

FACTORY PEOPLE AND THEIR EMPLOYERS

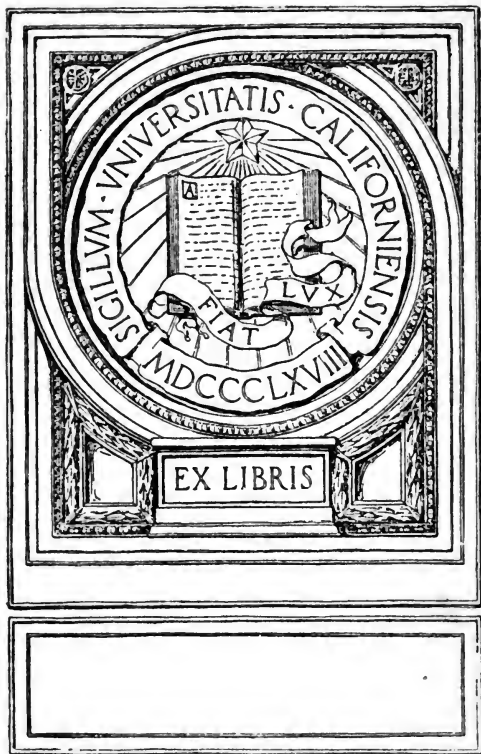
E. L. SHUEY

UC-NRLF



\$B 375 773

HAND-BOOKS FOR PRACTICAL WORKERS





Digitized by the Internet Archive
in 2007 with funding from
Microsoft Corporation

FACTORY PEOPLE

AND THEIR

EMPLOYERS

HOW THEIR RELATIONS ARE MADE
PLEASANT AND PROFITABLE

A HANDBOOK OF PRACTICAL METHODS OF IMPROVING FAC-
TORY CONDITIONS AND THE RELATIONS OF
EMPLOYER AND EMPLOYEE

BY

EDWIN L. SHUEY, M. A.

Author of "Industrial Training Essential," Etc.



NEW YORK
LENTILHON & COMPANY
150 FIFTH AVENUE

113 11-26
37-4

COPYRIGHT, 1900,
BY
LENTILHON & COMPANY

Riggs Printing and Pub. Co.
Albany, N. Y.

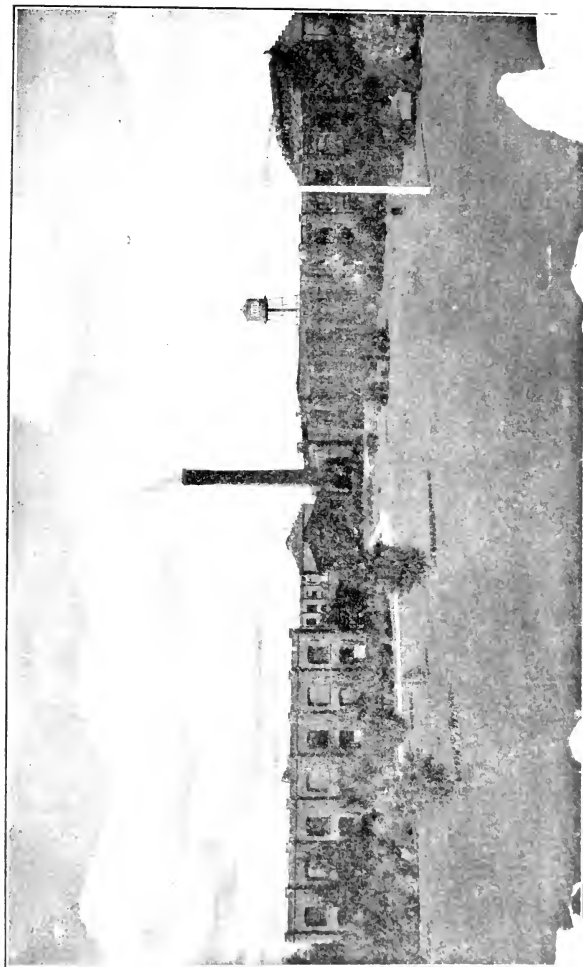
Handbooks for Practical Workers
in Church and Philanthropy

EDITED BY

SAMUEL MACAULEY JACKSON

PROFESSOR OF CHURCH HISTORY IN
NEW YORK UNIVERSITY

FACTORY PEOPLE AND THEIR
EMPLOYERS



A SUBURBAN FACTORY—KODAK PARK.

PREFACE

IN the preparation of this handbook an effort has been made to make a practical book which thoughtful people may use in developing plans in their own communities, and not to offer a complete history of sociological development as related to factories.

The facts given here have been gathered from letters of employers and employes, from newspapers and other periodicals and from various books which touch upon these questions, efforts being made as far as possible to verify statements given. Thanks are due to employers in various places for information regarding their methods and for words of encouragement and recognition from many others who desire rational methods of improving factory conditions and the relations of employer and employe.

E. L. S.

DAYTON, OHIO, *December 1, 1900.*



Outline of Discussion

	PAGE
INTRODUCTION	11
I. METHODS OF ACTION.....	15
1. Large gifts.....	15
2. Direct profit-sharing.....	16
3. Daily sharing—through personal advantages.	19
II. SOME ESSENTIAL PRINCIPLES.....	20
✓ Fairness—sympathy	21
Daily thoughtfulness.....	22
✓ Recognition of personal comfort and dignity..	22
Duty to city and country.....	25
✓ Influence in neighborhood.....	25
III. WHO SHOULD UNDERTAKE SUCH PLANS.	26
Not wait till large factory.....	27
Or undertake many things.....	27
Organize thoroughly.....	27
IV. HOW TO WIN SYMPATHY OF FACTORY PEOPLE	29
Difficulties:	
1. Lack of knowledge of each other's personal needs—sympathy.....	29
2. Lack of knowledge of business.....	30
3. Lack of clear ideas of organization and methods	31
Attained by information.....	31
By illustrated lectures.....	32
By giving opportunity to improve—to think.	
Be sincere—frank.....	32

	PAGE
V. HOW MANUFACTURERS' INTEREST HAS BEEN MANIFESTED.....	35
I. In the factory:	
✓ 1. In improving exterior.....	35
Remove rubbish.....	36
Lawns	39
Supply shrubbery.....	40
✓ 2. In improving interior.....	43
Physical conditions—light—air—clean- liness—paint and color—decorations —curtains and shades to windows..	43
Flowers	44
✓ 3. In personal comfort.....	47
Examination by physician and provis- ion for accident.....	47
Baths, lockers, etc.....	48
Toilet rooms.....	52
Chairs—backs and foot-rests.....	52
Elevators, ice water, etc.....	55
Shorter work hours.....	55
Recreation	56
Lunch rooms and restaurants.....	59
Factory auditoriums.....	76
Club houses.....	79
4. In mental and moral training.....	86
Opportunity—the best incentive.....	86
Apprentices	86
Prizes for suggestions.....	90
Encouraging education — training schools—night classes, etc.—stereop- ticon, etc.....	98
Factory meetings—of all people.....	103
✓ Library and reading rooms.....	107
Factory publications.....	108
5. Special attentions for women.....	110
Hours and recesses.....	113
Toilet and aprons.....	114
Rest rooms.....	115

V. HOW MANUFACTURERS' INTEREST HAS BEEN MANIFESTED—(*Continued*).

	PAGE
I. In the factory :	
6. Savings funds, pensions, purchases, and special features.....	116
Homes for aged.....	116
Thrifts	116
Pensions	119
Railroad relief funds.....	120
Loan funds—provident funds.....	125
Buying bicycles, sewing machines, etc	127
✓ II. In the community.....	128
House building.....	128
House beautifying.....	138
Schools, kindergartens—reason.....	161
Social centers.....	163
Libraries	169
Play grounds.....	173

VI. HOW FACTORY PEOPLE HAVE SHOWN THEIR INTEREST.....	173
Clubs and literary societies.....	175
Musical societies.....	176
Relief associations.....	179
Lunch clubs.....	188
Cooperation	191

VII. RESULTS	193
To employer.....	193
To employe.....	194
To society.....	194

VIII. OPINIONS	197
Experience of employers.....	197
Experience of employes.....	202
Observation of students.....	205
Magazine and newspaper opinions.....	207

Key to Illustrations.

In order to save space and avoid repetition, the institutions whose features are shown in the illustrations are indicated by letters as follows:

- (a) Gorham Manufacturing Company.
- (b) National Cash Register Company.
- (c) L. H. Parke & Company.
- (d) Acme White Lead and Color Works.
- (e) Cleveland Hardware Company.
- (f) Cleveland Window Glass Company.
- (g) H. J. Heinz Company.
- (h) Ludlow Manufacturing Company.
- (i) Briarcliff Farms.
- (k) Westinghouse Air Brake Company.
- (l) The Draper Company.
- (m) The Bullock Electric Company.
- (n) Cleveland Twist Drill Company.
- (o) Eastman Kodak Company and F. A. Brownell.
- (p) Lever Brothers Company.
- (q) Cadbury Brothers.
- (r) Walker & Pratt Company.
- (t) Garlock-Frazee Laundry Company.
- (u) Cleveland Bag Company.
- (v) Cleveland-Cliffs Iron Company.
- (w) Cleveland City Railway.

INTRODUCTION

THIS is not a book of motives, but of facts; not a discussion of industrial systems, but of actual efforts; not an argument for present conditions or for a revolution, but a presentation of practical work by thoughtful men and women who recognize the duty and responsibility of their positions as employers, and who seek to meet it in the best way possible to them.

On the other hand, it as truly shows the effort of the men and women who, as employes, with the smaller duty and responsibility, as fully recognize their share in "doing unto others" and who meet their associates (the employers) on the fair basis of enthusiastic response and effort.

It is granted that the first essential of successful manufacturing is ability in employer and employe, in office and factory. This is necessary that the business may prosper and the employe be kept at work and therefore from starvation. But when united with this ability are to be found recognition of one another's rights, sympathy with one's fellows and the human touch which has characterized the makers of the best in the world's history, then is developed

the real strength of society and the truest form of successful manufacturing.

x “If the employer fences his machinery and works his force only the legal hours, but declares that beyond compliance with the letter of the factory laws, and the punctual payment of their wages, he owes nothing to the hundreds of men, women and children in his employ, then, however moral he may be in his home or as a citizen, he has not attained a true inward rightness in his industrial relations. He has not realized the full demands of a ~~sound morality~~, which has no conflict with economic truth or economic law, but the force of which cannot be excluded from any relation which is human.

“On the other side, if a workman simply works hard enough and carefully enough to retain his position in a factory; if he feels no desire that his employer shall prosper because he himself does his best, with all his fellows; if he simply refrains from physical violence during a strike while acting most unsocially in all other respects—he, too, is imperfectly moralized, so far as his relations to the employer are concerned. He, too, needs an ethical development, if he thinks that the whole duty of industrial man is thus discharged by him.”*

x It is important that we know conditions and needs when such a subject is to be considered. Americans believe that their manufacturing conditions are superior to those of any other country, yet the ideal has not been everywhere attained and many facts still call for thought and action.

* N. P. Gilman: “A Dividend to Labor.”

As an illustration of the importance of consideration of these questions, it may be noted that there are over one and one-half million women and girls employed in factories in this country. The conditions of labor of many of these are deplorable and little effort is made to improve. For instance, in many paper mills, girls have no place to sit, even at noon, except on the heaps of rags, and are not permitted even to wash their hands before their lunch. In some communities most unkind persecution of workers is allowed by foremen and forewomen. While conditions are undoubtedly much better in our own country than elsewhere, yet scores of examples can be found which emphasize the need of the careful study of conditions and relations. The aim here is to show that such unfavorable surroundings are not only evil, but unbusiness-like; not only unnecessary, but bad policy; and that fair treatment and generous recognition of manhood and womanhood not only are morally right but also are financially wise and prudent.

As this little handbook is a statement of facts rather than of theories, it has been thought wise to name, in most cases, the firm or company which carries out each plan, believing that specific information is what is wanted by searchers after knowledge. There is a tendency in our day to adopt what may be called a "laboratory" method in the study of sociological and business methods. Men no longer seek theories but want the actual results of experience. Hence, in presenting such a subject in a concise form for assistance in the factory or shop, the author has,

as far as possible, given the names and addresses of the companies or individuals so that those interested may go, if they choose, directly to the experienced man. It is characteristic of American business men that, while not boasting of their achievements and their good deeds for their fellow men, they are ready to share with others the results of their experience.

The instances named in the book are not to be regarded as the only ones, or even perhaps the most prominent that might be found. They are, however, those known to the author or suggested in newspaper and periodical articles and in various books on these questions. No effort has been made to make of this a complete discussion of the subject, but to show by the variety of things accomplished what may be done by practical men.

FACTORY PEOPLE AND THEIR EMPLOYERS

I. METHODS OF ACTION

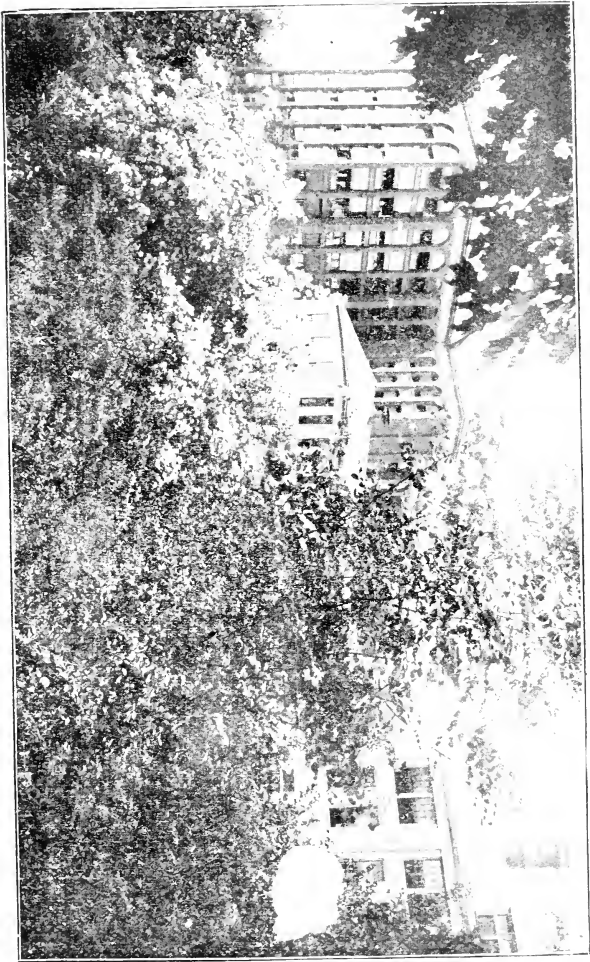
Employers and men of wealth have usually sought one or more of three methods of expressing their sense of responsibility to those who have assisted in the development of their business or in the accumulation of their wealth. These are, first, large gifts to public, educational or charitable institutions; second, direct division through profit sharing; or, third, daily sharing through special personal comforts for employes or their families.

Large Gifts.—The first of these has been a popular method among Americans who have become distinguished the world over for their great benefactions. These gifts have been to public or private institutions in the form of the establishment or endowment of schools, colleges, industrial institutions, hospitals or other charitable organizations, parks, libraries, museums, art institutions, etc. In no country of the world has there been more generous recognition of this character than in America. Hardly

a city or town can be found that has not enjoyed some of these results of wealth.

Among manufacturers who have thus done much for their own cities or villages, not to speak of men whose great gifts to many places have given them a world wide name, are the Knapp, Stout & Co. of Menominee, the Ludlow Manufacturing Company, Ludlow, Mass., the Cranes of Dalton, the Ames family of North Easton, Mass., the Fairbanks family of St. Johnsbury, Vt., the Drapers of Hopedale, the Whitins of Whitinsdale. These are especially important as showing how such interest often passes from one generation to another where a business remains in a single family for many years.

Profit Sharing.—Profit sharing and the various forms of co-operative manufacturing have attracted more or less attention. Many efforts of this kind have been undertaken based upon various principles. The expression "profit sharing" is applied to the practice of paying with more or less regularity a dividend to the employe, based on the amount of his wages. This plan generally includes the payment of the amount promised upon certain conditions and under certain rules presented in a set of rules and regulations. Notable examples of this system are the Proctor & Gamble Company, Cincinnati, the most prominent instance of the "recognition of the right of the workingman to an explicit dividend on his wages"; the Century Company, New York; the Bourne Mills, Fall River; Acme Sucker Rod Company, Toledo; The Roycroft Press, East Aurora, N. Y.; The Peace Dale Manufacturing Company, R. I.,



A CORNER OF THE N. C. R. FACTORY LAWN.



and the N. O. Nelson Company, St. Louis and Edwardsville, Ill. This last is an important instance of co-operative manufacturing and combines many features of both profit sharing and personal daily attention.

Labor Recreative.—The third form of effort and one which has recently attracted much attention has been provision for better daily comforts for employes and their families, with a tendency to shorter hours and greater opportunities.

The aim has been to take from labor as far as possible its servile aspect and to make it pleasant and recreative. A double result is certain from this—better conditions, more contentment and more encouragement for the employe, and increased output more perfectly done for the employer.

This idea has in recent years taken various forms. The Lever Bros., Limited, of Port Sunlight, England, and others have invested in cottages and beautiful grounds which are open to their employes either at small rent or free; the Cadbury Bros., of Bourneville, England, have beautiful grounds and many conveniences and comforts, especially for their women; the N. O. Nelson Company and other companies of this country have founded villages and assisted employes to own homes; The Warner Bros. Institute, at Bridgeport, the Club houses of the Illinois Steel Co., and the Gorham Mfg. Co., the Relief Association of a number of American railroad companies, and the Railroad Young Men's Christian Association buildings, are all evidence of varied efforts for the com-

fort and encouragement of employes. The most systematic effort and one proving most wide-spread in its influence is that of the Messrs. Patterson, of the National Cash Register Company, Dayton, Ohio, which by its beautiful buildings, lawns, baths, luncheon for women, clubs, kindergartens, schools, homes, and other similar features, all conducted in a large city, without any property of its own other than its factory buildings, has given a remarkable example of the value of daily thoughtfulness for the comfort of others.

It is with this third form of factory life especially that this handbook has to do and its aim will be to show what has been done in a practical way by manufacturers and their operatives. The illustrations are largely from the American experiences, though a few foreign ones of prominence are included.

Many employers give as their reasons for doing nothing toward the betterment of their factory, their operatives and their families that the panaceas are all impracticable, and many employes insist that the only way to reach changed and improved conditions and opportunities for themselves is by revolution and by a new industrial system. The facts given here are regarded as evidence that success and contentment are attainable by the present system modified only as justice and daily thoughtfulness for others requires.

II. SOME ESSENTIAL PRINCIPLES

Something more than system is necessary if anything other than the barest work is to be carried on

based upon the so-called "economic laws" and guided by the never-to-be-forgotten thought of competition—whether in the product or in the labor market. There must be a regard for the personal characteristics even more than for system. The ideal factory under any government or system emphasizes *man*. Herbert Spencer states it very clearly in his "Industrial Institutions"; "It must be admitted that the practicability of such a system depends on character. Higher types of society are made possible only by higher types of nature; and the implication is that the best industrial institutions are possible only with the best men."

Fairness Essential.—The spirit of absolute fairness is the first essential to success in these designs. The employe must recognize in the employer a man whose ability or opportunity has placed him in a position of greater or less prominence and responsibility. The employer must realize the human desires and ambitions, the love of home and the desire for children's education and opportunities which is inherent in every man or woman.

Personal Sympathy.—Personal sympathy and interest was a characteristic of the early manufacturing life when the number of people in each factory was small. It is impossible to have personal knowledge now of the hundreds or thousands in the factory, whether small or large. Hence the relations must be retained by actual interest and devotion. The employer makes his buildings pleasant, gives healthful conditions, is interested in the homes, that the employes may realize his recognition and personal

interest. The employe gives his best effort, thinks about his work, is ready to suggest plans of improvement, and thus acknowledges the thoughtfulness of the employer.

Daily Evidence.—The greatest gifts in the world lose much of their value if not accompanied by tangible evidence of personal sympathy in those to whom they are offered. Daily evidence of this sympathy and thoughtfulness is another important item in this new form of relations. Not occasionally, not in special instances, but every day must these evidences be shown. Such little attentions as good air throughout the factory rooms (as in many factories to-day), providing compressed air at a convenient point about the factory for bicycle tires (as at the National Cash Register Company), a free cup of coffee at noon (as at Sherwin-Williams Co.), providing warm coffee for men required unexpectedly to work overtime, proper coloring and shading of work rooms to rest the eyes,—all seemingly small in themselves are worth many times their cost.

One employer, on his return from his European trips, brings a large number of pictures and stereopticon slides which are displayed for the benefit not of his social friends, but the factory people. Another transforms the kodak pictures of his hunting trips into lantern slides to entertain the men of his factory with his experiences. These evidences that even on their vacations employers think of the pleasure and instruction of their operatives are far more valuable than large sums of money in gifts.

Dignity of the Laborer.—An effort to add to the



THE HOPEDALE HOUSES OF THE DRAPER CO.



dignity of manhood and womanhood is important. Provision for comforts so that men and women can come and go from their work with clean faces and hands and with neat clothing adds to their sense of manhood and womanhood and therefore to their intelligent effort. A large number of foundries now supply baths and lockers so that on leaving the building their men may be clean, and have a complete change of clothing. Their testimony is unanimous that this enables them to secure a higher class of men and therefore better work.

Civic Duty.—On the part of employers recognition of civic duty and responsibilities is an essential principle in this day. The employment of others, whether in large or small numbers, adds to each man's responsibility. The recognition of this leads him to think of relations and to help to cultivate his employes. Interest in schools, good government, not necessarily active and direct, but by increased intellectual power compels better ideas and therefore better results.

Neighborhood Improvement.—Another element of value is the recognition that the factory may add to the beauty and character of the neighborhood. By setting an example of good taste and cleanliness in grounds and neatness in buildings the entire neighborhood may be made better. One of the most striking instances of this is that of the company at Dayton, Ohio, already mentioned, where an entire section of the city has been revolutionized through the direct influence of the company and its officers, until at present the nearer we approach the factory the

greater the attention to beauty in homes and the higher the rents. Some of the English factories and their surroundings have been converted into great grounds with beautifully laid out groves and recreation grounds, well-built homes and well-ventilated shops. American manufacturers are following the example and are realizing that home surroundings have much to do with the contentment which leads men to give their best effort.

III. WHO SHOULD UNDERTAKE SUCH PLANS

It is often assumed that methods of recognition and assistance are possible only in large establishments with abundant capital and more than the usual margin of profits. It may be granted that such employers can do many things not possible for small factories. On the other hand, small enterprises have the advantage in other things and can do some things which are difficult for the larger concerns.

It will be found in studying details that personal thought and sense of responsibility really enter most largely into the question. Clean windows and rooms, good air, comfortable toilet rooms for men and women, good water for drinking, are matters not so much of expense as of thought. Most of them are possible even in the crowded or undesirable sections of the city as is seen at the Sherwin-Williams Co., Cleveland; F. A. Brownell, Rochester; the Enterprise Mfg. Co., Philadelphia, and others of similar character and location.

One Thing at a Time.—Neither is it necessary to wait until many things can be done. One thing at a time is the experience of the wisest movements and those which have proved most permanent. In one case, it might be simply cleaning up. In another, providing good water and fresh air. In another, a clean and inviting place for luncheon with supplies sold at very low rates.

On the other hand employes may express their appreciation of these efforts of their employers in many ways. Cleanliness and neatness in appearance going to and from the factory, thoughtfulness while at work, care not to waste, exactness, suggestions for possible improvements, all are methods of recognizing the thoughtfulness of employers and they soon bring the two nearer together.

A Special Department.—Such plans should be organized as any other features of a business. The greater the care and system the surer will it be that all will be done well and economically. The fact that ordinarily officials are busy and have not time to give thought and effort to these things often deters from the effect.

The National Cash Register Company recognized this early in the development of its plans and, first of all these companies, organized the "Advance Department" whose head gives his time to consideration of plans for improvement of conditions in factory and neighborhood. Under him are the numerous clubs, societies, classes and special features of the company, and the teachers, librarian and other helpers. By studying the needs of the neighborhood

and of the employes, he may do much in the developing of plans.

The Westinghouse Air Brake Company has recently followed its example and chosen for this work a man thoroughly equipped by training and experience for developing the best life of the operatives of its great factories.

A "Social Secretary".—The Shepard Company, Providence, has on its pay roll a "social secretary,"—a woman whose work is to assist in improving life both in and out of the factory, for the employes. She seeks to provide needed comforts, rest and lunch rooms, to assist in finding good boarding places, to care for the sick, and to mediate in cases of friction.

Rowntree & Company of York, England, carry out this same idea, especially among their women. Many of the companies having club houses place this work in the hands of the secretary or manager of the club. In a number of instances, certain foremen or forewomen undertake some of this work, but, of course, cannot do it as thoroughly as one who gives entire time to it. The first plan named is the most comprehensive of all these and is serving as a model for many.

Cleveland Plan.—The Cleveland (O.) Chamber of Commerce has this year (1900) taken the most radical step thus far known. A number of its leading members after visiting Dayton, invited the head of the N. C. R. "Advance Department" to explain that company's idea at one of the meetings of the Chamber. Several of these men, having tried various movements for themselves, became satisfied

of their value to the city. An "Industrial Committee" was therefore chosen to encourage the development of the idea among the factories of the city. A little later a "Social Secretary" was engaged to give his entire time to assisting in the improvement of local factory conditions. Thus, by this combination, the entire city has united for general improvement. This is probably the first instance of this kind in industrial history.

IV. HOW TO WIN SYMPATHY

First Difficulty—Sympathy.—Almost every employer finds three great difficulties in the best management of his business, which, if overcome, would increase his output and relieve him of much difficulty, giving him more time to think of others. The first of these is the lack of knowledge of each other's needs—that is, of sympathy between his employes and himself.

Beneath all other causes of trouble and conflict in the labor world, making them seem superficial only, is the personal alienation of the employer from his fellow-men whom he engages to work for him in large numbers. This alienation is partly due to the great size of many industrial enterprises and the consequent lack of personal acquaintance between the two parties.

"If the modern employer is sincerely interested in the general welfare of the many persons who work for him, simply because they are human beings like himself, and because he realizes that he stands in a

relation to them which can be made very effective for good to both parties, he has taken a long stride toward industrial peace in his house, and he has the root of the ideal in him."*

On the other hand, if the modern employe realizes that his employer is as human as himself, that he often puts in many hours per day in studying how he may develop his business in order to keep those who labor for him at work and therefore from want; that often his mill is kept running for weeks because he realizes his relation to others and the responsibility of his position; and that, while not laboring in the same manner, he is still a "laboring man" in the true sense of the word,—then he will be ready to contribute his share to that better industrial condition which all desire.

The ideas and plans used by many employers, as illustrated in this handbook, are largely undertaken with this one object in view—greater mutual sympathy.

