, it will soon become the best National Guard in the country. There is no other man in the Territory who can fill his place, or hold all the different nationalities and peoples together. He is irreplaceable.

19. It cannot be expected that a man of such abilities can be long held in the Adjutant General's office under present conditions. Aside from the pecuniary sacrifices he is making, the temporary nature of the present conditions, with the future pros-

pect of a reversion to politics in the National Guard, make it almost impossible to expect such good fortune. His office is an appointive one; the next Governor has only to discharge him, if he refuses to convert the National Guard into a machine. There is no permanence even to his present office carrying \$3,000 salary. Under present prospects, the Territory cannot keep this man in office, who is fitted by nature for the work, and who would be willing to stay, even at great personal sacrifices. Such conditions make it certain that the permanency of the present good conditions in the National Guard of Hawaii is like the permanency of a house built upon the sands. This man, to whom the Territory owes so much, cannot continue in office without sacrificing money, reputation, and conscience.

20. If the government has only dismal prospects for such a man, such is not the case with business interests here in the Territory. For several months the Endau Development Company, a new corporation to which many of the large business houses of the Territory are subscribing, and in which many of the leading business men of the Territory are interested, has been endeavoring to secure the services of Colonel Johnson as manager. He has been offered in cash, stock, and bonuses for clearing land, an amount totaling \$25,000 per year. There is no question as to the solvency of this company, or in its ability to pay this sum. For the exact information of the War Department, I enclose herewith copies of letters which to my knowledge are genuine and bona-fide, regarding this proposition.

21. Contrasted with the salary of \$3,000 per year offered by the Territory, an appointment at the pleasure of the Governor, an almost certain probability of having to mix up with politics with a loss of reputation and conscience, is a five-year contract at \$25,000 per year with a reputable business house, with an absolutely free hand in conducting the business. For him to refuse to make this contract under present conditions, no matter how much his love for the National Guard, would be an act of self-sacrifice incomprehensible to most men.

22. At the express desire of the Secretary of War the National Guard of this Territory has been increased. The Governor, in his instructions to Colonel Johnson, gave him a free hand in the appointment of officers. The result has been that the leading men in every community have gone into the National Guard. None of the officers have been elected; all are appointed by the Governor upon Colonel Johnson's recommendation. The best men of these Islands that were obtainable have been appointed

officers. Everything possible that could be done has been done to make the National Guard here a permanent thing.

23. This movement is now no longer confined to one nationality or class. All nationalities and all classes are taking part. The sugar interests and all the other leading business interests of the Islands are backing it heavily and are spending their money and donating warehouses and other buildings for use as armories. It is something in which the whole islands are taking part. To allow a reversion to the old political type of National Guard will create a scandal that will stink to heaven, and ruin forever all future prospects of an efficient National Guard in these Islands. Is it now that the work that has been done must be taken advantage of, and an organization made that will allow some prospect of efficiency, or the National Guard will be disgraced in the eyes of these people forevermore.

24. Colonel Johnson, who has built up this National Guard, should be given an office that will be permanent. A man of such ability should be retained in the public service. He should be given a salary that compares with that received by managers of plantations here in the Islands—\$10,000 per year. (The usual salary of a plantation manager is \$8,000 per year, with a liberal allowance for entertainment purposes, estimated at \$2,000.)

25. The National Guard here should be removed from politics forever by being federalized. The officers should be appointed by the President. Owing to the dearth of material for higher commanders, regimental and higher commanders should be regular army officers, except the office of Commanding General, which should be given to Colonel Johnson. He can hold these people together, and give more stability and efficiency to the whole, than any army officer. He is better qualified to deal with this peculiar class of volunteer troops than any army officer I know.

26. With the establishment of the salaried office of Commanding General of the Troops, the office of Adjutant General should be held by a subordinate salaried officer, who would issue the Commanding General's orders, and attend to the office work of the Adjutant General's office, in the same manner in which the Adjutant General of a tactical command is subordinate to his superior commander.

27. Owing to the pressure of work in my office, I have been unable to elaborate my recommendations. The Governor of the Territory is about to visit Washington shortly, chiefly on National Guard affairs. Additional information on local conditions may be obtained by the War Department from him. The proposal to

federalize the Militia is not a new one, and details of the necessary laws and appropriations to effect the object can better be furnished by the War Department than by a subordinate officer.

W. C. WHITENER,
1st Lieut. of Infantry,
Inspector-Instructor.

Honolulu, T. H., Oct. 28, 1915.

Messrs. Endau Development Co., Ltd.,
Honolulu, T. H.

Sirs:—I beg leave to acknowledge your communication of October 18, 1915, submitting memoranda for the proposed agreement between you and myself. After full consideration of your offer, I beg leave to state that I am willing to accept the same with modifications, as follows:

1. I agree to accept the position of General Manager of the Company under contract for a period of five years.
2. My compensation under this agreement to be as follows, all amounts to be reckoned in United States gold coin:
 - a. Eight hundred (\$800.00) dollars per month in cash, payable monthly.
 - b. Paid up stock to the value of \$450.00 to be allotted at the end of each and every month during the term of this agreement.
 - c. For each acre of land which is felled, cleared, and planted, in accordance with the plans suggested in my report to your Directors and presented at their meeting held on August 10, 1915, a bonus is to be paid me of \$15.00. This bonus is to be paid annually.
 - d. That expenses for entertainment of officials and others who may be the company's guests may be charged up as expenses of the company.
 - e. That transportation shall be allowed me and my family from Honolulu to Endau and that at the end of five years the same transportation shall be allowed me and my family back to Honolulu.

Referring to the paragraph in your letter about giving up my position with the Pahoa Lumber Company on the consummation of this agreement, I would like to substitute the following: It is to be understood and agreed that I accept the position as General Manager of your company provided that bona fide sub-

scriptions of \$400,000 of the proposed new issue of the stock of the company are made within a reasonable time, and further, that 15% of the subscriptions have been paid in.

It is further understood that I shall retain my position with the Pahoa Lumber Company until such time as your company has the above mentioned capital subscribed and assessment paid as aforesaid and is ready to commence operations, such as the purchase of machinery, etc.; when I shall thereupon resign my positions with the Pahoa Lumber Company and the National Guard of Hawaii and give my full time to your affairs.

Your company shall thereupon pay me the same salaries as I am now receiving from the Pahoa Lumber Company and the National Guard of Hawaii, and it is furthermore understood that the regular salary of \$800.00 per month shall commence from the date I leave Honolulu for Johore, but that the stock bonus mentioned above shall not commence to run until the date I commence work at Endau.

Very truly yours,

SAMUEL I. JOHNSON.

A true copy.

W. C. WHITENER,

1st Lieut. of Infantry.