Second Difficulty—Knowledge.—The second difficulty is lack of knowledge of the business itself and of skill and training on the part of the workers. This is especially true where labor or special forms of effort are necessary. The custom of confining men and women to a single operation has much to do with this, but this narrowing influence may be overcome by methods suggested in the pages following, which give the workmen something of value beyond the matter of daily toil. The provision of a comfortable hall connected with the factory and the use of the

* Gilman: "A Dividend to Labor."

stereopticon has made possible many things in giving instruction and training. Bulletins and information about visitors and important matters, explanation of plans of special work to be done, have been found valuable in many factories. In one instance where a large factory building had been erected, the company posted in all rooms the proposed arrangement of departments in the new building, asking for suggestions and changes. The plan attracted attention and led to a number of excellent ideas.

Third Difficulty—Organization.—A third difficulty and the one hardest to explain is the importance of thorough organization and careful methods. The larger the business or the more complicated the product the greater the necessity for organization. At the same time, intelligent appreciation of this on the part of the employe may be obtained by full explanations and free discussion. Frank presentation of these difficulties before the people of the factory and their families is the surest and quickest way of overcoming them.

The National Cash Register Company, has probably carried out this idea more fully than any other company in this country, though the gathering of all operatives from the manager down is a frequent incident among employers of Great Britain. When it was determined by this company to make a systematic effort to meet these difficulties, meetings of employes were planned. A large hall was fitted up in one part of the factory, a stereopticon was secured and slides either made or bought to illustrate the subjects to be presented. Invitations were then ex-

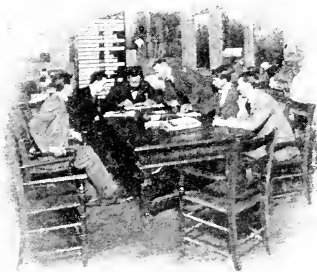
tended to officers of the company, foremen, their assistants and clerks, as well as to the rank and file of the operatives, for the entertainments which were provided. At regular intervals for several years, some of these gatherings occurred during the day upon the company's time, the discussions being upon topics directly connected with the factory. At the evening meetings, practical illustrated talks on organization under the title of "Napoleon and his Army," "How a Circus is Managed," etc., were given, presenting clear ideas of its importance. Pictures were made of a man wasting oil, of one asleep over his work, of others careless of their time, all of which made men think. Illustrated addresses on special forms of mechanics, simplified and popularized, and interspersed with attractive pictures of beautiful places, great works of art, etc., made many a profitable evening.

By thus frankly stating facts, by permitting free discussions at such meetings and at clubs and societies organized among employes but carefully directed, and by the practical assistance in the education of themselves and their families, open indifference or opposition was changed to active interest, sympathy and co-operation.

In connection with these gatherings, this company formed its "factory committee," taking the place of the superintendent, and giving to five men the supervision usually assigned to one. By selecting men with peculiar qualifications for the various classes of work, a company of specialists is organized whose combined ability will probably give correct



AN OFFICE FORCE AT LUNCH (d)



A FACTORY COMMITTEE EXAMINING
SUGGESTIONS FOR PRIZES (b)

decisions. All orders for the factory are issued to this committee through its chairman. This idea somewhat modified has been adopted by many companies during the past few years. In some cases, as the Acme White Lead Works, the factory committee is composed of the foremen, while a committee of review chosen from the officers forms the court of final resort.

The remarkable success of the "suggestion prize" plan (an outgrowth of this community idea) wherever tried is evidence of the active return which factory people will make when fairly and frankly treated. It is the evidence of personal interest, and the recognition of honest effort which wins. The failure to praise work well done, while criticizing mistakes, is responsible for much of the ill-will that often exists. There are many things in manufacturing that money will not buy—one of them being loyal, sympathetic service. This can be best gained by the recognition and instruction here suggested.

V. HOW MANUFACTURERS' INTEREST HAS BEEN MANIFESTED

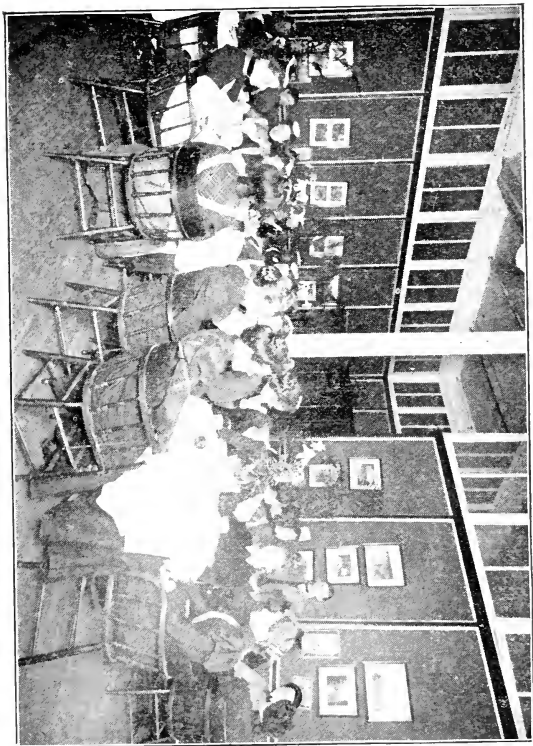
I. Improving Exteriors of Factories

Heaps of rubbish, unkept yards and soot-covered buildings unfortunately are the distinguishing mark of many great factories where thousands of men and women are employed. Not only in rolling mills, foundries, and similar iron industries where men only are employed, but also in cotton, woolen, paper and

other factories where large numbers of women are busy, do these conditions too often prevail.

Naturally "work" is associated in the minds of these toilers with all that is forbidding and unpleasant, and thoughtfulness for self or for the employer is discouraged. Often skilled workmen lose much of their force and skill under these conditions. The influence is felt in the home, and familiarity with dirt and darkness during the day, especially where both men and women of a family work, tends to make the home life forbidding and careless. The moral effect upon the home, the family, the church and the community is far reaching and much more offensive than the average employer would think.

Result of Change.—The surest evidence of the recognition of these conditions is the change that comes into the lives even of the unskilled and uneducated, when better conditions prevail. It is too often assumed that workmen and women are accustomed to these things and care nothing for bright surroundings, beautiful flowers and clean homes. The increasing number of large factories where attention is given to the care of lawns, cultivation of plants and shrubs, and general cleanliness, is the answer to this objection, for men are finding that the contrary is true, and that but little encouragement is required to lead to simple beautifying of homes and the neighborhood. A prominent magazine referring to this subject, recently, said—"If an effort of this kind will succeed in creating a greater love for attractive home surroundings among the class of working people, the Association (American Park and Out



A WOMEN'S ASSEMBLY AND LUNCH ROOM (c)

Door Art) will have accomplished something to be proud of. The National Cash Register Co., have set a practical example of what can be done in this respect, so the movement has foundation for hopes of success."

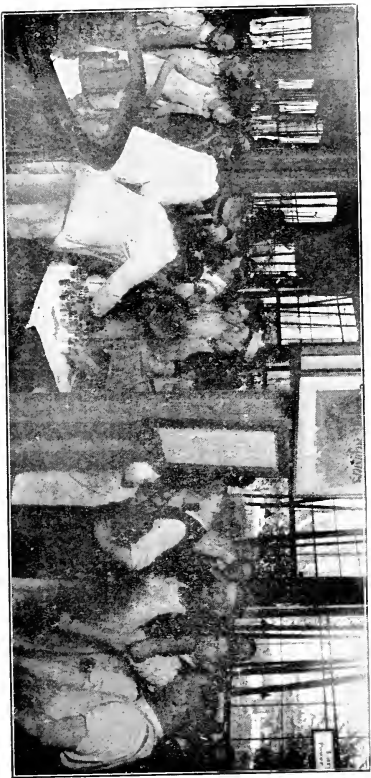
How to Begin.—A leading manufacturer one day visiting a large factory where cleanliness, neatness and beautiful surroundings were the rule, was so thoroughly convinced of the economy and wisdom of the idea that on his return the next day he ordered his entire plant renovated and painted inside and out. A little later the beneficent results were so well seen that it was determined to move the plant to the suburbs where plenty of light and air could be obtained.

Another, after a similar visit, ordered the yards about his factory cleaned, the boxes carefully piled and the grounds kept in order. These began right. The first necessity is cleanliness, and this can be obtained both inside and out, in many places where it usually is regarded as impossible.

Naturally, large establishments, where land is comparatively cheap, find the care of lawns and grounds inexpensive. Possibly the desire for this clear atmosphere, for better surroundings and more healthful conditions has led recently to the removal of a number of large establishments from the crowded districts to suburbs, even in smaller cities. Rapid transit makes this possible, and better home conditions encourage its enlargement. Illustrations are found in the Kodak Park at Rochester (Eastman Kodak Company), Riverside Press at Cambridge, Pope Manufacturing Company at Hartford, National Cash

Register Company at Dayton, J. H. McFarland's Printing House at Harrisburg, Crane's Paper Works at Dalton, the Bullock Electric Company and United States Printing Company of Cincinnati, and many other plants of greater or less extent and beauty. In England there are many illustrations of this kind, notable among which are the Cadbury Brothers at Bourneville, and the Sunlight Soap Works of the Lever Brothers at Port Sunlight. Many New England villages are beautified, although not always do the factory surroundings keep pace with the villages.

Simplicity of Idea.—Good taste and understanding of the simple rules of landscape gardening, and attention to details are essential to the best results. Simplicity should mark the efforts. The experience of the proprietors of the National Cash Register Company illustrates the difficulties of many manufacturers. Having determined to improve the exterior of their grounds, they began by clearing away the rubbish, removing fences and sowing grass seed. Recognizing that specialists are economical as well as valuable, they engaged a prominent landscape artist to spend a few days at their factory and in the neighborhood. He came, he examined, he made suggestions. His suggestions were followed, resulting in a remarkable change in the appearance, both of the factory and of the neighborhood. Simplicity and the use of such shrubbery only as is easily grown in this climate were the foundation of the work. As the factory occupies two city squares, all that could be done was to make a good lawn and mass the shrubbery next to the buildings. This individual



SERVING LUNCH TO MEN WORKING OVERTIME (b)

experience has been multiplied many times by others and its example is being followed by many small factories as well as large ones, especially in the West.

The details of methods will be found in later chapters in connection with accounts of neighborhood improvements.

II. In Improving the Interior

Why dirt, dust and rubbish seem to be regarded as necessary adjuncts to manufacturing is difficult to understand; why dark, unpainted rooms seem to be all that are needed for the thousands who spend from one-third to one-half their lives in them and are affected in all the other hours by these hours of work, is one of the unexplained questions.

Proper Colors.—The physical condition of the workers has much to do with the accuracy, beauty and perfection of the product. Abundance of light, pure air, clean rooms, windows with good curtains and shades, walls painted of such color as to be restful, and cheerful decorations, even of the simplest character, all conduce to the best physical life of the employe, and therefore to the best product for the employer.

It costs no more to tint walls in a restful color than in glaring white; no more to select window shades with good taste than with bad; and pure air is as cheaply obtained as impure, while it costs less when measured by its effect on the people.

Cleanliness.—Cleanliness may be obtained by care and attention. A few janitors even in a large fac-

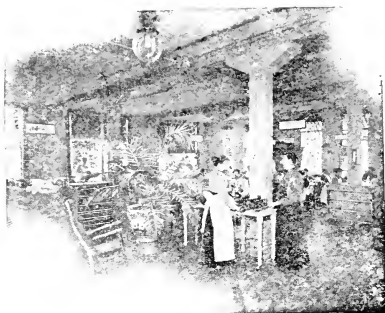
tory, will keep the rooms clean, while the habit of care grows upon working people. Waste cans, conveniently placed, may not be used at first, but after a while their silent invitation is readily accepted. The daily emptying of cans and the removal of rubbish and waste entirely away from the building or to a special room where it can be disposed of, give assurance of cleanliness and add to available work room.

The manager of a large iron plant says he saved \$3,000 and a new building by clearing away rubbish and the consequent re-arranging of his iron piles.

Another found among a 40,000 pound pile of waste, 7,000 pounds of a valuable product.

Provide a place for all discarded articles, whether machinery, furniture, supplies or waste, with proper conditions for disposing of material not needed, and storage of all articles that may have future use. All this is economical, for working people hesitate to throw away that which may be valuable when they know it will be seen again the same day.

Women's Rooms.—Where women work, attention to the little details and to comfort and convenience will quickly win their appreciation and assistance. Not every factory can have pretty curtains at the windows, pictures and quotations on the walls, and palms and ferns on the work tables and benches, as in the Women's Departments of the National Cash Register Company and of Ferris Brothers; but all can, if they wish, give an air of comfort and cleanliness, even in comparatively dirty work, and all can make the toilet rooms neat, clean, tidy and comfort-



A WOMAN'S WORK ROOM (b)



AN ATTRACTIVE OFFICE (c)



able instead of putting them away into the darkest corner with no attention and no effort at care.

It is often insisted that certain classes of operatives will not in any way respond to such efforts. As far as the author can learn, wherever these methods have had a sufficient trial, the result has been satisfactory, and the testimony of many employers, both in private letters and in public print, are the demonstration of the value of such attention.

III. In Personal Comfort

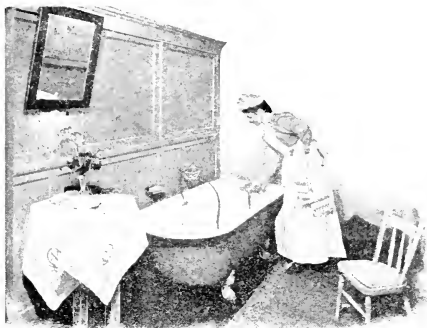
Attention to personal comfort and health requires many things besides the simple matter of surroundings. Having given good rooms and the best possible conditions under the necessary circumstances, the daily needs of the working people should be regarded.

Physical Examination.—Quite a number of factories require as a preliminary to employment, an examination by a physician, both for factory and office work. The purpose in this is to ascertain whether or not the employe has any weakness which would in any way be affected by the work proposed for him, or which would interfere with his best effort in that which he is to undertake. The special points required in most of the cases where examination is made, are weight, height, married or single, vaccination, full possession of special senses, any mental trouble past or present, family history, any diseases of eye, ear, nose, throat, lungs, heart, use of malt or spirituous liquors, permanent disability, etc., etc.

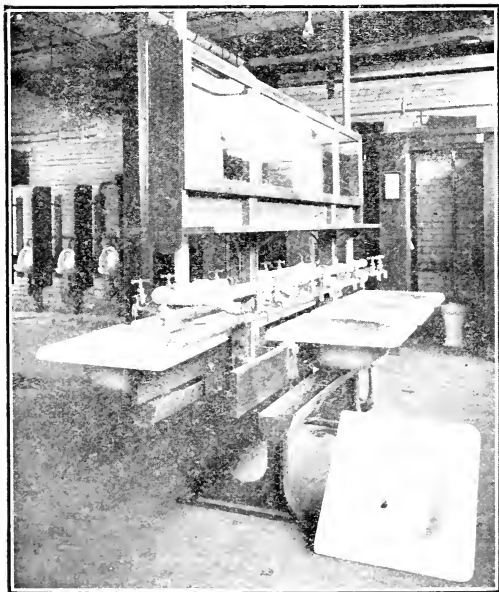
These examinations are usually given by the company's physician, or by some one with whom the matter is specially arranged; the cost in such case being borne by the employe if he receives the appointment, otherwise, by the company.

Another preliminary arrangement for health is the provision of a small dispensary with medicine, bandages, etc., in charge of some one qualified to act promptly in case of necessity. Cots to be used in case of accident or sickness are valuable, but should not be placed where they can be seen at all times, for they would have a depressing influence on many, rather than an encouraging one. The provision of a rest room, which has come to be regarded as important in many factories, especially where women are employed, is valuable just as truly for men in factories where work is very heavy or hazardous.

Baths and Lockers.—In order to encourage cleanliness and the self-respect which accompanies the ability to appear well on the street and in the home, the provision of baths and abundant opportunities for washing is important in all factories. Where the work to be done is dirty, as in foundries, mills and machine shops, lockers in which men may hang their street clothes during working hours, add materially to their comfort and ability. By arranging separate hours, comparatively few shower baths will serve a large factory. Perhaps one of the best examples of what may be done in this respect is that of the Walker & Pratt Company of Watertown, Massachusetts. Among the early movers in this direction was the National Cash Reg-



A WOMAN'S BATH ROOM (b)



A WELL-ARRANGED WASH ROOM (r)



ister Company, which has provided shower baths for its men and tub baths for the women. These shower baths are usually in sets of three or four in each of its buildings; one set serving for several hundred men. By a system of tickets and assignments, and the permission given to each employe to take twenty minutes a week on the company's time for his bath, this supply is abundant. The company adds the soap, towels, etc., and the care of the bath rooms. The expense of maintenance in all these cases is very slight, while the return in increased comfort and work overbalances the cost. A number of employers in large iron factories have given as their testimony that the introduction of baths had enabled them to obtain a much higher class of workmen and to get much better work than had been possible before these were introduced.

The Enterprise Manufacturing Company of Philadelphia has introduced baths especially for its moulders. The President testifies as to its result:

“I wish to impress upon you the importance of a bath room for moulders in every foundry in the country. If you can contribute in any way to this end you certainly will be doing much good. A warm shower bath, together with putting on dry, clean clothes, is worth a very great deal to a moulder, and we find that we have the pick of men. They are very anxious to work for us in preference to other foundries.”

The J. H. Williams Company, Drop Forgers, in Brooklyn, in addition to spray baths for their employes, have a wash trough fitted up with small

douche baths so that the men can thoroughly wash their hands after the day's work. Another large trough is provided with a wringer so that the men can quickly wash their underclothes which are usually soaked with perspiration and dirt. A drying closet is provided with hot water pipes so that the clothes can be dried and when the men come the next morning they have a clean, sweet suit in which to begin the day's work.

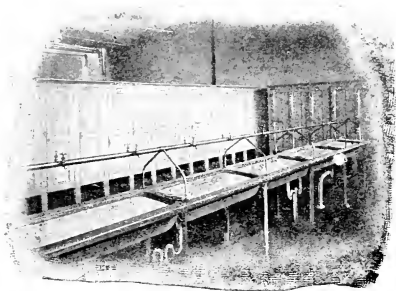
So thoroughly is this fact impressing itself upon manufacturers that many are now putting up buildings especially for this purpose, and providing all the facilities necessary.

Toilet Rooms.—Another feature which is of importance in cultivating manliness and womanliness is the provision of neat, well kept toilet rooms.

Simple lockers in which men and women may keep their clothing are easily constructed, and the sanitary value is very great.

F. A. Brownell of Rochester, provided such lockers for all his people; the men passing through the basement room where they are constructed on their way to and from their work.

Chairs and Rests.—In foundries and machine rooms where small work is done, employes sit during the entire day. It seems not to have occurred to many employers that backs to these chairs and foot stools would not only give comfort to the employe, but would add to his productive ability. An experiment in this direction has proved that 25 per cent to 50 per cent of increase may be noted in the output resulting from the bracing of the back and the



A WELL-ARRANGED WASH ROOM (m)



WASH ROOM AND LOCKERS (r)

comfortable position in which the operatives work; at the same time the employe is able to work throughout the day with very little fatigue.

Ice Water.—Another seemingly very small matter has proved, wherever tried, to be one of great value. It seems a very small thing to furnish ice water during the summer or the entire year for men who must work in warm rooms. In hundreds of establishments in this country, the men contribute among themselves for this purpose. The Enterprise Manufacturing Company and others furnish the ice water in good, clean receptacles and have a man whose duty it is to see that these are properly attended to.

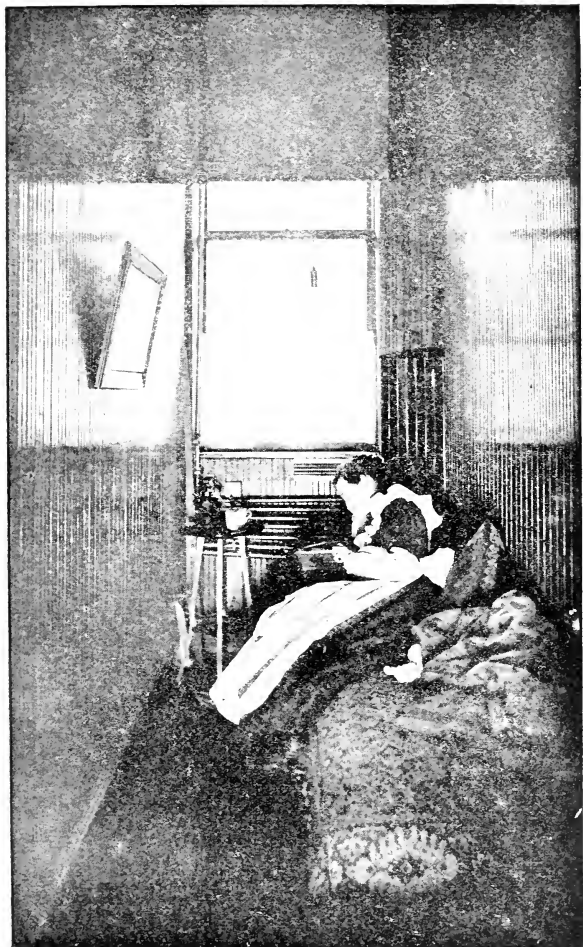
Running elevators for a few minutes before and after working hours so that men and women may ride up and down instead of climbing several flights of stairs, is another feature found to be healthful in many places. The fear of accident, which has deterred many employers, has been found to be unnecessary, by those who have given this idea a trial.

Short Hours.—The short hour question does not come within the province of this discussion. It is worth noting, however, that a number of employers like the Fels Brothers, of Philadelphia, the Proctor & Gamble Company, the N. C. R. Co., the Enterprise Manufacturing Company, and others have voluntarily reduced the hours of work from one-half hour to two hours per day, many of them, especially the last named having fully tested during many years the Saturday half holiday and found it satisfactory.

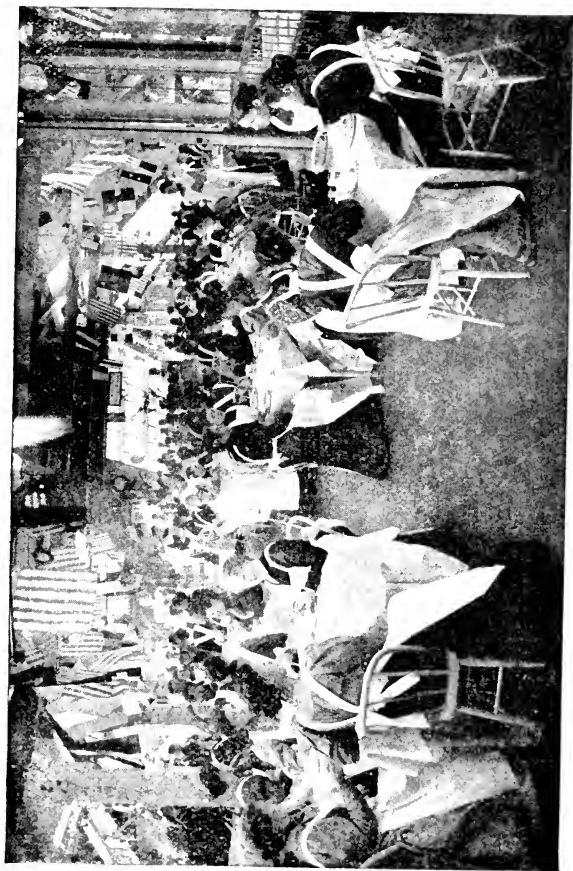
Recreation.—Provision for recreation is not so common in this country as in England. One of the most notable examples of effort of this kind is that of the Cadbury Bros. at Bourneville, England. This company has established its plant in a large country place, and has surrounded its works with fields and shrubbery. Lawn tennis, ball grounds, swimming pool, a beautiful park and other provisions for outdoor life for the employes and their families, are made. The Lever Bros. Company of Port Sunlight, Eng., has very abundant provision for the outdoor life of its people. Rowntree & Company of York, Eng., have large recreation grounds for men and women, the grounds occupying about fifteen acres.

In some of the New England villages controlled by families or companies, provision is made in the form of parks or greens for the employes. The National Cash Register Company has tennis courts, etc., open at noon and on Saturday half-holidays. In a number of cities, companies have made arrangements with Young Men's Christian Associations or with athletic clubs for the use of their outdoor parks.

In quite a number of factories, either in the dining room or immediately adjoining it, will be found a piano so that the noon hour may be given to music, dancing and other pleasant recreation. The Cleveland Window Glass Company has club rooms for men and women for amusement and reading. In some places, the noon hour is frequently occupied by practical talks or entertainment, either informal or regularly prepared. In others social life is cultivated



A QUIET CORNER FOR READING (e)



WOMEN'S LUNCH ROOM (b)

through social evenings or dances, which foster a brighter life.

A Women's Lunch Room.—A few years ago, passing through his factory about the noon hour a manufacturer noticed a young woman warming something in a can over the radiator. Inquiry showed that she was warming coffee for lunch. This incident served to lead him to the study of the noon lunch question, resulting in the clearing away of a large attic and its transformation into a beautiful and attractive dining room, in which 250 young women take their lunch daily. A coat of paint, clusters of small flags of all nations, and cozy corners at the windows made the room attractive; while a thoroughly equipped kitchen adjoining, a rest room in one corner and a bath room off from another, made it convenient and healthful.

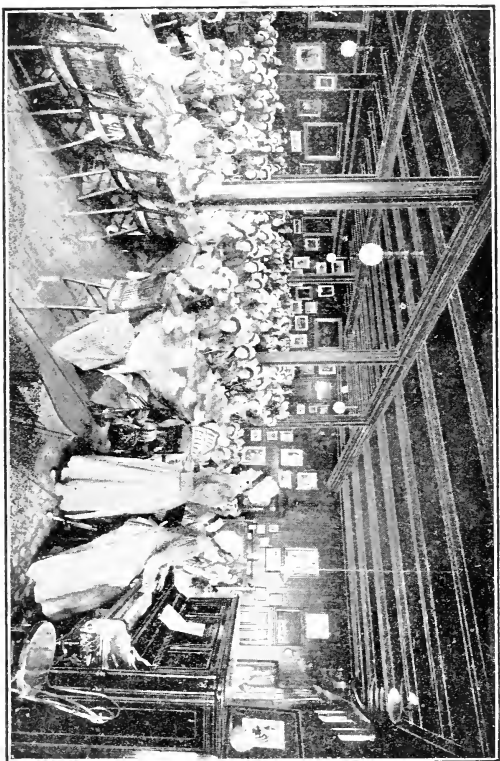
In fitting the room, neatness and attractiveness were first considerations along with economy. Plain kitchen chairs and tables were obtained and painted white. Good table linen and tableware were provided in sufficient quantity to serve neatly and quickly.

The outgrowth of these plans has attracted thousands of visitors to the National Cash Register Company, for working people the world over have been interested in the results. In this instance the company supplies two items of warm food, together with tea, coffee, cocoa or milk, the menu being changed daily. The young women add the bread and butter and whatever other articles they may desire. They pay 1 cent each day, while the increased output resulting from good wholesome food fully balances the cost of the lunch. A graduate in domestic econ-

omy supervises this room and all similar work in the factory. Qualified cooks and helpers perform the regular work and care for the rooms; the young women serve as waitresses, a detail being made each week from the various departments. Those who serve go to the dining room five minutes before the others in order to prepare the tables. Thus care and system accomplish the purpose with the smallest amount of time and effort. The dining-room is frequently used on special occasions for serving lunch to large parties of employes and visitors.

Here, too, a complete lunch is served free to all office employes who are compelled, for any reason, to work at night. In addition to this feature, this company provides hot soup and coffee to all employes who are required to work overtime at night. The lunch is prepared on requisitions from the foremen, made in the morning, and is carried to the departments, with cups and spoons, ready for service immediately after the close of working hours. Fifteen minutes are sufficient and men are back at work refreshed and stronger for the evening's work. In this instance, the time occupied in eating is allowed and paid for by the company. This dining room and its methods have served as a model in equipment and plan for scores of other companies.

A Chicago Effort.—The City of Chicago has offered an excellent example of another plan for the development of lunches for employes. The following account is taken from the report made by the City Department of the Young Women's Christian Association:



DINING AND ENTERTAINMENT ROOM FOR EMPLOYEES (E)

The Western Electric Company has one of the largest plants in the country and branches all over the world. It employs more than 3,000 persons in the factory in Chicago, 900 of them being girls.

How the Work Started.—An association for the help of self-supporting young women had carried on a very successful lunch club for girls in the heart of the city. That club had become entirely self-supporting and it was decided that some new work should be undertaken during the winter of 1893-'94. Miss Jane Addams, of Hull House, suggested that a lunch room be started in the Western Electric Company's works, where soup and coffee should be served to the girls and sold to the men employed in the building. Miss Addams' suggestion was adopted and what is known as the Occident Club was started, this club made up of girls from the factory.

First Year.—This was the first club ever started in any factory in the United States. At first the idea was not received with great cordiality by the firm for fear it would not be a success. In fact they looked upon it as only a fad and did not wish anything under their roof which would not be permanently successful. They finally gave their consent and put one small room at the disposal of the club. After all the necessary arrangements were made for fitting up the lunch room, the actual securing of patronage was not in the least difficult. The following notice was distributed through the factory a day or two before the room was opened and had the effect of securing a crowded room on the first day. About twenty gallons of soup and coffee were used that day.

ANNOUNCEMENT

“The Kirkland Association having received permission from the officers of the Western Electric Co. will serve coffee and soup in this factory every day from 11:30 a. m. until 1 p. m., commencing Wednesday, January 11th.

There is a lunch room where the girls employed in the building can come and spend their noon hour, bringing their own lunch to eat there if they prefer.

Soup and coffee will be sold at this lunch room to the men, the prices for all being as follows:

Per pint, with 2 rolls, 5 cents.

Per bowl, with 1 roll, 3 cents.

COFFEE.

Per pint, with 2 rolls, 5 cents.

Per cup, with 1 roll, 3 cents.

Tickets good for 12 cups of coffee, no rolls, will be sold to the girls for twenty-five cents.

A capable matron and cashier have been secured and four of the Kirkland girls are to be in attendance each day.”

The soups and coffee were made at the Hull House Coffee House, and sent in cans covered with indurated fibre, which kept them hot for some hours, so that no cooking was done in the lunch room.

Development.—They soon entirely outgrew their small quarters and found a flat in the next building which they could rent. By this time the proprietors of the factory approved of the work enough to throw

an iron bridge between the buildings, thus making an easy entrance to the rooms. Here they had two large rooms, one for a lunch room, the other called the library. There was also a small class room. Now they began having classes and talks at the noon hour, after work at night and in the evening.

Even while renting these rooms and paying for the light and heat they became self-supporting, charging ten cents a month for membership.

In 1897 the company built an addition to their factory and presented the club with an entire floor of the new part, making two immense rooms. They also furnished the light and heat, fitted up the kitchen almost entirely and gave new tables and chairs for the dining room. Here they furnished lunches to the men at a side counter, only the girls having the use of the rooms. The receipts were thus greatly increased.

At first only one meal was served a day, and the management was largely in the hands of those who started the club, but now not only a dinner is served at noon, but a supper for the employes who work overtime and a midnight dinner for the night workers. The business management of this is largely carried on by the girls themselves, some of whom give up their noon hour to helping in different ways in the work of the club.

Classes of all kinds have been held in calisthenics, sewing and dressmaking, embroidery, music, mathematics, travel, etc., and a number of talks, musicales and entertainments given the girls both at the noon hour and on special occasions, such as Christmas and

Easter. The girls have also been invited to the homes of the young women who started the club.

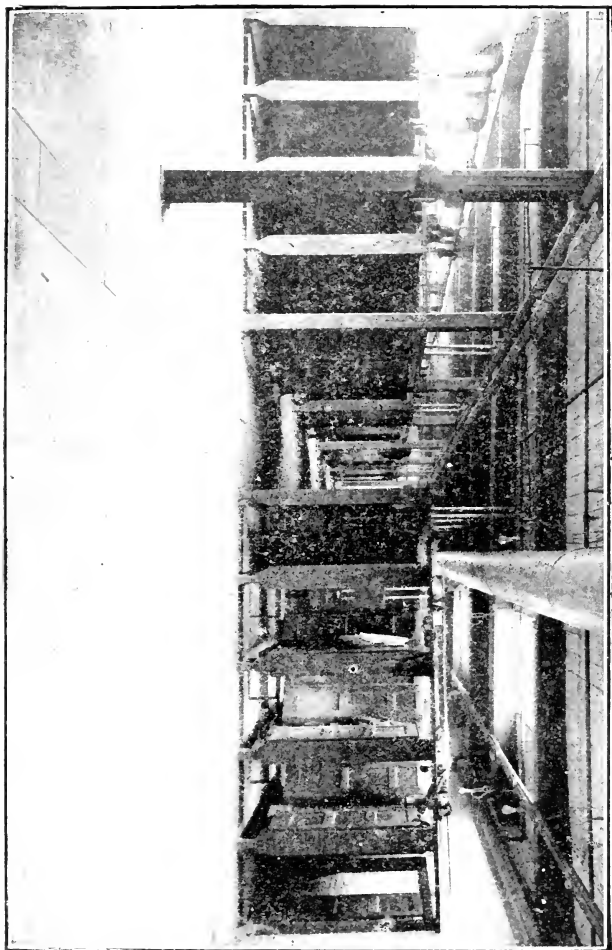
Summer outings are planned for them for two weeks at a time.

At Present.—The club started with 60 members ; it now has about 350. It is not only self-supporting, employing a competent matron, paying the teachers of the classes, etc., but sets aside \$10 a month for a Relief Fund. The forewomen of the different departments constitute the Relief Committee, who take pains to know the needs of all under their charge.

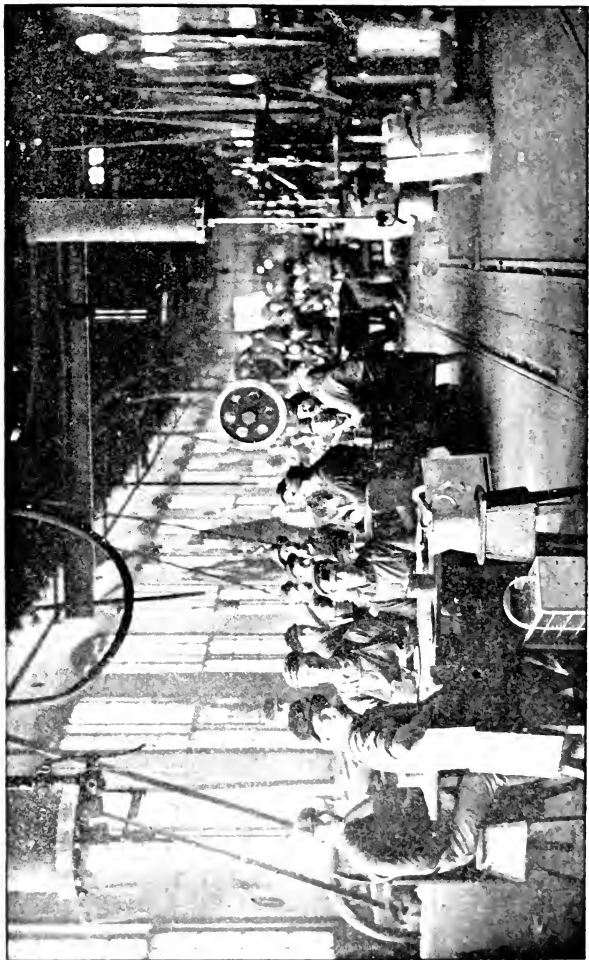
The matron not only attends to the buying but acts as a mother to the girls. If anyone is sick, she can go to the rest room where there are couches and easy chairs and the matron looks after her. It is hoped soon to add a medicine case to be under the keeping of the matron.

Before the club was started there was more or less jealousy and rivalry between the girls in the different departments of the work. Now this is all done away, and all meet in a sweet spirit, enthusiastic over their club and their factory. It has been the means of developing girls also and proving their capabilities. The chairman of the finance committee, the vice-president and secretary are factory girls, and they are represented on all committees.

Opinion of the Firm.—Only a short time since when plans for enlarging the factory still further were under way, Mr. Barton, the President of the Company, said that the club had earned its own position in the factory and should have a place in the new building with better accommodations.



A MODEL BATHROOM FOR FOUNDRYMEN (C)



MEN AT LUNCH IN THE FACTORY (c)

He said also that it *is good for the business* to have it. And this is supported by the fact that when the Superintendent of the New York branch was making plans for enlarging, he telegraphed for all particulars concerning the club in order that he might consider them in his arrangements.

A Cleveland Plan.—A good illustration of still another method of furnishing lunch is found in the experience of the Cleveland Hardware Company, whose General Manager, Mr. Charles E. Adams, recently made the following statement regarding its plan:

We had considered putting in this restaurant for a long while; but the greatest obstacle that always confronted us was in that we had practically no room of any kind to spare. In our factory we are crowded and use every available corner for the manufacture of our goods, running twenty-four hours a day. We started our kitchen in a small room, 9 x 9 feet, with gas stove, and began selling coffee and sandwiches. We soon found, however, that we were obliged to go into it more extensively; and we abandoned the original kitchen, which we now use as a serving room, and extended our kitchen down the light well, between two factory buildings, about 40 or 50 feet. As our kitchen stands now it measures about 7 x 50, being right in between our rolling mill building and factory. Of course it was impossible for us to have any room for the men to eat in, but we overcame this by giving each set of six men or more a folding table, which they keep around in different corners of the factory, some hanging them on the wall and some standing them up behind machines and benches.

Any set of six men may have these tables, and they appoint one monitor, but he must not be a man that runs a machine. This monitor can take the order from the other men, and is allowed to take their basket up to the kitchen with their order at 11 o'clock, and these baskets are packed according to their order. The monitor is then allowed to stop work five minutes before the whistle blows, come to the kitchen, and take the baskets to wherever the tables are located. In this way we get rid of the great rush at the window as soon as the whistle blows. All those that do not form sets, then come up to the window and receive whatever they order. We serve about 400 men on our day turn, and as a rule, we are through serving in about ten minutes after the whistle blows.

Each man is supplied with a small porcelain-covered pail, which he takes care of. We put little cupboards up all around the factory, that are divided off very much as a cup case in a barber shop, and each man has his pigeon-hole to keep his pail in.

We started out with a gas stove, but now we have put in a hotel range, the most expensive part of the outfit. Of course, we bought it after we had had some experience, and we felt that we could afford to pay about \$95 for this range. Aside from this the furnishing are simply pots and pans of different descriptions, which would probably run the expense up to another \$100, all told. We serve a pint of coffee for one penny, and on this we lose money. We lose more than we ordinarily would if it was not perhaps a hobby of Mr. C. E. Adams to have the finest coffee that can be made, and we are using the

best of cream. However, of course, very good coffee can be bought in large quantities, for 8c. and 10. per lb.; and if boiled milk was used, this coffee could easily be sold at 1c. a pint, which would make about three ordinary coffee cups of coffee. The balance of our bill is as follows: Sandwiches, all kinds, 2c. each; Hamburg steak, 1 slice of bread, 2c.; pork sausage, 1 slice of bread, 2c.; pork and beans, 1 slice of bread, 3c.; half doz. crackers and cheese, 2c.; pie, all kinds, 3c. per cut; tablespoonful of mashed potatoes, 1c.; cooked meats, 1 slice of bread, 6c.; puddings, 3c.; oyster soup (on Friday), 5c. per plate; other soups, 2c. and 3c.

On some of these items we make a small profit, to cover waste. We serve the different articles on a paper plate, and always serve them on a slice of bread.

We consider that the restaurant pays, and, at the present writing, would not think of giving it up. We believe that a restaurant can be run so as to pay all expenses at the prices that we have given; but we consider that we can well afford to pay a little bonus to run this, as we are certain that it is a paying investment for us. Our office people also eat at the works. We found very early that it was something of a nuisance to have them eating in their offices, so we built a small dining room for them. On account of the scarcity of room, we were obliged to build this on top of our warehouse bins, so that it is not an elegant affair, but answers the purpose.

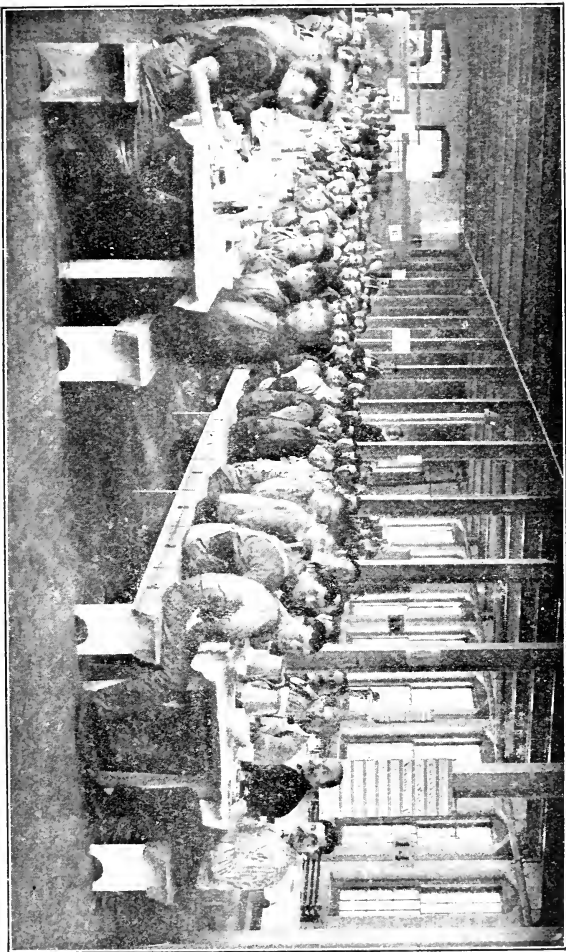
Other Examples.—The Pope Manufacturing Company, of Hartford, Conn., has a lunch counter at

which the men may buy their food at cost price. A variety is always supplied of good quality. The lunch room seats 1,000. After dinner it may be used as a smoking room, or the men may enjoy games or reading in adjoining rooms.

The Sherwin-Williams Company, of Cleveland, has two dining rooms for its two hundred employes, one for the women and office force and one for the factory men. The Company furnishes a cup of coffee and one other item, the men adding what they desire or buying from the Company at low rates. The meals are served in a neat room with good tables, with well-equipped kitchen adjoining. The menu is changed from day to day. It is possible to get a good lunch for from eight to twelve cents. The room is patronized by office and factory men alike, and officers of the Company frequently may be seen taking lunch at the tables with the men.

The Cleveland Twist Drill Company has a large, cheery room in which are three long tables seating about 270. The men are divided into groups of eight, each group having one of its number as monitor or waiter for a period of two weeks. The order is given each day for the next and is made out from a card regularly posted. The character of the menu may be seen from the following:

Pea Soup	2 cents
Roast Lamb	3 cents
Stewed Tomatoes	1 cent
Mashed Potatoes	1 cent
Ham Sandwich.....	2 cents



A LARGE FACTORY LUNCH ROOM (10)

1900-1910
California

Cheese Sandwich	2 cents
Bread Pudding	2 cents
Mince Pie	3 cents
Coffee	1 cent
Tea	1 cent
Ginger Snaps (five)	1 cent
Crackers	1 cent

Careful organization and sending a few men in advance to begin the service enables all to have their lunch in the half-hour allowed at noon.

A large Chicago office has recently introduced the custom of serving tea and wafers to its force of young women stenographers at three o'clock each afternoon. This is done simply to give proper stimulant during the weary last hours of the day.

A large number of companies now provide comfortable lunch rooms for men and women. The purpose in almost all cases is to give healthful food, pleasant surroundings, and to counteract the evil of cold lunches and bad environment during the noon hour. Among companies whose experience may be valuable are Swift & Co. who furnish at their Stock Yards in Chicago, lunches for their two thousand office people; the Acme White Lead and Color Works, of Detroit; the T. B. Laycock Co., of Indianapolis; Fels & Company, Philadelphia; the Bullock Electric Manufacturing Company, of Cincinnati; H. J. Heinz Co., of Pittsburg, and the Carnegie Co., of Pittsburg.

In nearly all cases the employers equip the plant for this purpose as their contribution to the enter-

prise. The usual custom is to make the charges only such as will cover the cost of supplying the lunch itself. In most of these instances, instead of paying for the meals in cash, the men pay for them in meal tickets which are provided by the company and which may be bought in sums of 25c., 50c., and \$1. This is found to be much more satisfactory than to attempt to make change on each occasion.

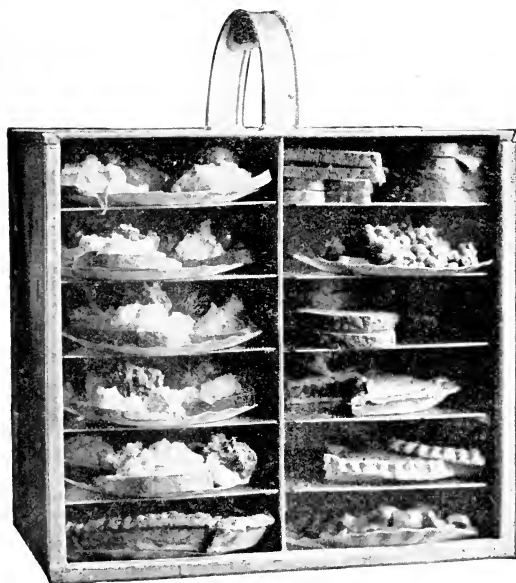
A feature which has attracted much attention is the lunch for officers and heads of departments, either provided at the expense of the company, as done by the N. C. R. Co., Bullock Electric Co., and others, or at low cost which is paid by those who participate. Here about a table handsomely decorated with plants, the men who do the planning for the company, lunch together, and talk over many features of the business. The aim in every case is simply to furnish a plain but attractive luncheon.

The companies named above have been used simply as examples of various methods adopted by different employers, each adapting his plans to his own special needs. The testimony of all is that the comparatively small amount involved finds abundant return in improved physical condition of workmen and in greater satisfaction. This feature of this topic has been given especial prominence because of the practical character of the methods, the evident return to the employer for his thoughtfulness and the certain improvement of the condition and comfort of the employes.

Factory Auditorium.—The H. J. Heinz Co. has, among its many striking features, an au-



PREPARING COFFEE FOR EMPLOYEES (d)



CASE FOR HOT LUNCHES (e)

BY
THE
1917

ditorium occupying the third and fourth floors of its new building and having seating accommodations for 2,500. The hall is placed at the disposal of its employes for entertainments, lectures, social occasions and concerts. Corridors connecting with the other buildings and elevators enable the employes to gather quickly in the auditorium at the noon hour for a brief talk from some visitor or from some head of department.

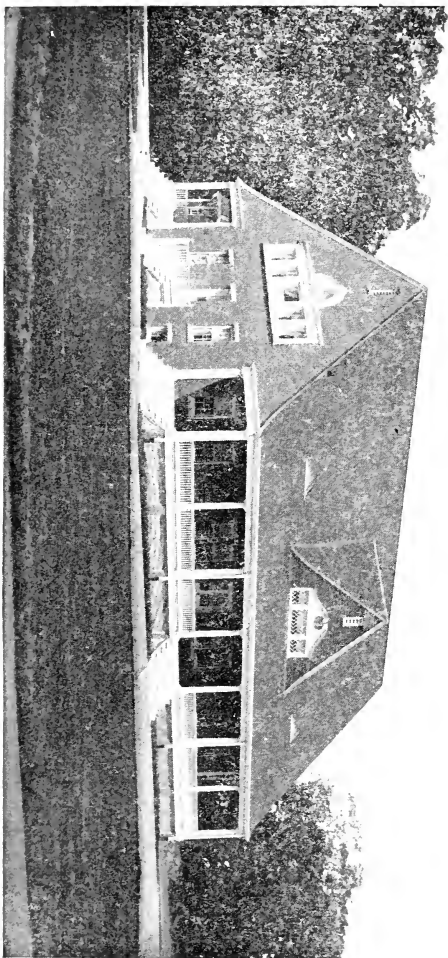
The "Advance Club Hall" of the National Cash Register Co. is a handsomely fitted room seating about four hundred. It is situated in the Administration Building and is open at all proper hours to the employes and people of the neighborhood. In it meet the factory clubs, the "Pleasant Sunday Afternoons," and the Agents Training School. Here are held the various gatherings of employes. It is seated with opera chairs and fitted with a stage and scenery, a stereopticon and other essentials of a convenient hall.

The T. B. Laycock Co. has a Factory Assembly Room, as have a number of other factories, situated in the factory building and convenient for frequent use, the room being simply one that could be taken and not one erected for the purpose.

Factory Club Houses.—A more permanent method of furnishing pleasure, conveniences and instruction is found in the so-called "club houses" of a number of prominent manufacturers. These are usually social and educational centers for the employes and their families. Some are practically free to the working people;

others have a fixed fee which pays part of the expenses. One of the earliest of these efforts was that of the Warner Brothers at Bridgeport, Conn. On a corner opposite their factory, this company erected, in 1887, a club house of the first rank for beauty and convenience. This is a brick and stone building, presenting a striking architectural effect and is open all through the day and evening. The original purpose of this plan was to provide a good opportunity for a warm lunch for the employes, as the company has a very large number of women workers. The building, therefore, contains a lunch room, with every convenience, on the lower floor. Above, are parlors, music and reception rooms, toilet and bath rooms, reading room and library, a concert hall seating 500 people, amusement rooms and lodging rooms. In connection with other plans, there are a number of classes in literature, music, shorthand and other subjects of interest and value to women. In addition, there are sewing machines for the use of employes doing their own mending and sewing. These plans have shown the Warner Brothers to be employers full of thoughtfulness and helpfulness.

The Steel Works Club of Joliet, Ill., has a thorough organization, its object being the promotion of healthful recreation and social intercourse among its members, and offering opportunities for physical, intellectual, scientific and moral culture. It is open to employes of the Illinois Steel Company upon a membership fee of \$2.00 per year. Its building was erected by the company in 1889 at an expense of



THE CASINO, GORHAM MANUFACTURING COMPANY



\$53,000.00. It has a gymnasium, baths, swimming pool, hand ball court, bowling alleys, reception and reading rooms, library, amusement rooms and a hall seating 1,100 people. It has also class rooms with free instruction for men, young women and boys. The sons of members from nine to sixteen years old may enjoy some of the privileges of the building upon the payment of a nominal sum. It has a number of musical societies, a kindergarten, song services and other special opportunities for various classes of employes.

One of the handsomest and most practical buildings for employes is the Casino, erected in 1899 by President Edward Holbrook of the Gorham Mfg. Co., for the use of the employes of that company. It is situated on ground adjoining the company's factories at Elmwood, R. I. The immediate purpose is to furnish a delightful lunch room for the employes, but with this the Casino furnishes a handsome gathering place, reading room, rest room, baths and other conveniences. This is a T-shaped building with a frontage of 78 feet and a depth of 35 feet, with a rear extension of 48 x 35 feet. A broad veranda extends the entire length making a delightful rendezvous in summer. Then there is a large dining room for the men, and a smaller one for the women, in which lunches are served at cost, and a private dining room for the president and officers where guests may be entertained at any time. The entire arrangement for lunch is in charge of a competent *chef*. On the same floor is a library and reading room well equipped with comfortable chairs and supplied with

books, daily papers, and periodicals. On the second floor are sleeping rooms and lavatories for the use of officers and visitors. In addition, there are splendidly equipped bath rooms. In the basement there is a cycle room with a capacity for 400 wheels with a man in charge to take care of them. There are also large well-fitted bath rooms in this basement. The building is well finished and lighted and will serve as a lesson to the employes in good taste and good building as well as a pleasant and restful place. The running expenses are met by the company which furnishes the corps of attendants. The privileges of this Casino are free to the employes. The building is surrounded by beautifully laid out grounds with driveways and beautiful entrance.

The employes of the Eagle & Phoenix Mills at Columbus, Ga., have the advantages of an admirable club house under the organization of the "Eagle & Phoenix Club." The plan has been consummated through the effort of President Gunby Gordon of this company. The club house is a large handsome building 40 x 100 feet. It contains an auditorium seating 600; a gymnasium; a library with 1,000 books; a spacious reception room and parlor; reading rooms; evening class rooms; bath and locker rooms; and game and billiard tables. The company employs a superintendent, gymnasium director, and porter, and pays the general expenses of the Lyceum course which is open to employes and their families. Evening classes in mathematics, drawing and other subjects, important in the management of the business, are provided. As soon as it is possible, it is the in-

tention of the company to add apartments especially for the women employes, together with classes in physical culture, domestic economy, and such education as will be most beneficial. The initiation fee is \$1.00, with monthly dues of 25c. This money is used for special features under direction of the members. Within a very short time after its organization the club had a membership of 300 with a daily circulation of from fifty to seventy-five books from the library.

The Briar Cliff farms, of nearly 8,000 acres, near Scarborough on the Hudson, are unique in their management and worthy of note, both in what is done for the people and for the care of the animals about the farm. The "communal home," often called the hotel, is a building with comfortable and ample accommodations for the large number of men employed on the farms. This communal home contains 70 individual bed rooms, each built about a large central hall which is used for meetings, entertainments and smoking rooms. To the right of the hall is a large parlor and reading room provided with books, magazines and papers. To the left, a commodious private dining room and kitchen. The building is well supplied with all conveniences for the men. The social center is the church, around which are a number of social and literary organizations.

The Celluloid Company, of Newark, N. J., has a club building with the usual reception, reading and committee rooms, parlors, billiard and card rooms, bowling alleys, a double rifle range and a place for

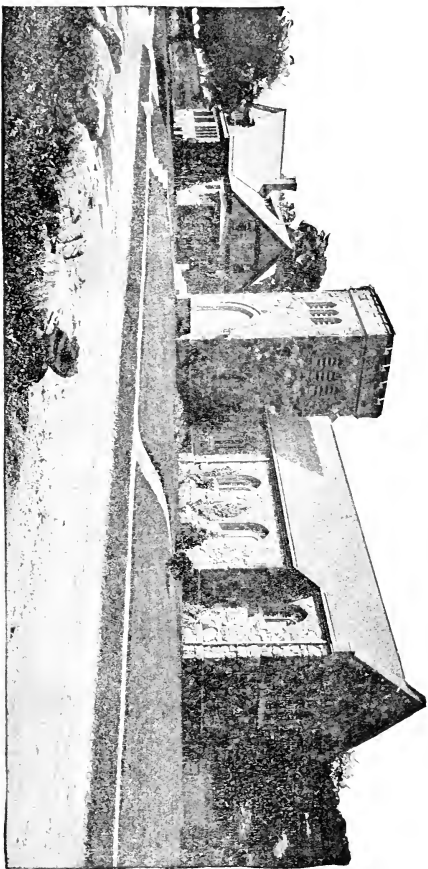
cycle storage. This is entirely for the employes of the company.

Mrs. Sidney Laughlin and her son have recently given to the employes of the Cleveland Axle Company at Canton Ohio, a club house for the sole benefit of the employes of that company. The building cost about \$10,000 and is well equipped as a social center. The running expenses are assumed entirely by the company. The management is exclusively in the hands of a House Committee of five employes selected each year. Every employe has the privilege of the club house without expense. He simply signifies his willingness to go upon the membership roll. The building is used for entertainment and for educational purposes.

IV. In Mental and Moral Training

Provision for physical comfort and improved health and recreation are not the only methods by which this personal thought is shown to employes. Interest in their mental growth is just as essential to the employer and as valuable to the employe. Opportunity carefully protected is the best incentive to the best education and highest training. Beginning with apprentices, some employers carry this through their entire system.

Apprentices.—The Enterprise Manufacturing Company of Philadelphia, has a very thorough system of apprenticeship agreement. It requires the applicant to be over sixteen years of age, to have completed the grammar grade of the public schools,



THE SOCIAL CENTRE AT BRIARCLIFF

or its equivalent, with an average of not less than 80 per cent, and to be in sound health and of good character. On its part, the company agrees to afford from "competent instructors, all the instruction, opportunities and assistance needful" to acquire the trade which he undertakes. The agreement specifies the hours of labor, amount of wages, varying from \$3.50 to \$7.50 per week, the conditions of relations with employers, and the promise of the company to pay \$100 on satisfactory completion of the apprenticeship. It is signed by the company, the apprentice and his parent or guardian.

The Gorham Manufacturing Company of Providence, R. I., has a printed "Terms of Apprenticeship" in which matters of age, trial service, period of apprenticeship, lost time, overtime, payment, premiums, conduct and certificate are all carefully arranged. By these terms each candidate serves three months on trial. He then serves a period of five or more years. He is paid at from \$3 to \$7 per week. In addition to this, an apprentice may earn premiums by diligence and efficiency in work. These premiums amount to from \$25 to \$100 per year. The apprentice is marked upon a system of merits and demerits, based upon adaptability, application, skill or perfection of work, rapidity and general conduct. This agreement is signed by the company, the apprentice and his parent, or guardian.

The reason for this effort of encouragement of thorough apprenticeship is stated as follows: "There is not now the attraction to young boys to learn trades that there was twenty or thirty

years ago. Especially during the past year have we felt the need of skilled workmen thoroughly instructed in their particular line of work. Plenty of half educated pretenders were ready to be employed, but the superexcellent tradesmen were very scarce. We have therefore adopted a new form of apprenticeship papers (with the idea of making the trades attractive to our bright boys), which has been taken up by the boys with great zest. They are marked by percentages, as they would be in school, and the premiums are distributed on that basis. We are preparing a beautiful engraved diploma, which will be highly prized by our graduate apprentices."

The same idea is carried into effect by the National Cash Register Company, a certificate of a completed apprenticeship being given upon the occasion of the distribution of prizes.

Suggestions of Employes.—To encourage men to think of better methods and to improve their own work as well as their employers', prizes for suggestions are now offered in many factories of the country. The purpose of this idea is to lead employes to look beyond the mere details of the work upon which they may be engaged and try to have a broad idea of their own work and of the interests of their employers. Very frequently in factories, the superintendent and foremen decline to accept suggestions of employes, or, as is often charged, appropriate any suggestions to their own advantage. The purpose of the plan in all the cases here mentioned is to give the men themselves an opportunity to express their ideas and to have them considered by those who will

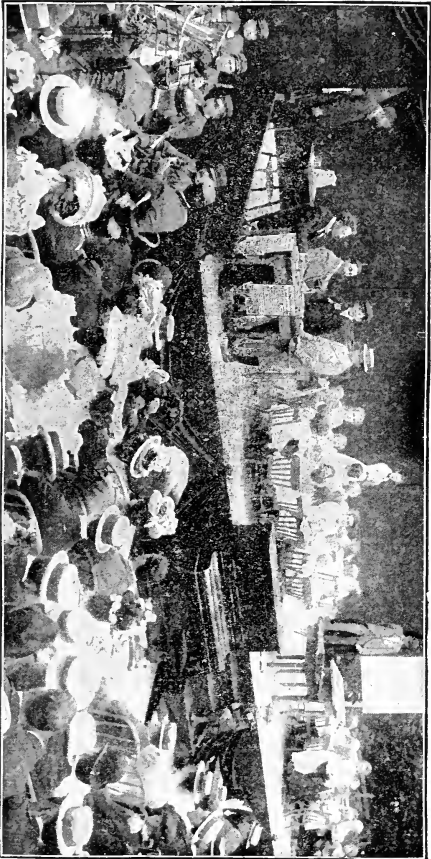
give them proper credit. This plan of prizes for complaints and suggestions was originated by The National Cash Register Company and has been by it carried out to the fullest extent. Its remarkable success has commended it to scores of employers both in this country and in Europe, so that now in a large number of places cash prizes are offered, in smaller or larger amounts, for the best ideas suggested by employes.

Plan for Adoption.—When it was determined by its originators to adopt this idea of suggestions, a meeting was called of the employes and the whole plan explained fully to them. This avoided, at the very beginning, objections and difficulties that might be aroused in the minds of the employes themselves, by showing that the purpose of the company was to encourage the employe and to give him a fair opportunity rather than to bring any special advantage to itself. Following this, printed bulletins were posted in every department of the factory announcing the prizes, the amounts, the time for competition and the methods of examination, these bulletins being prominently placed before the employes as a daily reminder of their opportunities. The scope of suggestions in almost all cases includes methods of management, improvement in tools, cheapening the form of handling of work, changes in appearance of buildings or grounds, or any other items of interest or practical value for the business or for the comfort or the help of the employes. In every case, the offer of prizes for suggestions is open to all employes except heads of departments and their first assistants, or those em-

ployed on regular salaries. The purpose of this restriction is to encourage the rank and file of employes to suggest for themselves without fear of competition from those whose positions give to them better opportunities.

Different Plans.—The method of making suggestions is practically the same in all concerns. In the originator's plan and in most of the followers, its autographic registers are placed in every department, on which the suggestor writes what he has to say, the register itself making a duplicate copy. The original is torn off and kept by the writer, while the duplicate is locked within the register. In some factories, a small box is used into which the employe may drop his written suggestion at any time. In still other cases, a box is supplied with a tablet of paper hanging by its side ready for use. In some cases only one box is used, stationed near the office. In others, a box is placed in each of the buildings of the factory. Opportunity is always given to the person making the suggestion to explain the details of his idea in person, if desired.

How to Decide.—The suggestions having been made, the secretary of the Factory Committee, or some person appointed for the purpose, gathers these written statements and examines them. In every case, the receipt of the suggestion is immediately acknowledged and the thanks of the company expressed for the interest of the employe. This acknowledgment has been found to be an important matter in the plan as it at once leads the employe to see that his thoughtfulness is recognized. In many cases, these



CHILDREN'S ENTERTAINMENT AT A PRIZE DISTRIBUTION (b)



acknowledgments have been kept by the employe and furnish to him capital, as they prove his thoughtfulness for his employer's interests. These suggestions after proper record and examination by the committee or person to whom they are first presented are considered by persons who are especially qualified to determine, who examine them carefully and decide upon their practicability and their value.

Amount of Prizes.—The length of time for which the competition extends and the amount of resulting prizes vary in different places. The National Cash Register's plan is to offer fifty diplomas and prizes amounting in the aggregate to \$690, (\$50, \$40, \$30, \$25, \$20; fifteen of \$15; thirty of \$10,) each six months, dividing the calendar year into two equal parts. This is also the plan of the Cleveland Hardware Company, which offers \$100, divided into six parts of from \$5 to \$50, and the Enterprise Manufacturing Company which offers fifteen prizes amounting to \$250, from \$5 to \$50. The Eastman Kodak Company offers sixteen prizes amounting to \$150, (\$40, \$25, \$15, \$10, and twelve of \$5 each) quarterly, reserving the right to withhold the first prize if, in any quarter, the first suggestion does not seem of sufficient value to merit the prize. This prize is afterward given for any suggestion of special merit in addition to the regular prize. At the end of the year, a special prize of \$100 is given for the best suggestion made by an employe during the year.

The Chandler-Taylor Co., Indianapolis, offers prizes for four classes of suggestions. First: For

changes to improve the product. Second: For changes in machinery to secure better results; Third: For general suggestions; Fourth: For improving the office work. It offers three prizes of \$15, \$10 and \$5 for the first three classes, and a \$10 prize for the fourth class.

The Russell & Erwin Manufacturing Company, New Britain, Conn., announcing its plan, said: "We intend that every man in the company's employ shall have a full opportunity to prove his value." The company offers prizes for general suggestions as well as special.

Among other companies which have adopted this idea and have carried out plans very similar to those already suggested, are the Acme White Lead Works, Detroit; the A. B. Chase Company, Norwalk, Ohio; the T. B. Laycock Company, Indianapolis; the Purina Mills, St. Louis; G. & J. Weir of London and Glasgow; C. F. Bally & Sons, Schoenwerd, Switzerland; Lever Brothers, of Port Sunlight, England; the Farrand & Votey Organ Company, Detroit; the Parry Manufacturing Company, Indianapolis; the Remington-Sholes Company, Chicago and the United States Printing Company, Cincinnati.

Prize Distribution.—The occasion of the distribution of these prizes is made one of pleasure and interest to the entire company. The idea is not so much the simple giving of a small amount in prizes, as of using the opportunity for encouraging good will and pleasure among the people. The program for such occasions may include music, addresses, entertainment by any clubs or organizations connected with

the factory, stereopticon exhibition, or other features that will be of pleasure and profit. An afternoon in summer or an evening in winter may be used easily. In some cases a company picnic is planned, and an entire day filled with entertainment. In other cases very delightful social evenings have been arranged for such events. Special badges issued for the prize winners add to the dignity and honor of the diploma and prize. Some companies find it profitable to expend as much in the entertainment of such occasions as is done for the prizes. A typical afternoon and evening's entertainment was the following:

SYNOPSIS OF THE DAY'S ENTERTAINMENT

- 2:00—2:30. MUSIC—N. C. R. Band.....*Amphitheatre*
 GAMES, DAYLIGHT FIREWORKS.....*The Grove*
- 2:30—4:30. PRESENTATION OF PRIZES AND EXHIBITION OF
 ADVANCE DEPARTMENT..... *Amphitheatre*
- 4:30—5:30. MUSIC—Weber's Military and N. C. R. Bands.
 DANCING.....*The Grove*
 TUG OF WAR, Polishers and Foundrymen.....
The Grove
- DOMESTIC ECONOMY EXHIBIT.....
Domestic Economy Tent
- 5:30—7:00. SUPPER.....*Booths in the Grove*
- 6:00—7:30. GRAND CONCERT—Weber's Military Band.....
Amphitheatre
- 7:30—9:00. ADDRESSES BY OFFICERS OF THE COMPANY,
 AGENTS AND GUESTS, AND STEREOPTICON
 ENTERTAINMENT*Amphitheatre*
- 9:00—10:00. GRAND FIREWORKS DISPLAY.
- 10:00—11:00. DANCING *Amphitheatre*

The result of this plan has been remarkably successful in every case. Employers are expressing their opinions as being thoroughly satisfied with the undertaking.

Education.—Realizing the value of special education, many of the leading employers have been active in encouraging practical training both in their own works and in the educational institutions of the community. Some of them in connection with their club houses, as already indicated, have regular night classes, usually adapting these classes to their particular business or to the needs of their own employes.

Factory Classes.—One of the most thoroughly developed instances of special education is in Philadelphia. Mr. John B. Stetson, the manufacturer, realized that there were two different difficulties to be overcome before the best hats could be made. These were, first, to secure the finest class of material produced, and the other to obtain a much higher order of workmanship than it was at that time possible to secure. He therefore, and for the same reason, set out upon a plan of education similar to that of the National Cash Register Company. For this purpose evening classes, lecture courses and a library were established giving to every mechanic an opportunity for improving his ability. A well-equipped gymnasium was erected for physical education.

Domestic Economy.—The young women of the company last mentioned have instruction in sewing, dressmaking, millinery, cooking and housekeeping under a competent teacher who is a graduate of a large technical institute. These classes are open to

FACTORY EDUCATION



A COOKING CLASS (b)



CLASS IN THE CHEMISTRY OF PAINTS (d)

Record of Attendance and Errors					
Department	Attendance	Errors	Attendance	Errors	Attendance
Accounting	237	1170	911	1-21	9660
Bookkeeping	100	9133	100	1920	9102
Costing	1535	700	100	9561	9137
Finance	2141	7137	100	9126	9139
General	1533	100	100	7632	7632
Industrial	100	9173	100	9527	9173
Mathematics	100	9131	100	9760	9735
Physics	700	100	100	700	9712
Chemistry	976	700	787	7120	9701
History	9131	700	100	7120	9260
English	9131	700	100	7137	9137
Geography	700	100	9131	9530	9130
Art	9131	100	700	7120	9102
Music	9131	700	700	700	9113
Physical Education	700	700	700	700	9113

DEPARTMENT RECORD (d)



all upon the payment of the small fee of 50c. a year to cover the cost of materials. The work is graded and gives to the members of the classes a course very similar to that pursued in the best industrial schools. The hours of instruction are once a week following immediately after the close of working hours. Usually a light lunch is taken, the lesson beginning at 5:30 and lasting until 7:30. This method has been found to be very practical and very successful. The same privileges are open to the girls of the neighborhood on other nights, the advantages of training in domestic economy thus reaching the homes of the neighborhood. Rowntree & Co., of York, England, offer lessons in dressmaking to all the young women in their factory, charging 4c. for each lesson.

In a number of the great retail and wholesale houses of the country, there are schools for clerks similar to that of Daniels & Fisher, Denver. All employes of this house under eighteen are included, being divided into six divisions, with four classes reciting forty minutes each session. The hours are 8:30 to 11:30 each day except Monday. The course of study includes the usual common school branches and a study of current events from the daily papers, regular text-books being provided. A well-equipped school room is set apart for the school, and the result of the effort fully justifies the expense. John Wanamaker, Philadelphia, in connection with numerous other special features, lunches, etc., for his employes, has schools for training and culture, meeting at regular hours.

Aiding Other Organizations.—It is well known that the leading manufacturers in the country are constant supporters of the public schools, technical schools, colleges and educational departments of the Young Men's Christian Associations and the Young Women's Christian Associations. The existence in a large number of the leading cities of the country and in many railroad centers, of the building and rooms of the Young Men's Christian Association and the Young Women's Christian Association, has enabled many employers to influence large numbers of their employes to take up regular work at night. The high class of work accomplished by these special schools is commending them to employers and manufacturers generally. The correspondence schools also have been found to be valuable assistants in many cases. The testimony of many employers is that it is wiser for them to encourage attendance upon these regularly organized schools than to form classes in their own factories. There are few companies in which the employes are so closely grouped as to enable the factory people to control entirely the plans of any system of education.

The Stereopticon.—One of the unique things in the National Cash Register Company, and one of the most valuable means of instruction, is its collection of 7,000 lantern slides and its stereopticon for the entertainment and instruction of employes and the community, thus affording opportunity for practical talks on travel, health, science and mechanics, often surpassing those for which good fees must be paid in public entertainments. In its training of men

by the company, these slides, especially those pertaining to mechanics, were found to be exceedingly valuable. Many of them were crude in form and made hurriedly to illustrate talks on the lathe, on right methods of measurement, on special machinery, etc., but they served their purpose and showed how valuable even in a factory is this method of instruction. This appeal to the eye as well as to the ear enforces every form of instruction.

Special Classes.—Special classes for instruction in specific subjects related immediately to the business have been formed in many places and conducted long enough to give training to all who need it. The Acme White Lead Works has a class in the chemistry of paints; the Cleveland Window Glass Company a laboratory for experimenting and testing, as well as instruction with regular weekly lessons attended by most of the employes; the Bell Watch Case Company, Mansfield, O., through the Y. M. C. A., a class in watch case engraving.

Meetings of Employes.—Continuing this purpose of encouragement of mental training, in a number of organizations there are regular meetings of employes, often on the company's time, for the discussion of factory or factory problems. The "Advance Club" of the National Cash Register Company is composed of heads of departments, their assistants and their clerks, with men and women selected from the rank and file for each occasion. It meets on the company's time, in the company's hall, upon call of the president or other officer, for the discussion of special problems of manufacture or business. In it every

man may express his opinion without fear, thus often giving valuable suggestions about important matters. The appointment of committees for specific objects enlists many men, and by thus affording knowledge of the business and its needs and by giving an opportunity for suggestions and criticisms, employes are trained to think and plan for themselves.

The "Committee Idea".—The "committee idea" of organization has in it many excellent features. In its application, it is as varied as the concerns adopting it, each changing it to meet its own conditions. In the main the plan includes the assignment of specific duties to small groups of men who consult and carry out details, reporting to the president, manager or other specified officer. Some of these committees are permanent, others special for temporary purposes. The idea has been fully developed by the National Cash Register Company which has carried it into effect in all departments of its business to the extent of substituting a "Factory Committee" for superintendent in the supervision of the factory. One of the best adaptations is that of the Acme White Lead Works, where a series of committees has been formed, composed of those familiar with various departments, for direction of details in office and factory. Here an "Executive Committee" composed of five officers of the company, has power to pass upon any decisions of the subordinate committees.

Conventions—An idea originating years ago with the Messrs. Patterson, but now adopted by many others, though by none used so extensively as by its originators, is the convention of agents or salesmen,



A "TRAVELING LIBRARY" IN THE FACTORY AT NOON (b)



THE MEN'S READING AND REST ROOM (f)

Handwritten scribbles or faint markings, possibly a signature or initials, located in the lower-left quadrant of the page.

officers and factory operatives for the discussion of business problems. All the agents, frequently from the entire world, are called in for from three days to a week and the time is given to a thorough discussion of the many problems which arise in any large business. This idea has been found to be practical also even in small concerns, and has brought many good results.

Library and Reading Room.—The library and reading rooms are among the forms of assistance which are found to be most helpful. Many companies confine their books and periodicals to technical publications, while others supply general and miscellaneous reading. In some cities the public libraries arrange to establish at the factories branches for the circulation of a selection of books which may be changed at regular intervals of a month or more. It has been found by experience that it is best to adopt this latter form as many employes will gradually take up the higher class of books as a result of the reading habits formed from their miscellaneous reading. The experience of the Cleveland Hardware Company has been especially gratifying in this respect. The problem which usually comes to employers in this connection is to know what magazines would be the most popular and most practical. Experience in a number of factories suggests the following as good and the most popular: Review of Reviews, American Machinist, Gunton's Magazine, Cosmopolitan, McClure's, Century, Harper's Magazine, Great Round World, Harper's Weekly, Ladies' Home Journal, Cassiers, Scribner's, Success, Life, Outlook,

Engineering Magazine, Public Opinion, St. Nicholas, Scientific American and Youth's Companion. In addition to these are the usual technical or trade journals most directly connected with the business itself.

A "Traveling Library".—The National Cash Register Company, in connection with its library and reading room, has a plan by which each day at noon a collection of books is taken into some of the departments of the factory where they may be examined by those who belong to that department or to departments in that section of the building. This has been particularly useful in encouraging an increased use of the library and has resulted in an enlargement of the number of regular readers.

Personal Effort.—Not the least of the unique features of the "Roycroft Shop," East Aurora, is its effort to cultivate the special ability of different employes. The buildings are beautiful—with attractive surroundings, the work rooms are clean and cheerful, and all is done to encourage the best thought. But beyond this each employe is encouraged to draw, illumine texts, carve, design or decorate as he or she may show ability. Instruction is given and fullest personal freedom is allowed in the work. The result is a community of enthusiasts. No effort is made at speedy enlargement or undertaking many things, but one thing at a time is done.

Factory Periodicals.—One of the most popular features of many concerns is the factory periodical. The purpose of this is usually the cultivation of a warmer feeling among the employes or the giving of

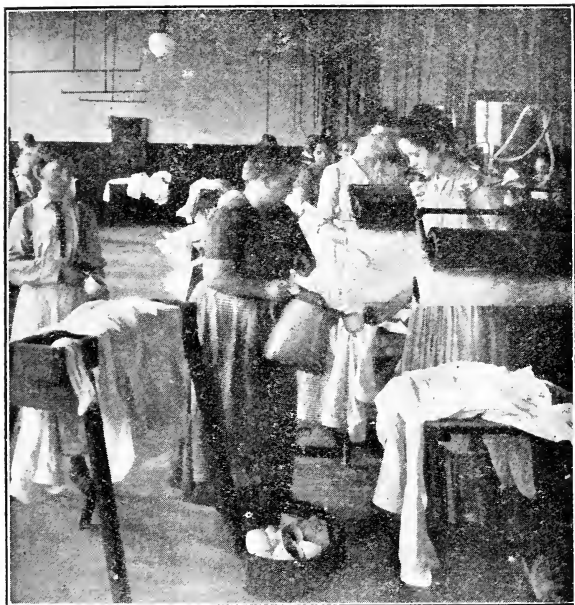
definite instruction to employes and agents regarding details of manufacture and sale. This periodical varies in character with the concern which publishes it. In some cases, it is simply a four-page leaflet; in others, a handsome magazine, beautifully illustrated. Among these periodicals are the "N. C. R." of the National Cash Register Company, a semi-monthly magazine very beautifully made; the "Guidon" of The Lowe Brothers Company; the "Chameleon" of the Sherwin-Williams Co., "Thoughts," of the Acme White Lead Co. of Detroit; "Progress," of the Lever Brothers; "Factory News," of the T. B. Laycock Company; "The Suggestions Bulletin," of the Eastman Kodak Company; "Pickles," of the H. J. Heinz Company; "The Tiger," of the Stoddard Manufacturing Company; all of which are handsome specimens of modern printers' art. If we may judge by the care shown in the editing of these periodicals, we must conclude that the companies represented believe them to be valuable adjuncts to their business. Some are devoted to local and factory matters, others to methods of selling or making; some are monthly and some semi-monthly; most of them are illustrated with views of special features of factory life; all are especially for distribution among employes, agents and friends of the company.

Recreation.—Rational recreation has come to be recognized as one of the means of encouraging the best effort among employes, and opportunity is supplied by many in the "club houses" already referred to, in the parks or grounds which surround some factories, and in gymnasiums, play grounds, etc.

The employe's association of Siegel-Cooper Company, New York, in addition to the usual benefits provides a week's outing for its members. At Ferris Brothers' factory is a large room with a piano for dancing and singing at the noon hour, and with apparatus for regular exercise. The National Elgin Watch Company provides a gymnasium with opportunity for exercise open to every employe. The National Cash Register Company's employes have frequent social receptions, with music and dancing. A large lot furnishes space for tennis, quoits, etc.—which are very popular. The Pope Manufacturing Company allows the use of one of its large rooms for social occasions. The village largely controlled by the factory in their midst, nearly always have groves or parks for recreation.

V. Special Attentions for Women

The question of the employment of women is a very important one in this country. The rapid increase in the number of women at work in the factories of our land makes it one of the most significant subjects. That this class of labor is necessary no one denies. How to do for the women so that their womanhood may be cultivated while securing the best results from their work, is the practical problem. A prominent and thoughtful employer of women in a large mill recently said that he was certain that working in one of these mills for five or six years practically destroyed the womanhood of every employe. This ought not to be, and such a condition certainly requires very thoughtful and careful consideration.



SERVING TEA DURING WORK HOURS (t)



Women are especially sensitive to their surroundings and to their opportunities and they will soon respond to everything done for them with a loyalty and enthusiasm that is not known where men alone are employed.

Shorter Hours.—Among the most desirable things is the matter of shorter hours for women. The experience of a number of leading manufacturers has indicated that equal results may be obtained in many forms of manufacture in the shorter hours. Fels & Company of Philadelphia, gradually reduced the time of their women from ten to eight hours, girls working five days in the week. At the same time, the wages have been practically increased. The Lever Brothers' Company has had a similar experience. The National Cash Register Company in the same manner reduced its hours for women from ten to eight, bringing them to their work at 8:00 a. m. and leaving at 5:20, ten minutes before the men, with an hour at noon. This arrangement of having the women leave work before the men has had a remarkable influence, wherever adopted, in the general attitude of the men and women throughout the factory. In this and in other cases, the women also have Saturday half holidays. Many companies provide a week's vacation, with pay, each year for the young women.

Recesses.—Another feature which has also been found possible in many factories where women are employed and very successful where tried, is the ten minutes recess at the middle of the mornings and afternoons. Often, five minutes of this are given to

calisthenics and the remainder to exercise and conversation. This is especially important and valuable where the women are engaged upon work requiring close attention to detail. The rest allowed gives relief from the strain made necessary by the work. The New York Telephone Company grants twenty minutes recess twice a day, and the night operators are allowed three hours rest each night. Its operators are also allowed time occasionally for shopping with no deduction from wages.

Toilet Rooms.—Neat, clean, home-like toilet rooms supplied with the articles that a woman desires, will have much to do with her development and her character. The mirror, the dressing table, the wash bowl and clean towels, with good light and plenty of air, have more to do with good work than is often supposed by employers. Convenience of location is just as important and special thought given to this is not lost. Such is the experience of every employer who has done this. Authority ought to be given to municipal governments to compel proper attention to these matters in every factory district.

Aprons.—The appearance of women at their work has much to do with the character of the employes. With this in view, a number of companies have given especial attention to the matter of supplying either uniforms or aprons for the women during work. The National Cash Register Company furnishes and launders the white aprons and sleeves which are worn by all women during the working hours. Heinz & Company furnishes aprons and caps for all the women of its factory, and F. A. Brownell, of Rochester,

also furnishes neat aprons and sleeves for the women in his kodak works. In Europe, many of the large concerns like Lever Brothers, Cadbury, Rowntree and others, furnish a complete suit for the use of the women during working hours. In some of these cases, lockers are also provided where it is necessary for the women to change their clothing.

Rest Rooms.—Reading rooms, rest rooms, pianos, baths, social rooms, lunch rooms, clubs, entertainments and play grounds and other features mentioned elsewhere all have been tried and found valuable by those who have made the experiment. The Cleveland Window Glass Company, the Cleveland Hardware Company, the National Cash Register Company, Heinz & Company and others have found that everything of this kind done for the women brings abundant return. The Chicago Telephone Company employing about 500 young women, has made special provision. It provides a parlor, a reading room, lunch room, toilet rooms, a matron to keep oversight of the physical condition of the operators, and a relief system providing against undue strain. The New York Telephone Company provides wire lockers for hats and wraps, the keys being in charge of a matron.

The results of efforts of this kind are not only to improve the character of those employed, but, at the same time, to enable the company to obtain a much higher class of women than would otherwise be possible.

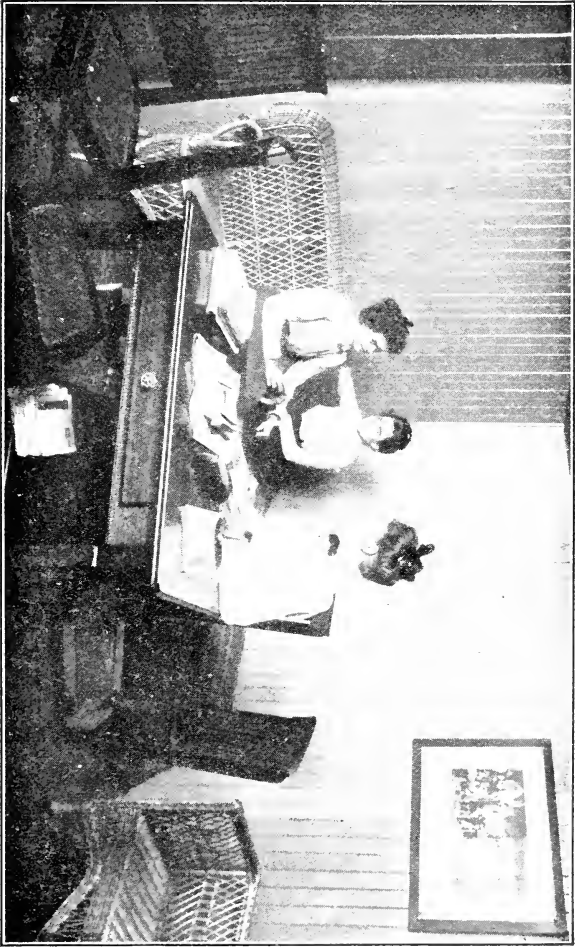
VI. Pensions, Savings, Purchases and Special Features

The subject of pensions for old employes or men who have filled positions for a long period of years, is one which has not received very much attention in this country. European manufacturers have for a long time had plans of this kind in actual practice. The increasing interest in the question in our own land indicates a tendency to a much more careful attention to the subject in the future.

Hazell, Watson & Viney, Limited, the well known English publishers, have plans for savings and provision for old age. There are three savings banks with an employe of the company as the secretary of each bank, receiving and paying out once each week while wages are paid. In January, 1899, this company had 455 depositors with credits amounting to £8,512. Referring to old age pensions, the company has encouraged the saving of two shillings a week, calling attention to the fact that this amount deposited regularly from 18 to 60 at 4 per cent compound interest would amount to about £550 and would purchase a life annuity after that age.

Thrift Fund.—The *Daily Graphic* of London has a thrift fund, contribution to which has been obligatory to all employes since 1892. The amounts to be contributed are from $2\frac{1}{2}$ to 5 per cent of the wages. The principal remains in the hands of the company until the death of the employe while in their employ, or until he is incapacitated for work, or until he is 55 years of age or more, after contributing at least ten

A WOMAN'S REST ROOM (11)





years. The company then adds 50 per cent of the amount subscribed and the contributor or his representative receives 3 per cent compound interest on the entire amount. The directors of the company reserve the right to modify or abolish this system at any time.

Sick Funds.—Mr. J. C. Markan has combined at Agneta Park in Holland, many of the features of profit sharing and assistance to employes noted in this book. In case of illness, full wages are paid up to eight weeks. In severe cases, a "United Committee" takes charge which gives assistance from funds supplied by the factory. Full wages are paid until recovery to any injured by accident. In case of complete disability or death, two years' wages are paid. An old age pension system provides for care after sixty years of age. The company annually deposits with an insurance company a sum equal to 9 per cent of the workmen's wages. If the workman dies before reaching sixty, his widow and children are entitled to 9 per cent of the entire amount of wages earned during his term of service.

The European Plan.—In general, the European plan is to retain from the employes' wages at each pay day, from 2 per cent to 3 per cent, as the basis of funds for pensions, aid in sickness or accident insurance. The company usually adds from 1 per cent to 3 per cent for its share in the amount. The book keeping and virtual management are in the hands of the company and its officers. Independent control such as is familiar in many American concerns is little known in Europe. In some cases inter-

est is allowed on the payments made, but generally this is not done except where the savings bank is a feature. In this country, savings banks are so common in our own cities that private corporations have not very generally adopted the idea except in villages or towns largely controlled by the factory. An age limit for pensions is fixed, though this may be changed according to the health of the employe or other special conditions. As the habit of working in one place for many years is much more frequent in Europe than here, pension plans are comparatively successful.

An American Plan.—The most extended efforts at provision in this country for injury or old age are those of the great railroad companies. The Pennsylvania Railroad Voluntary Relief Department was organized in 1886. It has a superintendent and advisory committee of thirteen. The general manager of the road is chairman and the board of directors chooses six members annually and the contributing members six. "The operations are divided into periods of three years. If the contributions of members are not sufficient to pay the benefits, the company pays them as they become due, and if at the end of any period of three years a deficiency exists, the company having paid it as it accrued, charges the amount to itself, thereby giving the amount of the deficiency to the Relief Fund, which starts off afresh." Membership in this department is voluntary and continues only during connection with the company. Members are divided into five classes according to pay. The

company also has extended its benefits to employes who have served long terms in any of the departments of the business. The company pays the operating expenses of the entire department and contributes to the support of those members of the Relief Fund who have drawn their fifty-two weeks benefit and are still in need.

On the first of January, 1900, this company put into effect a plan for pensions among its employes. The system is the outgrowth of the Voluntary Relief Association. This system provides that a man who has had thirty years of service with the company shall be retired on a pension of about 50 per cent of the wages which he earned at the time of his retirement. Employes who reach the age of 70, even though they have not served that length of time, will be entitled to the benefits of the fund. It is estimated that it will require a payment of about \$300,000 a year to make this fund effective.

The "Railway Age" referring to this plan says:

"Before establishing the pension system on the present basis the Pennsylvania officials made a careful study of similar arrangements in Europe, but found nothing exactly adapted to American requirements. Practically, therefore, the company's pension department is its own creation, both in principle and in detail. At least one other American corporation has in effect what perhaps may be called a pension scheme, but the benefits in every instance except the Pennsylvania's are derived from payments that have been made by the employes themselves into the funds

of relief associations. The Pennsylvania's pension payments, on the other hand, are outright gratuities from the company's treasury.

“ To this however, it should be added that, in addition to the pension allowance, the employes relieved from the service on account of age limit who are members of the relief fund association will also receive from the income of the surplus fund accumulated during the past fourteen years an additional allowance each month, according to the class to which they have contributed during the period in which they have been members. This would amount, in the case of a highest class member, to \$8.35 per month, and proportionately less for members of lower classes. It is estimated that, combining the pension allowance with the allowance from the relief fund just mentioned, commonly known as the “ superannuation fund ” the amount of money to be received after retirement by employes in certain cases, after the relief fund shall have been in operation for thirty or forty years, will aggregate not less than three-fourths pay. The project, accordingly, looks well to the future rather than solely to immediate results. Members of the relief fund relieved from service on account of the age limit will be permitted to retain their titles to death benefits ranging from \$250 to \$2,500, according to their class membership, by the payment of a small contribution each month. ”

The B. & O. Relief Department has three features—Relief, Savings and Pensions. In the relief feature, the members are divided into two classes, hazardous and non-hazardous. Each class has five divisions ac-



REST ROOM FOR WOMEN (b)



A GROUP OF WOMEN READY FOR WORK (c)



ording to pay. The fees in the hazardous division run from \$1 to \$5 per month, and in the non-hazardous from \$.75 to \$3.75 per month. The benefits vary from 50 cents to \$2.50 per day for twenty-six weeks, (Sundays excluded), and half the amount for longer sickness. In case of death, \$250 is paid. The savings feature includes a savings bank and a building and loan association under the usual regulations. The pension fund is made up of the amount contributed by members and the company's payment. The age of retirement is 65. The amount of the pension is one-half of the sick benefits.

The First National Bank of Chicago has a compulsory plan of pensioning officers and employes. Three per cent of the wages and salaries is deducted monthly and pensions are to be granted after fifteen years of service and sixty years of age. In case of resignation or dismissal, payments are to be returned without interest. In the case of the death of a contributor of less than fifteen years of service who leaves a wife or children, the company may grant a pension or return of money paid in. As this system has many details and as it is a very recent one, it will require time to determine what points in it are satisfactory.

The Procter & Gamble Company maintains a pension fund administered by the company and the men conjointly. These pensions are for aged employes and for those compelled by disability or accident to stop work. The company pays half the amount and the employes raise the other half by assessments. This idea has not had an extended trial.

The Carnegie Steel Company has a savings fund open to the employes of its numerous works. The company furnishes the clerical service. Deposits are received (the first one \$3) in sums of from \$1 to \$2,000 each. The company allows 6 per cent interest. The number of depositors is said to be very large.

All the pension plans in this country, except perhaps some of the railroads, are of too recent origin to have had thorough trial, but all are evidence of an effort to solve the old age problem in manufacturing. Undoubtedly as years pass, a thorough, practical plan will result which will find many friends among manufacturers.

A large number of mutual relief and savings associations have been organized among employes in this country. These are fully discussed in a later chapter.

The N. O. Nelson Company out of its capital reserve, pays physicians who attend in cases of illness of its men and makes an allowance of \$40 for funeral expenses upon the death of an employe. Here the family also receives two-thirds of the wages earned by the employe until it can support itself. The Siegel-Cooper Company employs a physician who is at the call of employes at all hours of the day and night, and who has regular office hours at the store for two hours each day. The Bibb Manufacturing Company, of Macon, Ga., which employs a physician to attend its operatives without cost, has found a decided improvement in their health and ability since the adoption of this system and is satisfied that the difference more than repays the cost.

Ferris Brothers of Newark, have endowed two free beds in the Newark hospital for the use of their own employes. They also provide a vacation home at the seaside cottage owned by the company, ten of the young women going at a time.

Purchases at Special Prices.—Another practical method of helpfulness is assistance in making purchases. Some companies have arrangements for purchasing the commodities used by their operatives at less than the regular retail price. For instance, machinist's tools that may be required, are bought at from ten to twenty-five per cent less than they can be purchased at a retail store. Bicycles, coal and other necessities are purchased at wholesale, thus saving their employes a very considerable amount each year. This is the application of the principle of personal interest in everyday life carried to its fullest extent and has proved to be in almost every case very successful. The N. O. Nelson Company buys coal at wholesale rates and supplies to its employes at a material reduction. The Bullock Electrical Company assists its employes in the purchase of tools and bicycles. Other companies have arranged to assist their people to buy sewing machines at reduced rates. The Illinois Steel Company of Joliet, has a plan of co-operative purchase of flour, coal, potatoes, books, magazines, etc. It also furnishes working plans and specifications for houses to be built by its employes. The National Cash Register Company, the Lowe Brothers Company, and others co-operate in obtaining at reduced rates, magazines, periodicals, books, etc., and the former's li-

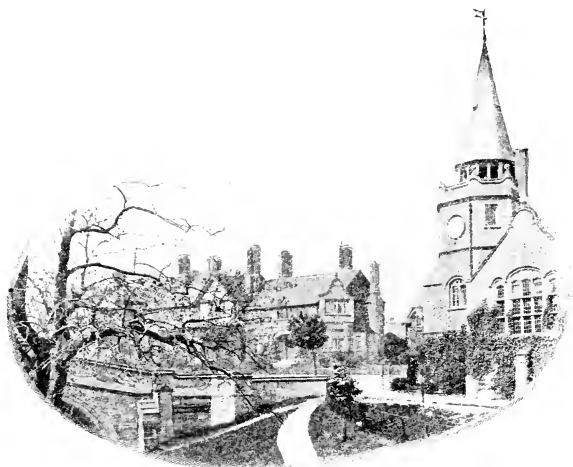
brarian furnishes information about summer trips. J. H. Williams & Company of Brooklyn, showed their interest in their employes by providing a stand for the entire body of men to view the Dewey parade in 1899. The instances at hand indicate that there is no special system in this matter but that each company takes up that which seems to be the most important for its own people at the time.

Visitors.—Many of the large concerns of the country are finding that it is advantageous to open their factories to visitors. The National Cash Register Company was the first to undertake this systematically and this idea has undoubtedly done much to lead others to do many of the things described in this book. In addition to showing visitors through the plant, frequently lantern photographs are shown in a large hall, illustrating many of the things which cannot be seen in an ordinary trip through the factory. This same custom is followed by the Sherwin-Williams Company.

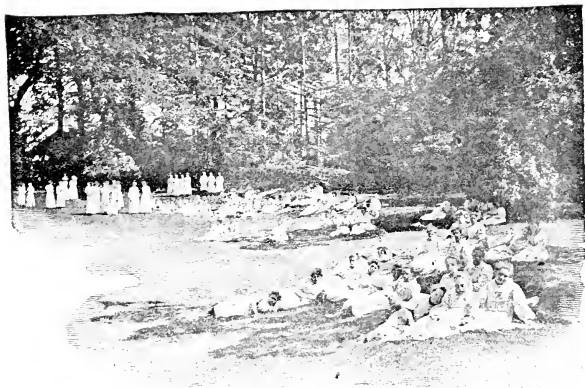
II. FOR THE COMMUNITY

I. House Building

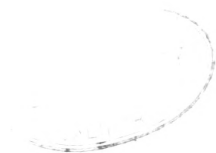
How to secure an attractive neighborhood for the factory and its employes is a natural problem of our topic. American independence is inclined to resent some of the "paternal" things done in English factory towns. Our most intelligent American workmen, outside of the great cities especially, hope to own their own homes and to have their own bit of garden



A CORNER IN PORT SUNLIGHT (p)



NOON HOUR AT CADBURY'S, ENGLAND (q)



with it. The experience of Pullman and similar efforts has not encouraged others to do much toward building towns owned and controlled by the company, though in the new Southern cotton manufacturing communities, this plan is at present receiving much attention. However, there are some remarkable English experiences as well as a few good American ones. The Cadbury Brothers at Bourneville own a large tract of ground, in one part of which are the company's works. Adjoining these, they have laid out a town site, with comfortable and pleasant homes. In the midst of all this are extensive recreation grounds for men and women, play grounds for children, a park for the entire neighborhood, pool, reservoir, plunge bath and other features for an ideal village life.

English Villages.—The Lever Brothers at Port Sunlight have a large estate purchased a few years ago, in one part of which is the factory. Adjoining this has been laid out a beautiful town with lawns, vine-clad cottages, a school, public buildings and everything needful for comfortable living. The company rents the cottages to its employes at simply the cost of taxes and maintenance. This enables a man to rent a cottage of from four to six rooms at from 75c. to \$1.25 per week, while for foremen and officers, larger buildings may be rented at but a little higher figure. These cottages are built with a view to a beautiful effect and are well cared for. The company furnishes the schools and town hall.

American Manufacturing Towns.—In our own country, some of the New England manufacturing

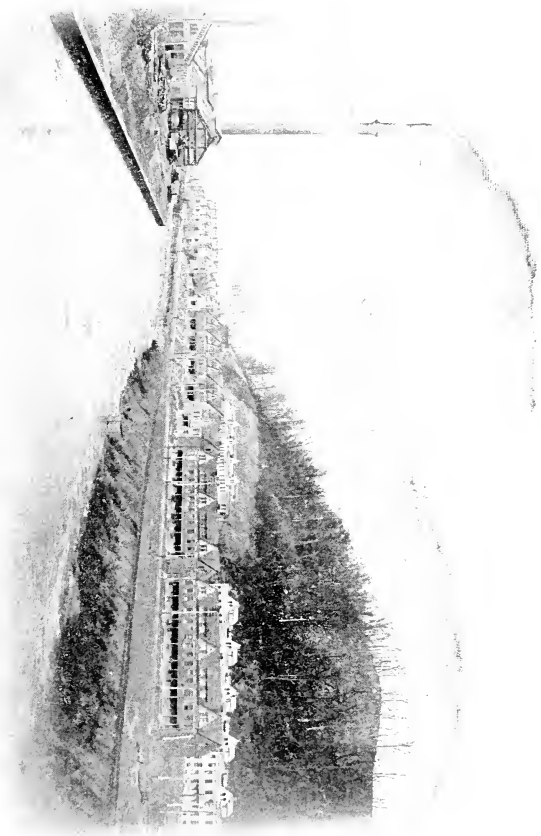
centers have long furnished good illustrations of what may be done in this method.

The Draper Company, of Hopedale, Mass., has built a large number of houses on a tract of 30 acres, which was laid out by a distinguished landscape artist, who made the plan for the entire work before anything was done. The company made the streets, sidewalks, sewer system and other improvements. It also provides for the care of garbage and all the necessaries of housekeeping. Especial care is taken that the yards, both front and back, shall be kept perfectly clean. These houses are double, each side with six or seven rooms, bath, attic, storeroom, cemented cellar and water, and are rented for three dollars per week for each side. One of the members of the firm erected and presented to the village the town hall, and the corporation built the high school.

The Peace Dale Manufacturing Company, Rhode Island, has built a number of single houses for its men which were sold on easy terms. In addition it has built a town hall, a library and village church. This is an instance of personal and family interest in the business and village alike, for its history goes back to the early part of the century. Besides the general assistance mentioned, the Hazard Memorial furnishes a center for many organizations for the moral, social, and educational advantage of the town.

The Merrimac Manufacturing Company at Lowell, Mass., has built a large number of plainly finished tenements of from four to ten rooms each,

WESTINGHOUSE HOMES





which are rented to the employes at considerably less than the usual price of such houses.

The Apollo Iron & Steel Co., has laid out the new town of Vandergrift, Pa., about 40 miles from Pittsburg. It was originally 500 acres of fields and meadows situated along the river with a background of wooded hills. This company by its care and forethought has provided the very best type of an industrial town. It has been able to lay out the entire place from the beginning and to provide everything needed for health, beauty, and intellectual advancement. Here nearly every one owns his own home and seeks the interest of his neighbor as well as himself.

A Well-Planned Town.—The Westinghouse Air Brake Company, of Wilmerding, Pa., purchased a large tract of land which was divided into lots and sold to employes. The company undertook to build the houses by making contracts at cash prices saving the employes from \$300 to \$500 on each house. In addition, the payment for the house and lot was spread over a term of ten years, payments being made monthly in the form of rent and based on the purchase price. The monthly payment included interest and premium on life insurance the policy being carried to clear the property in case of the purchaser's death. The cost of these houses with all modern appliances varies from \$2,100 to \$3,775. The details of this plan seem to be very admirable and practical. Out of 75 houses built in 1890, in accordance with this plan, 39 are now owned by the original purchasers. In addition to this, the com-

pany owns 136 frame houses renting at from \$14 to \$22 a month.

Other Efforts.—The Ludlow Manufacturing Co., of Ludlow, Mass., has constructed for the village, water works, gas works, electric light plant, churches, school houses, and many of the houses of the village. After varied experience and many experiments in design and style the company has adopted a general plan of building which has proved to be very satisfactory. These houses are rented at comparatively low prices, the company having found it best to retain the ownership in order to avoid carelessness in the attention to the property.

Mr. N. O. Nelson, of St. Louis, Mo., a few years ago secured 125 acres of land near Edwardsville, Ill. Here he erected his factories and laid out a beautiful town, building homes and public conveniences. These homes are sold to employes, being paid for in installments about equal to city rents. In order to encourage improvement of these homes, Mr. Nelson built a greenhouse to supply the flowers and has a gardener to give instruction to the residents. In addition, schools, libraries, amusement buildings, base ball campus, etc., have been provided. Every house has water and electric light supplied by the town's own works. No charge is made for any of these public utilities. The cost of these comes out of the common earnings. The aim of all this, Mr. Nelson says, is industrial education.

Recent efforts in the South in connection with the development of cotton manufactories have given many interesting incidents. The building of large

cotton factories in what were formerly purely agricultural districts and the necessity of supplying these mills with operatives, led to the development of a plan which is being tried in a number of communities. Good illustrations are those of Pelzer and Piedmont. The mills, the mill town and the entire community are completely under the domination of one man. In these cases he is not only president of the mill corporation but is the town government, the superintendent of schools, board of works, and arbiter of affairs generally. The mill corporations own the land on which the town is built. They build the cottages and rent them for just enough to pay taxes and repairs. This makes an eight room cottage rent for about \$24 per year. Each cottage has its lawn or plat of ground for gardening. The companies supply the school houses and attendance of children between five and twelve is compulsory. Public auditoriums are also provided for lectures, entertainments and concerts. The stores in these towns, however, are independent of the company. In the towns mentioned above, no liquors may be sold. At Pelzer there is a regular savings bank, but at Piedmont there is a system by which the operatives may leave such portion of their pay as they may desire in the possession of the corporation, receiving interest upon it. How successful this idea will be can be told better after a few years more of experience.

In order to encourage permanence among his employes and to overcome the roving disposition of hat-makers, Mr. John B. Stetson a number of years ago assisted in the establishment of a Building and

Loan Association where funds could be borrowed at a low rate of interest for the building of homes. As an adjunct to this a savings fund was also founded to encourage economy on the part of all employes. This fund paid five per cent on deposits.

These varied illustrations prove that there is a practicable plan for assisting in large communities.

II. House Beautifying and Neighborhood Improvement.

Another method which is perhaps more in accord with our American ideas is that of encouraging the beautifying of the neighborhood by the personal influence of the employers themselves or the union of some of the residents.

Most manufacturers find themselves placed where it is impossible to own or control the neighborhood in which the factory is located. Many are in crowded cities, others in towns where the homes are tenements or privately owned. In such cases it is usually assumed that it is a hopeless task to change the conditions, and so each year the community grows worse and worse. Where the buildings are owned by the company, the responsibility rests largely with the officers and conditions can be remedied with comparative ease. Where the residents are independent, something more than orders are needed. It then becomes a question of personal influence.

How to interest an entire neighborhood in clearing away rubbish and beautifying the yards and streets is the practical problem in any factory com-



MEMORIAL HALL, LUDLOW, MASS. (h)



munity. That it can be solved and almost universal enthusiasm aroused has been proved in a number of cases. What is needed is a simple, practical plan and an intelligent power behind it.

Revolutionizing a Community.—It is generally acknowledged that the first and most complete example of what can be done in this way is to be found in Dayton, Ohio, where an entire suburb has been completely revolutionized through the efforts of the officers of the National Cash Register Company. Formerly, this suburb was only such as is frequently seen in a manufacturing city, with unpaved streets and only fairly kept yards and side-walks. There were no blocks of tenements, but in almost every case the house had its own yard. The purpose to be attained was to clean up this entire portion of the city and to beautify the houses and yards. In accomplishing this the Company set a good example by first improving its own grounds. A distinguished landscape architect was invited to spend a few days at the factory and to give suggestions regarding the best planting of the factory grounds and lawns, and of the streets and yards of the neighborhood. The suggestions were at once put into practice about the factory and were recommended to the residents of the community.

Teaching Methods.—The simple A-B-C principles of gardening were taught in the various schools and clubs connected with the neighborhood, until every child knew that preserving lawn centers, planting in masses and avoiding straight lines were the essentials of beauty in all grounds whether large or small.

This instruction was given largely by the use of the stereopticon, lantern slides being made of beautiful grounds at various places and of beautiful landscapes from Nature. In the kindergarten, public schools, Sunday schools, boys' and girls' clubs, women's guilds, and similar organizations which obtain encouragement in and about the factory, these things were taught and the interest of the members aroused. In addition to instruction by practical talks, lists of books were prepared which were distributed through the library and through the various clubs, giving practical instruction. Among those found most useful were Prof. L. H. Bailey's "Garden Making", "Pruning Book" and "Practical Garden Book" (Published by the Macmillan Company, New York); "Handbook for Planning & Planting Small Home Grounds", Warren H. Manning, (Pub. by Stout Manual Training School, Menomonic, Wis.); "The Amateur's Practical Garden Book", C. E. Hann & L. H. Bailey (Pub. by the Macmillan Company, New York); "Directions for Surveying and Arranging Home and School Grounds", Warren H. Manning (Pub. by the author, Boston).

In this connection the camera is a valuable assistant. Photographs of yards before and after planting, of pretty flower effects, of good and bad work,—all are useful. Frequent exhibitions of these pictures, with explanations of their strong or weak points, are valuable in teaching good taste. The amateur photographer is the friend of home improvement and every assistance should be rendered

him in enlarging his work. A little additional instruction will often enable the photographer to make lantern slides which may be used in showing large companies how the improvements are made.

Neighborhood Organizations.—The South Park Improvement Association was then organized, consisting of the residents of the suburb. The officers were chosen from among their own number, and the purpose of the Association definitely stated to be to encourage the beautifying of homes, the cleaning of streets and alleys, and the general improvement of the community. This organization holds monthly meetings and is frequently addressed by experts on questions of planting and gardening. Instruction is given, not only in floriculture, but also in vegetable gardening and similar subjects. In order to show what ought to be planted, a carefully selected list of trees, shrubs, vines, etc., was prepared and arrangements made to buy at wholesale, distribution being made by the company's gardener. This brought down the cost to such a small item that almost every one could afford to make the desired improvements. A feature of this list is that no rare or tropical plants are used, but only such as may be raised with comparative ease in this climate.

One of the difficulties at first was to know how to get rid of nuisances here and there throughout the city. Finally some one suggested that pictures be taken of these places and that they be shown on the screen. This at once had the desired effect of leading many to clean up. Step by step, the residents, becoming more and more interested in improvements,

have carried out their plans until to-day no neater or more attractive suburb can be found anywhere in the country.

Prize Yards.—One of the features of this development has been the offering by the company, of a series of prizes amounting to \$285 annually for the best front yards, back yards, vines, window boxes, vacant lots, boys' vegetable gardens and yards along steam railroads. These prizes are open to employes wherever they may reside, and to residents of South Park. To illustrate the detail with which this is worked out, a list of the prizes for 1900 is given:

I. Front and Side Yards

FIRST CLASS—EIGHT PRIZES

The first class includes all improved property where planting has been done previously. The board of judges will decide as to the class for each entry.

First prize—Diploma and \$10 in gold.

Second prize—Diploma and \$7 in gold.

Third prize—Diploma and \$6 in gold.

Fourth prize—Diploma and \$5 in gold.

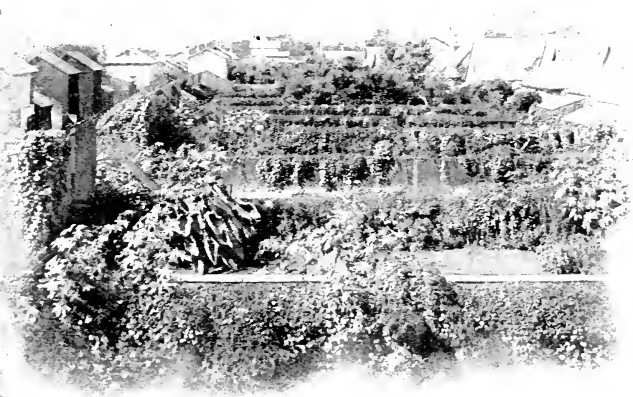
Fifth, sixth seventh, and eighth prizes—Diplomas.

SECOND CLASS—EIGHT PRIZES

The second class includes property where little or no planting has been done previously, the greatest improvement in appearance to be considered with other features.



FRONT YARDS OF EMPLOYEES' HOUSES, DAYTON, OPPOSITE FACTORY (b)



BACK YARDS OF SAME HOUSES



- First prize—Diploma and \$10 in gold.
Second prize—Diploma and \$7 in gold.
Third prize—Diploma and \$6 in gold.
Fourth prize—Diploma and \$5 in gold.
Fifth, sixth, seventh and eighth prizes—Diplomas.

II. *Back Yards*

For the best kept back yards, whether lawns, shrubs, flowers or vegetables. General neatness of yard and surroundings and condition of lawn, trees and vines to be considered.

FIRST CLASS—EIGHT PRIZES

The first class includes all improved property where planting has been done previously. The board of judges will decide as to the class for each entry.

- First prize—Diploma and \$10 in gold.
Second prize—Diploma and \$7 in gold.
Third prize—Diploma and \$6 in gold.
Fourth prize—Diploma and \$5 in gold.
Fifth, sixth, seventh and eighth prizes—Diplomas.

SECOND CLASS—EIGHT PRIZES

The second class includes property where improvement has not been attempted in the past, the prizes going to those showing the greatest improvement.

- First prize—Diploma and \$10 in gold.
Second prize—Diploma and \$8 in gold.
Third prize—Diploma and \$6 in gold.
Fourth prize—Diploma and \$4 in gold.
Fifth, sixth, seventh and eighth prizes—Diplomas.

III. Vine Planting

For the most artistic effect of vines on houses, verandas, outbuildings, fences, posts or summer arbors. Arrangement, design and condition to be considered.

FIRST CLASS—SIX PRIZES

The first class includes Boston Ivy, Akebia, Clematis, Honeysuckle, Grape and other permanent vines.

First prize—Diploma and \$10 in gold.

Second prize—Diploma and \$8 in gold.

Third prize—Diploma and \$6 in gold.

Fourth, fifth and sixth prizes—Diplomas.

SECOND CLASS—SIX PRIZES

The second class includes Morning-glories, Moon-flowers and other annuals.

First prize—Diploma and \$7 in gold.

Second prize—Diploma and \$6 in gold.

Third prize—Diploma and \$5 in gold.

Fourth prize—Diploma and \$4 in gold.

Fifth and sixth prizes—Diplomas.

IV. Window and Porch Boxes

For the most artistic effect. Arrangement, box design and condition of plants to be considered.

WINDOW BOXES—SIX PRIZES

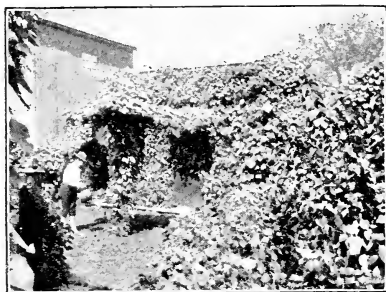
First prize—Diploma and \$10 in gold.

Second prize—Diploma and \$7 in gold.

A BOY'S WORK AT HOME



A BACK YARD IN SPRING (b)



THE SAME YARD AND ITS DECORATOR,
THIRTEEN YEARS OLD, WINNER OF A PRIZE
FOR BEST-KEPT BACK YARDS



Third prize—Diploma and \$5 in gold.
 Fourth, fifth and sixth prizes—Diplomas.

PORCH BOXES—SIX PRIZES

First prize—Diploma and \$10 in gold.
 Second prize—Diploma and \$7 in gold.
 Third prize—Diploma and \$5 in gold.
 Fourth, fifth and sixth prizes—Diplomas.

V. Boys' Vegetable Gardens

TEN PRIZES

For forty-four boys of South Park and Rubicon. Care of grounds, quality and quantity of product and attention to duty to be considered.

First prize—Diploma and \$10 in gold.
 Second prize—Diploma and \$8 in gold.
 Third prize—Diploma and \$7 in gold.
 Fourth prize—Diploma and \$6 in gold.
 Fifth prize—Diploma and \$5 in gold.
 Sixth, seventh, eighth, ninth and tenth prizes—Diploma and one year's subscription to "Youth's Companion."

VI. Vacant Lots

SIX PRIZES (SOUTH PARK ONLY)

General neat and attractive condition of lot, trees, fences and surroundings to be considered.
 First prize—Diploma and \$7 in gold.
 Second prize—Diploma and \$5 in gold.

Third prize—Diploma and \$3 in gold.
Fourth, fifth and sixth prizes—Diplomas.

VII. Best Planted Premises Along Railroads

FIVE PRIZES

For the best planted yards, whether front or back, adjoining any of the steam railroads leading into Dayton. The yards must be within view of passenger trains as they pass through the city. Artistic arrangement, condition of lawn and borders, cleanliness and general appearance of houses, fences, walks, trees, vines and lawns to be considered.

First prize—Diploma and \$8 in gold.

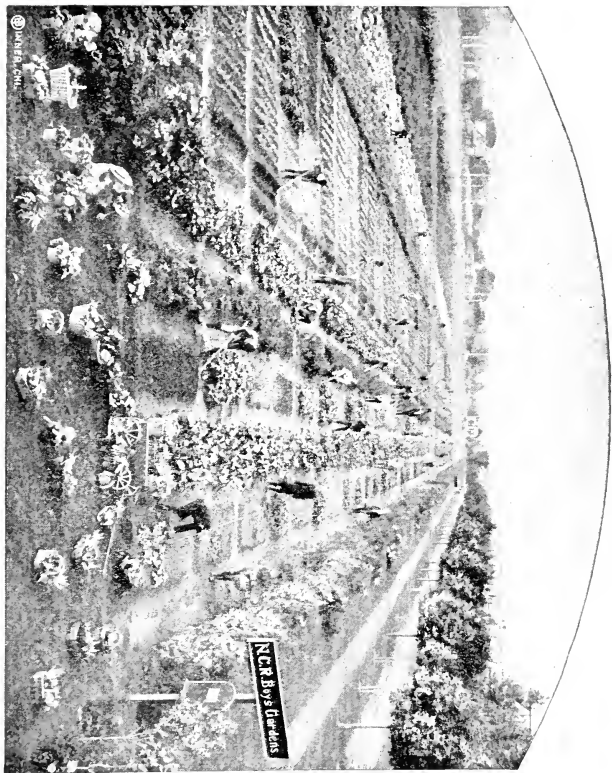
Second prize—Diploma and \$6 in gold.

Third prize—Diploma and \$5 in gold.

Fourth prize—Diploma and \$3 in gold.

Fifth prize—Diploma and \$3 in gold.

Results.—The effect of these prizes and this enthusiasm is felt throughout the entire city. Often only one person on a square begins the work, but the improvement is so marked that the neighbors naturally follow the example. The number of contestants for the prizes increases rapidly each year. By discouraging the use of tropical or rare plants and urging the planting of hardy shrubs and familiar flowers the expense of this beautifying is greatly lessened. The average cost in one year was found to be \$1.20 for each yard, the residents doing their own work.



BOYS' VEGETABLE GARDENS (b)

AMERICAN



Seeds and vine roots are frequently given to all members of the Sunday schools and clubs. Many of those who have contested for the prizes have had no plants additional to those obtained in this way.

Boys' Gardens.—Not the least encouraging of the results is the effect upon the boys and girls of the neighborhood. The back yards are especially under their care in the system of prizes. The result has been remarkable cleanliness and beauty in many of the yards. Some of the children have shown unusual ability and have undoubtedly discovered their bent. To emphasize its encouragement to work for children the company has provided forty-four vegetable gardens of 10 x 140 feet each, open to the boys of the neighborhood, between ten and fourteen years of age. The company supplies the ground, tools, seeds, and an instructor, allowing the boys to have whatever they may raise, and offers prizes for the best gardens. So popular have these gardens become that last season nearly twice as many gardens could have been used. In addition to raising a large quantity of vegetables for home use, the boys disposed of about \$80 worth in cash.

The annual presentation of the prizes in these cases is a gala occasion for the entire neighborhood. The largest hall in the city is inadequate to contain those who desire to be present and participate in the exercises of the year. In addition to the instruction and enthusiasm resulting from such gatherings, the neighborhood interest aroused has much to do with the improvement in the appearance and character of the entire community. The program

for such occasions should be varied, interesting, entertaining and instructive. The stereopticon is a very useful adjunct and good pictures are always attainable for such purposes. The collections of the League for Social Service (New York City) as well as those of general dealers in stereopticon supplies offer excellent examples. Music, addresses, exhibitions of fine plants, photographs of the work of the contestants, social features, etc.,—all furnish attractions for old and young.

A Mining Community.—Another interesting example of a practical method of carrying out this idea is found in the work of The Cleveland-Cliffs Iron Co., at Ishpeming, Mich. This is in a mining community and the effect of the plan has been very marked. The details are easily understood from the company's announcements for 1899.

THE CLEVELAND-CLIFFS IRON CO.

PRIZES FOR 1899

Total to be Awarded,.....\$198.00.

The results of the plan of awarding prizes for the past three years have been so satisfactory and the influence in improving the city so remarkable that the plan will be continued during the year 1899.

In order to have the matter of awarding prizes satisfactory to all it has been decided that parties desiring to compete for prizes must file an application at the General Office of the Company not later than

May 10th, stating the class for which they wish to compete.

Winners of prizes in previous years will not be entitled to the same prize this year, but can compete for a higher prize in the same class, or enter the general competition in other classes. .

Prizes to be competed for by all dwellers on the property of THE CLEVELAND-CLIFFS IRON CO. in the following locations: Hard Ore, Barnum, Salisbury, Marquette, Junction, Bancroft, Nebraska, North, 1st and 2d additions to the City of Ishpeming.

A committee of well-known residents will make examinations from time to time and the awards will be published on or before October 1st, 1899.

PRIZES FOR BEST KEPT PREMISES

12 PRIZES, VALUE \$148.00

To be distributed according to the condition of the lawns, cleanliness, and general appearance; houses, fences, back yards, flower and vegetable gardens to be considered.

4 First prizes, value of each.....	\$15.00
4 Second prizes, value of each.....	12.00
4 Third prizes, value of each.....	10.00

PRIZES FOR VINE PLANTING

4 PRIZES, VALUE \$30.00

For the most artistic planting, arrangement and

training of vines on houses, porches, outbuildings, fences and arbors.

1st prize, value,	\$10.00
2d prize, value.....	8.00
3d prize, value	7.00
4th prize, value.....	5.00

PRIZES FOR WINDOW BOX GARDENING

4 PRIZES, VALUE \$20.00

Open to all women for the most attractive window box effects; arrangement and design and condition of plants to be considered.

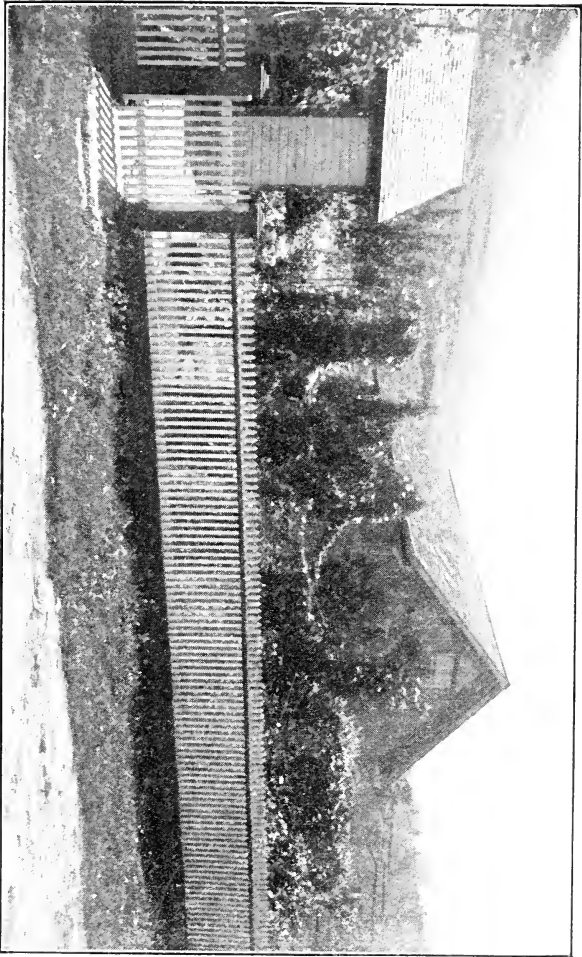
1st prize, value.....	\$7.00
2d prize, value.....	6.00
3d prize, value,	4.00
4th prize, value	3.00

All persons competing for prizes can obtain plants and shrubs from the Negaunee Nursery and Greenhouses at reduced prices.

THE CLEVELAND-CLIFFS IRON CO.,

April 15th, 1899. (100.) M. M. DUNCAN, Agent.

Another Example.—The little city of Menominee, Wis., has many advantages resulting from the interest of Mr. J. H. Stout and his associates of The Knapp, Stout & Co. About the Stout Man-



A MINER'S HOME, ISHPEMING (V)



ual Training School is grouped a system of traveling libraries, art galleries and education in methods of planting and beautifying of homes, which is making the community a marked one in the entire country. Through this school, a handbook of planting has been issued as one of the educational features for the benefit of children and their parents.

It is gratifying to know that these ideas of neighborhood improvement and a popularizing of instruction in planting are attracting attention everywhere and thus promise to change the character of many communities. In Dayton alone, four or five Improvement Associations have been organized on lines similar to that of South Park, most of them having manufacturers as their inspiration. The American Park and Outdoor Art association has recommended that prizes be offered in cities generally for similar work and in numerous communities the story of this plan has led to great changes. The organization of the National League of Improvement Associations will add to the influence for better homes. The League for Social Service whose headquarters are in New York City, has, by its encouragement, done much to spread this information.

III. Schools, Kindergartens

It would seem to be entirely beyond the province of the manufacturer to invest in kindergartens and schools for the neighborhood and similar work which ordinarily should be done by communities,

churches or the state. Mr. John H. Patterson of Dayton, whose company has developed these things perhaps more than any other employer, states as his reasons for the organization of kindergartens and similar schools in connection with the factory.

Factory and Kindergarten.—First: That as an employer of a large number of men, he owes it to himself to obtain the very best men possible and to his employes to give them and their families every opportunity he can for their best development. If the city in which the factory is placed does not itself offer complete forms of education, then it is within his province to set an example showing what can be done by the best schools. His purpose in carrying out these ideas is not to do these things permanently, but to show to his own city their value. This he has done so fully that the city of Dayton now has a complete system of kindergartens, all the result of the example of the kindergarten connected with his factory.

Second: Mr. Patterson believes that he is in business not for a few years but for many, and that the difficulties of the past in obtaining workmen with bright ideas may be overcome by training the children of the present. Since 92 per cent of them will earn their living in manual labor, it is certainly proper to give to them that early training which will make the best workmen when they are grown. In short, he expects his factory to need skilled labor and more of it for many years to come and that it is wisdom to assist in preparing for the future. He finds too that even so-called unskilled labor gives

better service when the early training has been along right lines.

Third: He also recognizes that in his effort to win the good will of his operatives, nothing will be more successful than opportunities given to the children of those men. Men of all classes appreciate what is done for their sons and daughters more than any other favor shown. Thoughtfulness, therefore, on the part of the employer for the families of the operatives must receive large returns in more kindly feelings on the part of the men themselves. Experience not only in this factory but in others, has proved this to be a true statement of the purpose of this work.

Social and Neighborhood Centers.—Mr. Patterson has also found that there are many operations in modern manufacturing which find their element and counterpart in the simple instruction of the kindergarten and manual training school. The child, therefore, that has become familiar with these methods will more easily adapt himself to the work of the factory in the future. On this account, in this community particularly, the idea of education and social life has been fully developed. In two small houses known as the "N. C. R. House" and the "N. C. R. House Extension," one situated opposite the main entrance of the factory and the other a few squares away, much of the work usually accomplished in social settlements is done. When the first of these was established and a deaconess placed in charge, it was determined to make it a model of what could be done with

a small amount of money, to prove that good taste not dollars was the essential to a neat home. A sitting room and dining room, bed room, and kitchen were completely fitted with cheap but good furnishings, all harmonizing and beautiful—at a cost far below one hundred dollars. A bath room was added to educate in the need of such comforts. These rooms have been in every way a center of the social, moral, and mental life of the entire neighborhood.

In these cottages are kindergartens, boys' clubs, girls' clubs, young people's societies, kindergarten associations, women's guilds, libraries, reading rooms, and cooking and sewing schools. In these last classes the little children and girls have equal opportunity with the employes. In all these cases, the company furnishes the room and equipment, pays the expenses of the deaconess and teachers in charge and, in many cases, offers free the advantages of the building. Some of the clubs have weekly dues of from two to five cents each, the money thus obtained being used for special work under the direction of the clubs themselves. A boys' brigade affords thorough military drill and the advantages of military training. The Kindergarten Association has a fee of 50 cents a year which entitles the members to all the privileges of the kindergartens for their children. The Women's Guild pays small monthly dues, the money being used especially for charitable work or for improvements in the neighborhood. The Guild has five committees—program, relief, outdoor art, visiting and flower. These houses are used almost constantly in the



A SUMMER PLAYGROUND FOR THE FACTORY NEIGHBORHOOD (1)

evenings for social and educational gatherings of the parents and children of the neighborhood.

On Sunday afternoon in one of the settlement houses and in a large hall in the factory, a Sunday School, or more properly a "Pleasant Sunday Afternoon" is conducted for the benefit of the entire neighborhood. The session lasts one and one-half hours and is divided into three sections. The exercises open with the usual opening music and reading of selections from scripture and choice literature; the day's lesson follows and is made up principally from quotations brought by the pupils selected from their reading of the week and intended largely to illustrate some special thought of the day; the session closes with the address, the last half hour being occupied usually with a stereopticon talk on some practical subject connected with the home life and education of the children and their parents. Twenty-five books are offered each year to the children who bring the most good quotations. These quotations are kept in scrap books, one of which is supplied to each class, and one kept by the secretary for the best of each session. The interest and enthusiasm are shown by the large number of quotations read each Sunday.

The best quotations each week are published in a beautifully printed little paper called "Sunshine: Pleasant Sunday Afternoons." This contains the reading lesson for the opening, brief items of interest upon the topic of the day, neighborhood news and practical suggestions. The stereopticon addresses are given by persons particu-

larly interested in any special subject and include talks on health, travel, art, history, landscape gardening and home beautifying, and any others of the thousand and one subjects which may be of practical advantage in the home life.

The topics of this half hour are perhaps the most practical to be found anywhere for a company of children and their parents, and have a wide influence in the cultivation of a strong neighborhood spirit which often manifests itself in influence for the good of the community. For example, here were started movements which saved to the city one of its most beautiful groves of trees, and which outlined plans of manual training and practical education. Here in the spring a practical gardener brings his collection of plants and shows how to cultivate flowers and vines; here are annually distributed thousands of packages of flower seeds and of vine roots; and here practical lessons in manliness, education, and civic and religious duty are given.

The J. B. Stetson Company has provided a Sunday school and church accommodating 1,200, for the development of the moral life and character of the employes and their families, on the principle that the workman having the highest sense of moral responsibility will perform the best work.

At Peace Dale, with the Hazard Memorial Building as a center, there are numerous organizations. The Choral Society is one of the leading features, with a permanent membership, each paying three dollars per year, giving concerts of high class music.

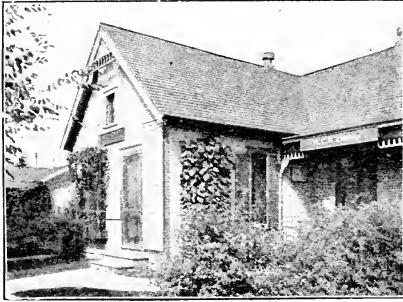
The "Sunday Musics" are voluntary entertainments each Sunday afternoon open to all free. These were started informally by Miss Hazard and her sister who simply went into the hall and played and sang for those who came. Now musical people take turns in providing the entertainment. The Sewing Society and Boy's Club are simply well organized classes in manual training for boys and girls.

This description of the work in these instances illustrates what has been begun recently in a number of manufacturing districts and proves what may be done at comparatively little expense with intelligent effort on the part of the employers with the coöperation of employes and residents of the neighborhood.

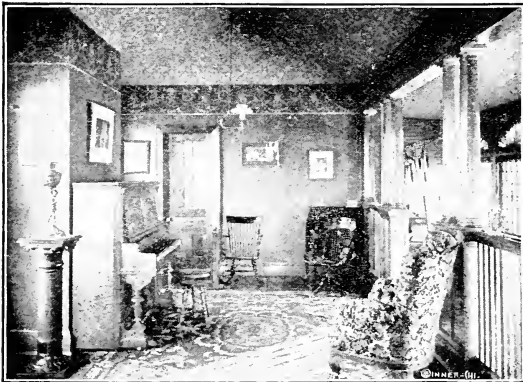
Reading Rooms.—The provision of a library and reading room has been for a long time regarded as one of the best possible methods in which employers may assist their neighborhoods. The Carnegie Library at Homestead, Pa., with its beautiful building and fine park, is an example of what has been done by a single manufacturer. The library contains 7,000 volumes and is free to residents of Homestead and vicinity. There is also a delivery station in the town so that books may be ordered by telephoning to this station. There is a special reading room here for children. Mr. Carnegie has added, as is well known, libraries in a number of places among his own people, as well as in other cities of the country. The Braddock Library cost \$300,000 and receives \$10,000 a year. The Cambria Steel Co., at Johnstown, Pa., has a

public library with over 10,000 volumes. In nearly all the cases already mentioned of factory club houses, the library is one of the special features of the building.

Neighborhood Libraries.—The Cleveland Hardware Company has a permanent library of its own and also an arrangement with the Cleveland Public Library by which the factory is an authorized station. The company furnished the library cases and the manager himself, being very much interested in the question of the reading of his employes and their families, gives personal attention to the selection of books, both in a general way and for the individual readers. One of the young ladies of the office acts as librarian and keeps the records which are in the usual complete form of our public libraries. During a single month it has circulated 327 books with a hundred names, nearly all of which are men in the factory. It is interesting to note that in a single month, out of 327 books read, 126 included the usual classified books of biography, philosophy, sociology, etc., and 201 were fiction. It is noticeable that in most of these factory libraries, after fiction, history and travel are the most popular subjects. It is also significant that in these libraries, the proportion of solid reading is much larger than is usual in city libraries. The National Cash Register Company's library is also a branch of the city library, serving the entire neighborhood and keeping regular records. In this case, the city furnishes from two to three hundred books changing them every month or six weeks. Any books not on the shelves



THE HOUSE OF USEFULNESS, SOUTH PARK (b)



INTERIOR OF EXTENSION, RUBICON (b)

may be obtained by special request. In both these cases, the necessary expense of carrying out the plan is borne by the company. This item, however, is so small as to make it possible for many others to do likewise. This plan of co-operation with the city libraries is believed to be a very practical one that could be easily adopted by many other places.

Playgrounds.—Reference has already been made to the playgrounds in connection with some of the large manufacturing establishments, especially of Great Britain. It is practicable also in many cases for factories in smaller cities or in suburbs to open either a park on the immediate grounds or to supply at some convenient place for the children of the neighborhood, good amusement grounds. These need not be large, a single city lot, or less even, supplying all that is necessary. The furnishing of a breathing space for children is one of the most important things that can be done in modern city life. Offering this opportunity for their children, will have great influence with the employes themselves. Simple games like volley ball, croquet, quoits, tennis, etc., with a few lawn swings are easily provided, but furnish an immense amount of pleasure, health and recreation.

VI. HOW FACTORY PEOPLE HAVE SHOWN THEIR INTEREST

The greater part of this book has been occupied with showing how employers are interested and what they have done, because these are largely move-

ments in which the employer must of necessity take the initiative. Having a greater responsibility and a wider opportunity, the employer necessarily thinks of these things and suggests plans. It must not be supposed, however, that the part taken by the employe is less important or that he is less responsive to the thoughtful action of others. Experience shows that the employes of every factory where any of these things is undertaken, respond readily and heartily to the efforts of their employers and in return, seek in many ways to enlarge upon their own opportunities. There is no doubt that upon many of these questions of labor the employes of the country have done some very careful thinking; that they have sometimes been one-sided cannot be doubted nor is it to be wondered at. Their suggestions to their employers as to how to reach the results desired, have been in many cases, wise and practical. They have organized among themselves clubs, societies of various kinds, relief associations, provident societies and have joined heartily in all efforts at beautifying their homes, thus showing that to the extent of their ability they are willing to assist in improving labor conditions. That not more has been accomplished and that there is sometimes failure to see the employer's interests are due often to outside influence and the difficulty of changing a lifetime's habits of thought within a few months or years.

The True Principle.—It is true very often that when such efforts are suggested, at first there is opposition from the employes, largely because they do not understand the motive or method of the em-

ployer. Undoubtedly this largely results from the fact that for so many years the employe has been led to believe that whatever was done for his advantage would be an injury to the employer, and that whatever injured the employer would help him. The new principle of mutual helpfulness will require time to be thoroughly understood, but when once accepted and adopted will undoubtedly bring good results.

Women's Clubs.—With this interest shown on the part of the employer, the employe naturally begins to consider his own opportunities. The formation of various clubs and societies upon his own suggestion follows; so that to-day there are found in many of the factories of the country, literary, social and musical societies. The Woman's Century Club of the National Cash Register Company was probably the first federated women's club composed entirely of working women in a factory. This club, with a membership of nearly 300, includes practically all the young women employed. For the past year its sections considered—in the History Section, "Women in American Life"; in the Home Section, "The Working Woman at Home"; in the Current Events Section, "Important Incidents as Gleaned from Current Periodicals"; in the Literature Section, "Authors of Our Own Time." The programs are outlined by the young women themselves and the work is accomplished entirely upon their own effort, with the assistance of the company's librarian. The club meets at 12:30 noon, twice a month, one-half hour being on their own time and one-half hour on the

company's time. The officers are entirely chosen from employes and the management is wholly in their own hands.

The Progress Club of Legler & Company, Dayton, Ohio, and the Alert Club of the Gem Shirt Company, of the same city, are illustrations of the good influence of example; both of these clubs having been organized through the influence of the Woman's Century Club.

The young women of the T. B. Laycock Company have a Literary and Social Club meeting twice a month in the Officers' Club Room, and a Ladies' Musical Club, meeting weekly. The young men of this company also have a Mandolin Club, meeting weekly in the evening, the company supplying the leader.

Men's Clubs.—The Port Sunlight Men's Club of Lever Brothers, is a permanent social and sociological club composed of a number of the employes of the company. There is also in this company a scientific and literary society whose work includes the study of practical and scientific questions, with stereopticon entertainments, scientific lectures, experiments and other methods of study.

The Men's Progress Club of the National Cash Register Company has a membership of nearly 400, meeting twice each month in the evening. Its organization is as simple as possible, the purpose of the club being the discussion of any topics of interest to men and the presentation of pleasant entertainments. Frequently the evenings are occupied by smokers

THE WOMEN'S CENTURY CLUB, COMPOSED OF FACTORY YOUNG WOMEN (b)





with miscellaneous entertainment, which affords rest and recreation.

At Agneta Park, Holland, there are very many organizations including scientific, musical, horticultural and amusement clubs. The various committees in charge of these clubs, societies and institutions are joined in what is known as a "United Committee" which gives unity to the management of these special features.

The employes of the Cleveland Hardware Company have an orchestra which plays each Monday evening in the offices of the company, and a choral society which adds pleasure to the occasion. The employes are invited to bring their families and friends and spend the evening enjoying the music.

The Cleveland-Cliffs Club is a social and amusement club organized wholly by members on a business basis among themselves but encouraged by the company.

Mutual Benefit Associations.—One of the most popular features among employes and one which has brought very great return has been the organization of mutual benefit associations. The aim, in general, of these associations is financial assistance during cases of sickness or accident somewhat upon the mutual insurance plan, except that the amounts contributed are very small and the membership limited. While there are certain points of similarity in all these plans, yet there are numerous differences which commend themselves under various circumstances.

The Chicago City Railway employes have a mutual aid association which has been in operation since 1894. Its aim is to maintain a benefit fund out of which shall be paid on the death of a member in good standing, to his family or those dependent upon him, the amount of one assessment on the whole body of members, providing that such amount shall not exceed \$500. The Railway Company contributes a small amount in addition. The company, however, is in no way responsible for the collection of the money, though one of its officers serves as treasurer. This association has two provisions which are perhaps unique. It provides that any member leaving the employ of the company and engaging thereafter in the "manufacture or sale of intoxicating liquors shall cease to be a member of this association immediately upon entering into such occupation." It also provides that "any member habitually using alcoholic beverages to excess will not be considered in good standing" and may, after hearing, be expelled from membership.

Some companies have a system by which employes are asked to contribute a day's wages, the company paying an equal sum, thus furnishing the basis of a fund until it is exhausted, when another assessment is made.

The employes of the Sherwin-Williams Company have a mutual benefit society which was the first of the many features of this company's work. It was formed in 1887. Only employes of the company are eligible to membership. The contribution is 1 cent on the dollar of wages up to \$10 a week. The sick

benefits are 50 per cent of the wages of the member. The death benefit is \$25 to which the company adds \$75.

The employes of J. H. Williams & Company of Brooklyn, have a mutual aid society of 200 members with nearly \$1,000 on hand. A weekly payment is made, taken from the wages of each member, according to the amount of wages. Members receive free medicine and cash allowance in case of illness or accident. Their death benefit is \$100. This association has stood a severe test of extended sickness and a number of deaths close together, but has grown steadily.

The Relief Association of the Lowe Brothers Company of Dayton, Ohio, provided in its organization that until the treasury contained \$200, only accident benefits should be paid; after that regular sick benefits on the basis of \$3 and \$6 each week. The company contributed \$100 as the basis of the organization and supplies the needed stationery for the records. Payments are made weekly, the Secretary of the Association having a desk near the paymaster and receiving dues immediately after wages are paid. The entire control is in the hands of the employes.

The Relief Association of the National Cash Register Company is an organization wholly supported and managed by its members. The association was organized in 1896, is incorporated under the laws of the state and controls entirely its own affairs. Its officers are elected annually, while its regular meetings for reports are held semi-annually. The immediate control is in the hands of an executive com-

mittee which consists of a president, vice-president and six members. The members are divided into two classes, \$6.50 per week being the dividing line. The members of the first class, under this amount, pay 5 cents a week and in case of sickness receive 50 cents a day (Sunday excluded) for thirteen weeks. The members of the second class, above the amount, pay 10 cents a week and receive \$1 a day (Sundays excluded) for thirteen weeks. In case of death, benefits, amounting to \$37.50 and \$75 are paid to the family. The association employs a physician who examines each case of sickness and certifies that the member is entitled to benefits. The physician also will attend, if desired, the member without further fee. The membership ceases upon severing of relations with the company. The association has a membership of about 1,200 and pays out annually over \$4,800 in benefits. The records are kept by a secretary and treasurer, the company allowing certain hours of each week to the secretary to make the proper collection of dues in the factory. The company also supplies whatever printed matter is needed. Further than this, the association is entirely self-supporting.

In this and other associations where the payments are purely voluntary, small pass books are used, prepared somewhat in the following form, in which the amount and date may be entered:

1901

	Date	Amt.	Date Paid		Date	Amt.	Date Paid
JANUARY	7			APRIL	1		
	14				8		
	21				15		
	28				22		
FEBRUARY	4			29			
	11			6			
	18			13			
	25			20			
MARCH	4			27			
	11			3			
	18			10			
	25			17			
				24			

Fels & Company of Philadelphia have a mutual aid association which is materially assisted by the company itself.

Rowntree & Company add, in case of sickness, an amount equal to the benefit paid by the association.

The Illinois Steel Company Relief Association pays 75 cents per day with \$100 funeral benefits, on a monthly fee of 25 cents.

The Estey Organ Company Benefit Association is organized on a plan of contributions of \$1 from each member per year. The company adds 25 per cent to this amount. During recent years the surplus was so large that it was agreed to make the contribution only 50 cents, with the proviso that the other 50 cents would be called for if needed.

The Building Association connected with the Proctor & Gamble Company was incorporated in 1887, and has an authorized capital of \$500,000. It has a board of nine directors, chosen by the shareholders, all employes of the company. There are about 450 shareholders, 60 of whom are borrowers and are paying for homes. Although the Association has a reserve fund of \$1500 for losses, it has never had occasion to use it, for there have been none. Many of the depositors use their money for the purchase of shares of the stock of the company.

Among other instances of a character similar to these are the Cleveland Hardware Company, the Stillwell-Bierce & Smith-Vaile Company, Dayton, Ohio; the Cambria Steel Company, Johnstown, Pa., and the Crawford, McGregor & Canby



SCHOOL, AND RESIDENCES, LUDLOW, MASS. (D)

Company of Dayton. This last society unites with its relief work the social element, its gatherings of members at frequent intervals being very popular, and adding much to the success of the society. These meetings are social, literary and musical, and are held in a hall near the works, or in summer in a grove.

General Organization.—Summing up these instances of benefit features which are becoming more and more numerous among factories generally, it would seem evident that the popular form is to have these organizations controlled by the employes, a board of directors being selected by themselves, membership in the association being limited to those connected with the company and ceasing upon severing relations.

In some cases, collections are made by the paymaster and taken from the wages each week or month, while in other cases the collections are made by the officers of the association, either during working hours or at certain places near the entrance immediately after working hours. The weekly amounts vary from four to fifteen cents. The benefits vary from \$2 to \$6 per week, where definite amounts are paid, and from one-third to one-half the regular wages where graded amounts are allowed. The funeral benefits are from \$25 to \$100. In a few instances the association provides a physician. In others, the company engages a physician for special cases, while in still others, the company has a physician who is paid a regular salary.

Some companies pay regularly into the treasury of the association a certain proportion of the receipts. In others, it has provided the foundation for the fund. In most of them, however, the amounts are entirely contributed by the employes themselves.

It is evident that care and thoughtfulness will make these organizations of very great practical benefit. It is still as evident that in most cases some careful supervision is necessary on the part of the company itself to avoid the friction that frequently comes in factories employing large bodies of men and women. This is especially true where the number of changes is considerable. The more permanent the employment, the simpler the control has been found to be.

Lunch Clubs.—Among the features which properly enter into this chapter, may be mentioned the organization of lunch clubs in various cities of the country, usually by the co-operation of women's clubs and the employes of stores or factories. The lunch club at the Western Electric Works, already described, is an example of organization in a single factory. Another illustration of the method adopted for general service may be found in the Lunch Club of Denver, the account of whose work was given recently by Mary S. Paden, a member of one of the committees:

The enterprise was the outgrowth of a meeting of the Women's Clubs of that city for discussion of what could be done beyond the usual literary and social features of women's clubs. The Stenographers'

Association suggested a down-town Rest and Lunch Club for women.

The new proposition was to take rooms as centrally located as possible, fit up a room suggestive of rest and quiet, with lounges and easy chairs, and have a matron in charge; and to have, in connection with this, a lunch room where women could bring home lunches and be welcome to eat them in comfort, to add a hot drink or a dish, to order a good, "home-cooked" lunch at prices as near cost as possible. The only profits desired were such as would support the undertaking and enlarge its scope and advantages from time to time.

In September, 1899, a Lunch Club was organized at a meeting called for that purpose; November 1st, a board of twenty-five managers was elected, with a proportion of fourteen club women and eleven business women. Committees were appointed, including others than directors. The House Committee set to work to find a location; the Dining room Committee, as they expressed it, "learned a lot about the restaurant business."

A notable feature was the interest taken in the project by employers of women, particularly the large establishments. It is an understood fact that women of standing and influence in a community can advance any cause of this kind which they back more readily and easily than any band of workers or men reformers could do it. One view of the question, as expressed by intelligent men, is: If some things are wrong in the conditions of women employes, why

should we be expected to study or right them, if women take no interest or make no effort themselves? Influential women, as valuable customers of establishments or moulders of social opinion in a community, could secure almost any improvement in the condition of women employes in establishments or communities, by intelligent grasp of those conditions and co-operation with the employes and also the employers.

In carrying out this project, the heads of establishments were interested and enthusiastically co-operated in supplying the rooms with the proper furnishings and printed matter. They furnished lists of names and addresses of their employes and gave special prices on many of the things purchased by the committees for the rooms themselves. The young women determined to act strictly from a business standpoint, and in return for all cash donations, equivalents were given in membership tickets to be used by the recipients or to be given by them to others who might need them. The sale of these membership tickets increased their funds materially. The annual membership is \$2, (\$1 for six months), and entitles the holder to vote at the annual meetings and to the privileges of the rest room, while non-holders, wishing to avail themselves of the rest or dining room privileges, must pay a daily fee of 5 cents in addition to the dining room charges.

On Saturday, January 27, 1900, the Women's Lunch Club of Denver was formally opened, its quarters consisting of three stores in a new block,

one being set aside for a rest room, cosily and prettily furnished, with deep cushioned window seat, lounges, easy chairs, writing desk, and furnished entirely with donated articles, while two stores were thrown into one for dining room, with kitchen at rear.

On the following Monday, the first lunch was served, and appetizing "home-cooked" viands served in tempting style at prices within the reach of all. The rooms have been well patronized and much enjoyed since their opening, and membership tickets have been selling steadily. A consignor's table of edibles is established, thus making an extra source of revenue for the club and furnishing women a market for their home-cooked specialties. Evening club and social meetings are held at the rooms and educational classes are planned for.

The membership includes club and home women, independent, business and professional women, those employed in large or small dry-goods and other establishments, clerical workers from office buildings and stores, etc., and is particularly an effort by women for women in a new field, its end being not only material advancement, but a widening of outlook and mutual understanding and effort, such as women must become accustomed to before their accomplishment can be much for their own betterment or that of the world.

Cooperation.—An illustration of the reciprocity shown by employes and their willingness to assume their share in an enterprise may be found in a state-

ment recently issued by the members of the Steel Works Clubs, of Joliet, Ill. Numerous other similar examples could be stated showing the zeal of employes in developing their side of the work suggested.

The statement referred to says:

"It is but right and proper that we should show our appreciation of the efforts of the Illinois Steel Company and the efforts of those members who are giving their time, and cooperation in the interests of this club, by the members generally doing something themselves for the club. It is therefore suggested that those enjoying the privileges of the billiard room should devise some arrangement in order to pay for the re-covering of the tables and the repairs needed.

"We have opened a poll so that our members may vote for the books they desire bought for our library, and it is suggested that some arrangement should be devised so as to meet this expenditure. The dues of the club are not sufficient to enable us to pay anything towards the salary of the employes or the repair of billiard tables, bowling alley, or the purchase of new books for our library.

"There is no class in this club that is self-sustaining. In other institutions of this character, where the dues are two to five times the amount paid by the members of this club, there is an income from some parts of the institution, but not so with this, and we should try and overcome the loss. Let us go to work for our club, improve it and do some-

thing for fellow members. The obligation rests upon every man to do something for his neighbor. You should do it for your fellow members of this club."

VII. RESULTS

To Employer.—Not the least of the results of the efforts herein set forth has been the arousing of an interest on the part of employers and employes alike in the questions of their relationship. For generations it has been assumed that there must be antagonism between the two. Step by step, however, men are finding that the relations of employer and employe are not those of enemies but of co-workers. While the entire movement is too recent to be able to give many definite figures, yet the testimony of employers is that from their standpoint, these methods have resulted in a better class of workmen with a tendency to remain more permanently at their work; that they have given better skill and more contentment, hence better output, more of it and at a lower cost. Without doubt, some of the great advancement made by American manufacturers within the past few years must be referred to the changes in many of our largest manufactories resulting from the adoption of some of these plans.

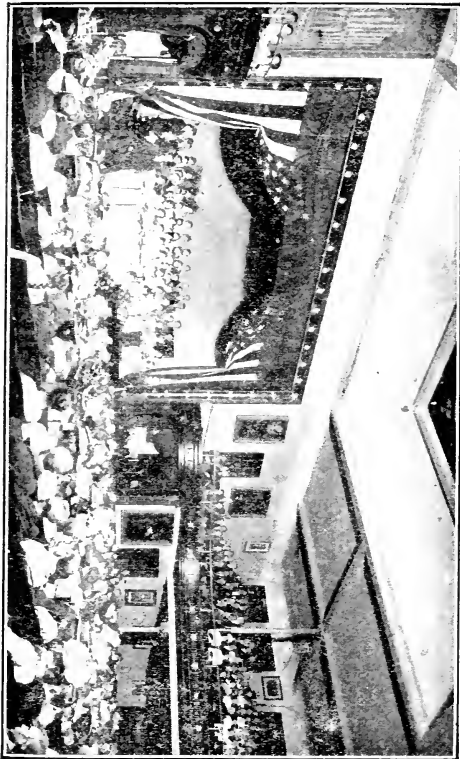
A recognition that the principles here illustrated of daily thoughtfulness for the comfort and life of workmen, are the wisest policy, and the adoption of many of these methods by an increasing number of merchants and manufacturers, are the best

evidences of the excellence of this modern idea of the relations of factory people and their employers. A single instance may be given of figures which will illustrate the results of these methods in one department of a factory. In this department, girls only are employed and hand work is done. Comparing the year before any of these things were done with the last year with all the advantages possible to be given to young women, it has been found that the output of the department increased during that time 50 per cent, and that the cost to the company for the work done in that room on each machine decreased 31.4 per cent. Meanwhile the average wages of the girls increased during the first two years 22.4 per cent, and during the next year 22.5 per cent above this. This is clear evidence of the value of these methods to employer and employe alike and this one room is an example of many that may be given.

To Employe.—On the part of the employes happiness and more contented homes, better education for their children, opportunities for self-culture and encouragement to more beautiful surroundings have all contributed to make better citizens with higher ambitions and a fair recognition of the position and abilities of their employers.

It is not assumed that these methods have already solved the labor questions, but they are certainly a valuable contribution to the development of those better conditions for which every one hopes in the near future.

To the Public.—Interest in this question is not



THE HEINZ COMPANY'S AUDITORIUM (E)



confined to the employer and employe alone, for if these things continue and increase, the customers themselves will soon recognize the result in the improved character of the product which they buy. This means better living and better and more thoughtful life in every part of the country.

VIII. OPINIONS

The ideas and methods suggested in this little handbook have received attention from all classes of people, including employers and employes, students of social problems and well known writers in newspapers and periodicals. The opinions expressed by them in various forms are valuable as showing the drift of thought and the encouragement given by those best qualified to form opinions upon these questions.

Opinions of Manufacturers.—An officer of the Acme White Lead and Color Works, which has systematically introduced a large number of new features says:

“Our plan of organization, which was based very largely upon observations of what the National Cash Register Co. were doing, with, of course, such modifications as were necessary, owing to differences in conditions, is working very nicely. We think the first feeling of ‘uncertainty’ among our employes, due to the radical feature of the new policy, has been largely overcome, and we are feeling the benefit of co-operative work all along the line. We aim to treat our employes in a fair and impartial manner, to

make the conditions in connection with their work as agreeable and interesting as possible, by taking every precaution in the way of cleanliness and sanitation to guard health, and by making their surroundings as pleasing as can be done, and by imparting a more thorough knowledge of the materials which they are constantly using, to interest them in their work and induce development along this line. We endeavor to place a premium upon merit by recognizing and rewarding it promptly. Our records of departmental and individual work all tend to produce this result. We are well pleased with what has been accomplished and believe that we can join in saying that 'it pays'—not only the company, but the employe.'

Mr. Thomas Neal, secretary of the same company says:

"We believe that if plans, based upon the above system, regulated, of course, to fit conditions in each case, were instituted by all large manufacturing concerns or those who employed labor largely, it would forever do away with the differences which, under existing conditions, are constantly arising between employer and employe, and that the labor question would be settled once for all. It is a plan under which all concerned must bear and forbear, and one that is bound to bring out, not only the best as regards service and treatment, but the best possible understanding and a feeling of cordial co-operation that must result to the benefit of all. Under such a system laggards cannot progress, but the natural course of events must drop out. The em-

employer must realize that he is dealing with his employes as man to man, and they should not and cannot be treated as working machines."

"We are not doing this as philanthropic work, but as a business venture. We think the money we intend to put into the idea will come back in the shape of increased output and better work."—Chas. E. Adams, Vice-President and General Manager, Cleveland Hardware Co.

Mr. John H. Patterson, President of the National Cash Register Company, of Dayton, Ohio, is quoted as saying:

"We buy physical and mental labor. If it pays to take care of a good animal that only returns physical work, how much more important is it for the employer to take care of the employe returning both physical and mental labor.

"We believe that people are a part of all they have met; that is, all they have seen and heard is absorbed by them, and it therefore pays to have good influences and surroundings for them. We have tried both plans and believe that the three per cent of our annual pay roll which we spend on movements for industrial betterment yields us approximately between five and ten per cent profit in actual dollars and cents."

Fels & Co., Philadelphia, say: "We cannot see an increase in material work equal to increase in wages and decrease in hours, but the result in that direction is not at all discouraging. There is recognizable a cheerfulness and interest throughout the place, to be attributed largely to the sense of fair

treatment. The need of close overseeing is less than formerly. We think we see a more self-respecting bearing and cordiality towards the firm, which fully justify all concessions made."

"We might add, in summing up in a general way, that one marked result of incorporating into our business some of these methods, has been the fact that we are enabled to-day to secure a better class of help, more intelligent, and doing better work than it was possible to secure before."—L. H. Parke & Co., Philadelphia.

"Words are said to have golden pencils, but more eloquent than any words, more golden than any parole testimony, was the sensation of seeing and realizing what an uplifting influence a single establishment can have, not alone upon its employes, but upon an entire community, developing the prime factor of happiness and prosperity, the brotherhood of man."—W. D. Henderson, the Henderson Litho. Co., Cincinnati, O.

"This plant [Heinz & Co.] is one of the object lessons in industrial betterments, for other manufacturing concerns have sent representatives to study the arrangements for the education of employes. It is known that in two cases there were decisions to provide similar accommodations. Some foreigners visiting this country cannot understand why such elaborate efforts are extended for the comfort of factory employes. 'There is nothing like this in all Britain,' said one of them recently, as he went through the new building. 'We would not know what to make of this over

there. I do not see how you expect to get your money's worth out of it.' When Mr. Heinz was asked whether he thought the firm would be repaid for the money spent in this way, his answer was, 'I have never given that side of the matter any thought. We are fully repaid when we see our employes enjoying themselves, and spending their noons and evenings in a profitable manner to themselves. And then, you know, this makes a little Heaven here below, and that is something worth having.'"

In an article regarding a textile mill company in Massachusetts, "Social Service" says:

"The company is very strict in the matter of the morals of the people. While they do not pretend to say what they shall do outside of the mills, they do claim the right to say whether they shall work for them if their manner of living is not what it should be outside. They will not knowingly keep in their employ persons who are intemperate; and in many instances, through the means of their strict discipline, have been able to keep from drink, men who, otherwise would have been confirmed drunkards. In this way they have been able to improve the condition of their people; and to-day their workers are among the best in the textile mills in Massachusetts. The people do not object to this discipline, but on the whole like it, as they are quick to discern that it is helpful to them, as well as their employers."

An employer says, "What I have done I planned, not on the basis of charity or philanthropy, but on the principle that what my employes received was

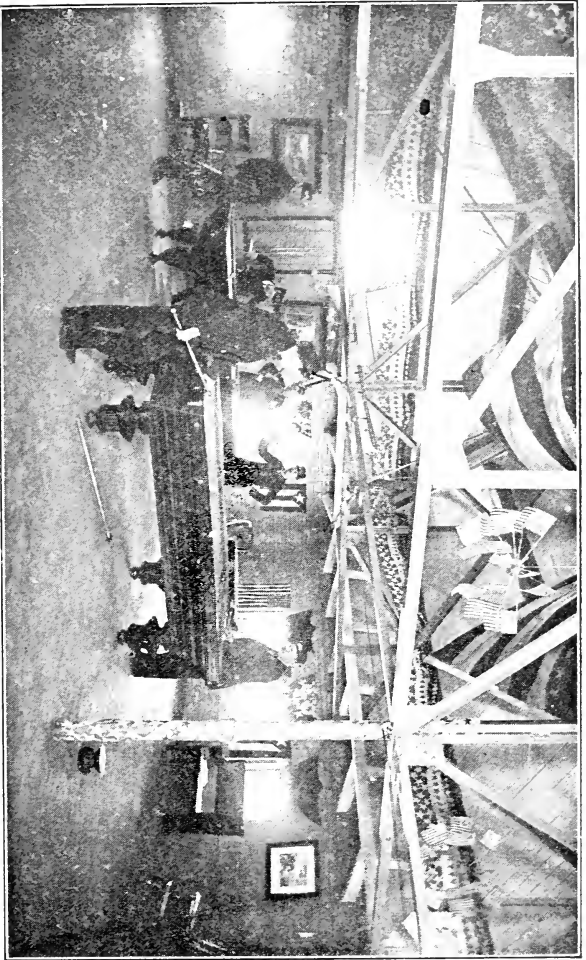
their rightful share, and when they were in my works they made full and ample return. I am, therefore, sharing the prosperity of my business with those who have helped me make it." Another employer,—“ My employes have done a large share in producing my wealth, and I owe them some recognition of that fact.” (Social Service.)

The Cleveland Hardware Co. (January, 1900), testifies:

“ Although we believe that what we are doing is most practical and philanthropic, our company does not feel that it is a philanthropy but a good business proposition. We believe that the manufacturing plant of the future will not be designed without arrangements being made for club rooms, dining rooms, bath rooms, and similar conveniences for its employes, and we are contemplating putting in all of these ourselves, for we realize that the co-operation and good will of our employes is money in the company's pocket.”

Opinions of Employes.—One of the best testimonies to the justice of these methods is that of the Dayton (O.) Trades and Labor Assembly, from which the following is taken:

“ Believing that our fellow workers, as a rule, are ambitious to rise above mere shop hands, and that every effort made by the manufacturers of the city to better the condition of their employes should be promptly recognized; and having learned of the many economic features existing in the National Cash Register Works to make its employes independent, skillful workmen and intelligent citizens;



A STREET RAILWAY RECREATION ROOM (W)



we believe that such acts will do more to create a mutual respect and render cooperation between employer and employe possible than any other method; and we feel that, as mechanics and artisans, we should take this means of expressing our hearty commendation of the course pursued."

Opinions of Students.—"A great factory system organized upon principles of brotherhood, openly professing the Golden Rule as its doctrine, advocating the care and training of men's minds and spirits, while employing their hands, is so unique, so altogether captivating, that it would require not above an hour's inspection most effectually to silence for the time being the loudest grumbler at modern industrial conditions. Quite the most unique thing about it all, too, is the naive confession by the company that they find business profit in what they are doing for their people."—Rev. Edgar Whitaker Work, D.D., in "The Independent."

"To conduct a great business which stretches out all over the world, and to practice at the same time the practical gospel of good will to men, is about as far as any one can go until we get wings."—Joseph Jefferson.

"The intelligent and faithful efforts of men in great undertakings of this nature are sure to bring about far more acceptable, because far more just, relations between employer and employe."—Dr. James H. Canfield, Librarian, Columbia University.

"An earnest effort like this to solve by business principles, and at the same time in a kindly spirit, the great problem of the best relations between em-

ployer and the employed is an important and patriotic contribution to the welfare of our beloved country and to its still higher elevation among the nations."—Hon. Andrew D. White, Ambassador of the U. S. to Germany.

"I think it ought to be shown that a man's industrial pursuits are not divorced from his manhood, from his character, his tastes, ethics and religion, but that the entire personality makes the employer and the laborer. This is a truth supremely needed in the industrial pursuits; it is calculated to revolutionize business. This principle the manufacturer recognizes; and I hope the principle on which the practice rests will be made more evident. In my remarks, I call it the sociological factor.

"The esthetic element in the establishment is of great importance. The vulgarity so common in most industrial plants and in their surroundings has been regarded by some as almost irremediable. You have solved the question most favorably, and I think it ought to lead to imitation. You justly regard the relation of the establishment to the entire community worthy of much consideration; and your example ought to be contagious.

"I believe great and permanent influence will be exerted by the proof that your method has its basis in economics, humanity, sociology and esthetics."—Dr. J. H. Stuckenberg, Cambridge, Mass.

"While it is true that such endeavors are not 'philanthropy' in the ordinary sense of the term, yet on the other hand they are not mere expedients for increasing profits, though the efforts have been

financially remunerative. It must be recognized that the basis of this concord between employer and employe is justice; or, as one employer has stated it, modifying an old adage, 'it pays to be just.'—Professor Paul Monroe, Teachers' College, New York.

“The result is felt in better labor, better machines and a better moral atmosphere.”—“New Socialism,” Bourke Cockran.

“It is a plan that practically meets the needs of working people, and from it we can gather much that will be helpful to the thousands of young girls, who yearly come under our care.”—C. V. Drinkwater, Boston Young Woman's Christian Association.

“Fair dealing, cooperation and profit-sharing will prove to be wiser than strikes, boycotts and lockouts. Here is a field for capital to display fine executive ability, sound economic wisdom and a progressive philanthropic spirit as well.”—Governor James A. Mount of Indiana. (Labor Day Address.)

“‘What more than wages?’ is an industrial question that is being asked by men, some of whom feel that the labor share of their Wealth-production should have a larger reward than the mere payment of wages; other employers are sufficiently far-sighted to recognize that whatever makes the worker more human, more contented, more skilled, is a positive industrial asset in the business, and is a large factor in industrial stability.”—Dr. W. H. Tolman.

Press Opinions.—“Municipalities are feeling more deeply the importance of providing conditions nec-

essary for physical and moral health. Employers of labor are beginning to see that stronger workmen can do more work, that more intelligent workmen can do more intelligent work, that more conscientious workmen can do more conscientious work, and that it pays, therefore, to invest something in the manhood of their men."—*Brooklyn Citizen*.

"When employers see that their influence easily leads their employes to insist upon better schools, better streets, better parks and better government, and that such increased interest will mean a higher character in municipal affairs, decreased taxation and the attendant advantages, they will do more to cultivate improved conditions among all those who may be employed by them and to make their factories centres of a better life for themselves and others."—*"A Model Factory Town," in Municipal Affairs*.

"By giving the men more comforts and accommodations, they are enabled to do much better work, and at the same time it is an incentive toward the attainment of a better moral condition."—*Cleveland Plain Dealer*.

"Whatever makes the wage-earners contented with their homes has value for the employer, for the greater the home contentment the less likely will the workingmen be to do that which will imperil it or impair its integrity. The very inexpensive and simple application of the fundamental principles of landscape gardening to the factory grounds and the homes of the wage-earners is the first step in the improvement of their condition by any employer who feels that he owes his staff more than the mere

payment of wages. The same reasoning will apply to the managers of trolley lines and railroads, the president of one Eastern railroad stating that he would offer prizes not only for the best kept premises, but also for the best kept farm along the line of his road."—*New York Tribune*.

"The recital of this description (of the Sherwin-Williams Company's plan) will probably sound on a fairy-tale order. Business men who read it may wonder how the company can afford to go to such an expense. It is interesting to say in this regard that for every dollar expended along these lines ninety-nine cents or more, is returnable in the renewed efforts of the employes in their desire to please the men who have made work really a pleasure. This statement is borne out by every large employer of labor who has taken the trouble to investigate this co-operative idea. It takes a man with plenty of nerve to remain dirty when cleanliness is everywhere. It takes a man with more nerve to kill time when he looks at the clock and sees under it, 'Do it now.' Then, too, in an establishment such as the Sherwin-Williams Company a feeling of loyalty seems to pervade the atmosphere."—*The Interstate Architect and Builder*.

Referring to the recent action in the establishment of pension funds, the *Philadelphia Ledger* says:

"The employes of the Pennsylvania railroad company have always been well cared for, and this fund will increase the advantages they enjoy, for it will practically provide them with pensions after

long and faithful service. It will benefit not only the recipients, but the service of the company. Employes will be stimulated to do their best for a company that provides for them in their old age, and the company will be relieved of the necessity of keeping on its pay-rolls employes who, because of the infirmities of age, are less active than they should be. In the absence of a pension system, this retention of employes after they have passed their days of usefulness is a real drawback. Even corporations hesitate about discharging a man who has worn himself out in their service, but in retaining him they injure themselves. It is far better to put a younger man in his place and to give the old servant that which he deserves—honorable retirement on a pension. It will probably be impossible to put down all the items in a profit and loss account to show how much has been gained or lost by the liberality of the Pennsylvania railroad company to its employes, but there will probably be a gain not to be measured in dollars and cents, the company getting better because more cheerful service from those who know that they are to be cared for, and by relieving its pay-rolls of those who have become inefficient through age."

"Employes robust in health and cheerful in disposition are capable of more and better work than those that are morose and dissatisfied. The employe that takes a personal interest in his work is more valuable to his employer than he that regards his job as a dismal task, to be got through with in any kind of shape until the end of the day's work comes.

Nobody has employed others that has not discovered that enthusiasm among employes will accomplish wonders.

“It is good business for the manufacturer to make factory life as attractive as is consistent with steady work. It is not necessary to provide easy chairs and pianos, but a great deal can be done in an inexpensive way to make the surroundings of a factory more enduring. A stretch of green lawn and a few flowers, instead of bare, yellow clay and heaps of ashes, about the factory buildings, festoons of vines to cover the nakedness of staring brick walls, fresh, clean paint, instead of grimy interiors; none of these things costs much money, but they go far toward making life worth living for the man of work. They give him a pride in the plant, and help to make him enthusiastic for its success.”—*The Indianapolis Press*.

“We have no idea that the manufacturers built their factory or carry it on as a work of benevolence, or as a school for the benefit of the wage-earners. They certainly had in mind the manufacture of a product that would sell, and its manufacture under conditions the most remunerative to the capital invested; and yet it is difficult to believe that they did not have in mind that happy and benevolent result which so notably impresses those who see it and publish their impressions. Probably they have had that rare wisdom which sees that the most philanthropic management of an industrial enterprise is in fact the most profitable management.”—*The Treasury, New York City*.

“To one who had just come from tales of petty oppression, of factory girls fined for violating rules that are in conflict with nature, the sight of these young ladies sitting in a fern-embowered dining-room eating their lunches, with soup and coffee furnished by the Company [The National Cash Register], the effect was overpowering. Here the girls change about waiting upon each other, while one volunteers to furnish music during the luncheon hour. This bit of pure democracy among the girls, the absence of caste and cant, was very refreshing.

“One thing that impresses every visitor is the look upon the faces of the workers—an expression that denoted a feeling that they were men and women, not merely implements for the making of money. This pervaded everywhere, from the officers’ rooms to the foundry where men were pouring molten brass.”

“And what is more than all—the only message that will be listened to to-day—is the testimony of the Company that it pays. The eight-hour day and good treatment of employes is commercially profitable. That is something that the nineteenth century can understand.”—*The Chronicle, Cincinnati, Labor Organ.*

Employers Mentioned in This Book.

(Any of these will give information regarding their plans.)

Acme White Lead and Color Works, Detroit.
Acme Sucker Rod Company, Toledo, O.
Apollo Iron and Steel Company, Vandergrift, Pa.

Bally, C. F., & Sons, Schoenwerd, Switzerland.
Baltimore & Ohio R. R. Company.
Bell Watch Case Company, Mansfield, O.
Bibb Manufacturing Company, Macon, Ga.
Bousch & Lomb, Fall River, Mass.
Bourne Mills, Fall River, Mass.
Briar Cliff Farms, Scarborough-on-Hudson, N. Y.
Brownell, F. A., Rochester, N. Y.
Bullock Electric Company, Cincinnati.

Cadbury Brothers, Bournville, England.
Cambria Steel Company, Johnstown, Pa.
Carnegie Steel Company, Pittsburg.
Century Company, New York.
Celluloid Company, Newark, N. J.
Chandler-Taylor Company, Indianapolis.
Chase, A. B., Company, Norwalk, O.
Chicago City Railway Company, Chicago.
Chicago Telephone Company, Chicago.
Cleveland Axle Company, Canton, O.
Cleveland Bag Company, Cleveland.
Cleveland City Railway, Cleveland.
Cleveland Cliffs Iron Company, Cleveland.
Cleveland Hardware Company, Cleveland.

Cleveland Twist Drill Company, Cleveland.
Cleveland Window Glass Company, Cleveland.
Crane Paper Company, Dalton, Mass.
Crawford, McGregor & Canby, Dayton, O.

Daily Graphic, London, England.
Daniels & Fisher, Denver.
Draper Company, Hopedale.

Eastman Kodak Company, Rochester.
Eagle & Phoenix Mills, Columbus, Ga.
Enterprise Manufacturing Company, Philadelphia.
Estey Organ Company, Brattleboro, Vt.

Fairbanks Man'g Company, St. Johnsbury, Vt.
Farrand & Votey Organ Company, Detroit.
Fels & Company, Philadelphia.
Ferris Brothers, Newark, N. J.
First National Bank, Chicago.

Garlock-Frazee Laundry Company, Cleveland.
Gem Shirt Company, Dayton, O.
Gorham Manufacturing Company.

Hazell, Watson & Viney, London.
Heinz, H. J., Company, Pittsburg.

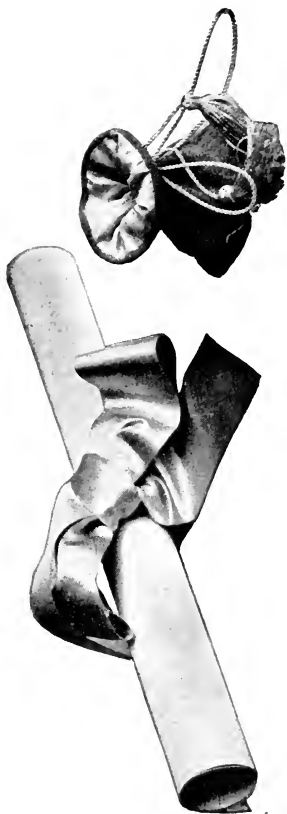
Illinois Steel Company, Joliet.

Knapp, Stout & Company, The, Menominee, Wis.

Laycock, T. B., Company, Indianapolis.
Legler & Co., Dayton, O.
Lever Brothers Company, Port Sunlight, England.
Lowe Brothers Company, Dayton, O.
Ludlow Manufacturing Company, Ludlow, Mass.

Markan, J. C., Agneta Park, Holland.
McFarland, J. H., Harrisburg, Pa.
Merrimac M'fg Company, Lowell.

- National Elgin Watch Company, Elgin, Ills.
National Cash Register Company, Dayton, O.
Nelson, N. O., Company, St. Louis.
New York Telephone Company, New York.
- Parke, L. H. & Company, Philadelphia.
Parry Manufacturing Company, Indianapolis.
Peacedale Manufacturing Company, Peacedale, R. I.
Pelzer & Piedmont Mills, Georgia.
Pennsylvania Railroad Company.
Pope Manufacturing Company, Hartford.
Proctor & Gamble Company, Cincinnati.
Purina Mills, St. Louis.
Remington-Sholes Company, Chicago.
Riverside Press, Cambridge, Mass.
Rowntree & Company, York, England.
"Roycroft Shop," East Aurora, N. Y.
Russel & Erwin Manufacturing Company, New Britain, Conn.
- Shepard Company, The, Providence.
Sherwin-Williams Company, Cleveland.
Siegel-Cooper Company, New York.
Stetson, The J. B., Company, Philadelphia.
Stilwell-Bierce & Smith-Vaile Company, Dayton, O.
Stoddard Manufacturing Company, Dayton, O.
Swift & Company, Chicago.
- United States Printing Company, Cincinnati.
- Walker & Pratt Company, Watertown, Mass.
Wanamaker, John, Philadelphia.
Warner Brothers Company, New York and Bridgeport.
Weir, G. & J., London and Glasgow.
Western Electric Company, Chicago.
Westinghouse Air Brake Company, Wilmerding, Pa.
Williams, J. H., Company, Brooklyn.
- Young Mens' Christian Associations.
Young Women's Christian Associations.



DIPLOMA FOR PRIZE SUGGESTIONS (b)

List of Illustrations

General View, Kodak Park.....	Frontispiece
	PAGE
A Corner of the N. C. R. Factory Lawn.....	17
The Hopedale Houses of The Draper Co.....	23
(a) An Office Force at Lunch.....	33
(a) A Factory Com. Examining Suggestions for Prizes.....	33
A Women's Assembly and Lunch Room.....	37
Serving Lunch to Men Working Overtime.....	41
(a) A Woman's Work Room.....	45
(b) An Attractive Office.....	45
A Woman's Bath Room.....	49
(a) A Well-arranged Wash Room.....	53
(b) Wash Room and Lockers.....	53
A Quiet Corner for Reading.....	57
Women's Lunch Room.....	58
Dining and Entertainment Room for Employes.....	61
Men at Lunch in the Factory.....	68
A Large Factory Lunch Room.....	73
(a) Preparing Coffee for Employes.....	77
(b) Case for Hot Lunches.....	77
The Casino, Gorham Mfg. Co.....	81
The Social Centre at Briarcliff.....	87
Children's Entertainment at a Prize Distribution.....	93
(a) A Cooking Class.....	99
(b) Class in the Chemistry of Paints.....	99
(c) Department Record.....	99
(a) A Traveling Library in the Factory at Noon.....	105
(b) The Men's Reading and Rest Room.....	105
Serving Tea During Work Hours.....	111

	PAGE
A Woman's Rest Room.....	117
(a) Rest Room for Women.....	123
(b) A Group of Women Ready for Work.....	123
(a) A Corner in Port Sunlight.....	129
(b) Noon Hour at Cadbury's, England.....	129
Westinghouse Homes.....	133
Memorial Hall, Ludlow, Mass.....	139
(a) Front Yards of Employes' Homes, Dayton, oppo- site Factory.....	145
(b) Back Yards of same Houses.....	145
(a) A Back Yard in Spring.....	149
(b) The Same Yard and its Decorator, Winner of a Prize	149
Boys' Vegetable Gardens.....	153
A Miner's Home, Ishpeming.....	159
A Summer Playground for the Factory Neighborhood.....	165
(a) The House of Usefulness, South Park.....	171
(b) Interior of Extension, Rubicon.....	171
The Women's Century Club.....	177
School and Residences, Ludlow, Mass.....	185
The Auditorium at Heinz Company's Factory.....	195
A Street Railway Recreation Room.....	203
Diploma for Suggestions.....	216

INDEX

- Accidents, provision for, 48.
Acme Sucker Rod Co., 16.
Acme White Lead and Color Works, 75, 96, 103, 104, 109, 197.
"Advance Club," 103.
"Advance" Department, 27.
American Park and Outdoor Art Association, 161.
Ames Family, gifts of, 16.
Apprenticeships, plans for, 86.
Apollo Iron and Steel Co., 135.
Aprons for women, 114.
Argument of the Book, 7.
Bally & Sons, 96.
Baltimore and Ohio Relief Fund, 122.
Baths, provision for, 48.
Beginning plans, 39.
Bell Watch Case Co., 103.
Benefit Societies, Employes', 179.
Bibb Mfg. Co., 126.
Bourne Mills, 16.
Boys' Gardens, prizes for, 151, 155.
Briar Cliff Farms, 85.
Brooklyn Citizen, quoted, 208.
Brownell, F. A., 26, 52, 114.
Bullock Electric Co., 40, 75, 76, 127.
Cadbury Brothers, 19, 40, 56, 115, 131.
Cambria Steel Co., library, 169, 184.
Canfield, Dr. Jas. H., opinion, 206.
Carnegie Co., 75, 126.
Carnegie Library, 169.
Casino of Gorham Mfg. Co., 83.
Celluloid Co., 85.
Century Co., 16.
Chairs, comfortable, 52.
Chandler-Taylor Co., 95.
Chase, A. B., Co., 96.
Chicago City Railway Relief Asso'n, 179.
Chicago Telephone Co., 115.
Chronicle, The, opinion, 212.
Civic Duty of Employers, 25.
Cleanliness of factories, 39, 43.
Cleveland Ax'le Co., 86.
Cleveland Bag Co., 117.

- Cleveland Cliffs Iron Co., Dignity of Laborer, 25.
156, 159, 179.
- Cleveland City Railway Co., Dividend to Labor, quoted,
203. 12, 29.
- Cleveland Hardware Co., Domestic Economy for wom-
lunch room, 69, 95, 107, en, 98.
115, 170, 179, 184, 199, 202.
- Cleveland Plain-dealer, opin- Draper Company, 16, 132.
ion, 209. Drinkwater, C. V., opinion,
207.
- Cleveland Plan—Chamber of Eagle and Phoenix Mills, 84.
Commerce, 28. Eastman Kodak Co., 39, 95,
109.
- Cleveland Twist Drill Co., Education of employes, 98.
72. Elevators for employes, 52.
- Cleveland Window Glass Co., Employes' Benefit Societies,
56, 103, 115. 179.
- Clubs, factory people's, 175. Employes' homes, 128, 138.
- Club Houses, 79. Employes' response, 173.
- Colors for factory walls, 43. Enterprise Mfg. Co., 26, 51,
52, 55, 86, 95.
- Cochrane, Bourke, opinion, Estey Organ Co., 184.
207. Examination, physical, of ap-
plicants, 47.
- Comforts, provision for, 47.
- Communities, Factory plans Factory auditoriums, 76.
for, 128. celebrations, 96.
classes, 98.
- Committee system of govern- club houses, 79.
ment, 31, 104. gatherings, 32, 103.
- Conventions of factory peo- improvement, plans for,
ple, 104. 26, 35.
- Co-operation of employes, interior of, 43.
191. libraries and reading
rooms, 107.
- Crane Paper Co., 16, 40. lunch rooms, 59.
- Crawford, McGregor & Can- periodicals, 108.
- by Co., 184. social settlements, 163.
- Daniels & Fisher, 101. surroundings, 35, 40.
- Denver Lunch Club, 188. Fairbanks Mfg. Co., 16.
- Department for cultivating
best relations, 27.
- Difficulties in carrying out
plans, 29.

- Fairness essential to good relations, 21.
- Farrand & Votey Co., 96.
- Fels & Co., 55, 75, 113, 184, 200.
- Ferris Bros., 46, 110, 127.
- First National Bank, Chicago, 125.
- Foot-rests, 52.
- Garlock-Frazer Laundry Co., 141.
- Gem Shirt Co., 176.
- Gilman, N. P., quoted, 12, 29.
- Gifts of wealthy men, 15.
- Gorham Mfg. Co., casino, 83, 89.
- Hazell, Viney & Watson, 116.
- Heinz & Co., 75, 76, 109, 114, 115, 200.
- Henderson, W. D., opinion, 200.
- House beautifying, 138.
- House building by employers, 128.
- Ice water, 52.
- Illinois Steel Co., 19, 80, 127, 184.
- Indianapolis Press, opinion, 211.
- Interstate Architect and Builder, opinion, 209.
- Jefferson, Joseph, opinion, 205.
- Kindergartens and factory life, 161.
- Kirkland Association, 63.
- Knapp, Stout & Co., 16, 158.
- Labor recreation, 17.
- Landscape gardening for employes, 141.
- Laycock, T. B. Co., 75, 79, 96, 109, 176.
- League for Social Service, 156, 161.
- Legler & Co., 176.
- Lever Brothers Company, 19, 40, 56, 96, 109, 113, 115, 131, 176.
- Libraries, factory, 107.
neighborhood, 169.
- Lockers, provided, 48.
- London Graphic, 116.
- Lowe Brothers Co., 109, 181.
- Ludlow Mfg. Co., 16, 136.
- Lunch rooms, for women, 59, 60.
for men, 69, 71, 72, 75.
clubs among employes, 188.
- McFarland, J. H., 40.
- Markan, J. C., 119, 179.
- Matron for women employes' 28, 115.
- Meetings of employes, 103.
- Men's lunch rooms, 69.
- Mental and moral training, 86.
- Merrimac Mfg. Co., 132.
- Mining town's experience, A, 156.

- Monroe, Prof. Paul, opinion, 207.
 Mount, Gov. J. A., opinion, 207.
 Municipal affairs, opinion, 208.
 Mutual Benefit Associations, 179.
 National Cash Register Company, 20, 22, 27, 31, 39, 40, 46, 48, 52, 56, 59, 76, 79, 90, 91, 95, 98, 102, 103, 104, 108, 109, 110, 113, 114, 115, 127, 128, 141, 162, 163, 167, 170, 175, 176, 181.
 National Elgin Watch Co., 110.
 Neighborhood improvement, 25, 138.
 organizations, 143.
 social centers, 163.
 libraries, 170.
 Nelson, N. O., Company, 17, 126, 127, 136.
 New York Telephone Co., 114, 115.
 New York Tribune, 209.
 Officers' lunch rooms, 76.
 Opinions of employers, 197.
 of employes, 202.
 of students, 205.
 of the press, 207.
 Organization, special systems, 31, 104.
 Parke, L. H. & Co., 37, 45, 200.
 Parry Mfg. Co., 96.
 Patterson, J. H., opinion of kindergartens, 161, 199.
 Peacedale Mfg. Co., 16, 132, 167.
 Pelzer and Piedmont Mills, 137.
 Pension systems, 116.
 Periodicals for Reading Rooms, 107.
 factory publications, 108.
 Personal sympathy essential to good relations, 21.
 Pennsylvania Railroad Relief Fund, 120.
 Philadelphia Ledger, opinion, 210.
 Physical examination of applicants, 47.
 Physicians, provisions for, 126.
 Play grounds, 173.
 "Pleasant Sunday Afternoons," 167.
 Pope Manufacturing Co., 39, 71, 110.
 Principles to govern, 20.
 Prizes for suggestions, 90.
 Prizes for yards, gardens, etc., 144.
 Proctor & Gamble Company, 16, 55, 125, 184.
 Profit sharing, 16.
 Purchases at special prices, 127.
 Purina Mills, 96.
 Reading Rooms, 108, 169.
 Recesses for women, 113.

- Recreation, provision for, 56.
 109.
 Relief associations among employees, 179.
 Remington-Sholes Co., 96.
 Renting houses to employes, 131.
 Rest rooms for women, 115.
 Results of efforts, 193.
 Riverside Press, 39.
 Rowntree & Co., 28, 56, 101, 115, 184.
 Roycroft Press, 16, 108.
 Russell & Erwin Co., 96.

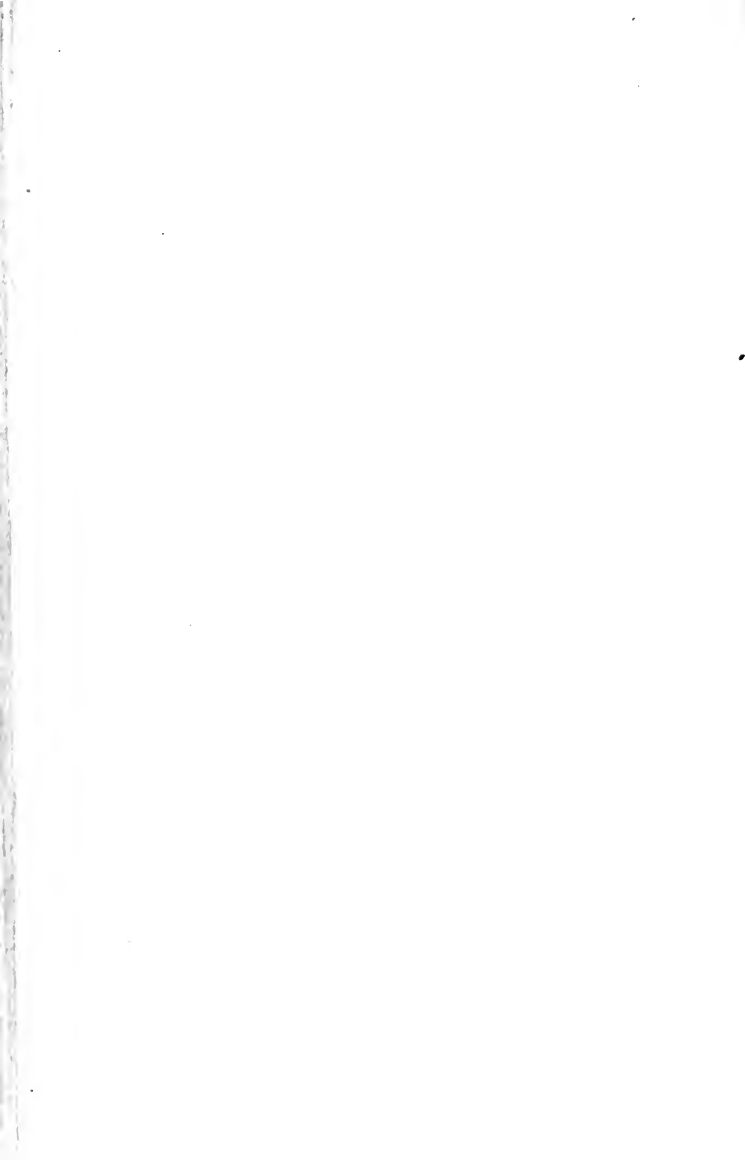
 Savings, plans for, 116.
 Schools, factory, 98, 101, 102.
 Shepard Company, The, its Social Secretary, 28.
 Sherwin-Williams Co., 22, 26, 72, 109, 128, 180.
 Short work hours, 52.
 for women, 113.
 Sick funds, 119, 179.
 Siegel-Cooper Co., 119, 126.
 "Social Secretary," 28.
 Social service, opinion, 201, 202, 203.
 Social settlement, factory, 163.
 "South Park" plan of prizes, 144.
 Stereonticon, use in factory, 102.
 Stetson, John B., 98, 137, 168.
 Stilwell-Bierce & Smith Vaile Co., 184.
 Stoddard Mfg. Co., 109.
 Stout Manual Training School, 158.
 Stuckenberg, Dr. J. H. W., opinion, 206.
 Suburban locations, 39.
 Suggestions of employes, 35.
 plans for prizes, 90.
 Sunday afternoons in the factory, 167.
 Swift & Co., 75.
 Sympathy, how to win, 29.

 Thrifts, 116.
 Toilet rooms, provision of, 52, 114.
 Traveling library, A, 108.
 Treasury, The, opinion, 212.
 United States Printing Co., 40, 96.
 Visitors to factories, 128.
 Walker & Pratt Mfg. Co., 48.
 Wanamaker, John, 101.
 Warner Brothers Company, 19, 80.
 Weir, G. & J., 96.
 Western Electric Co., 63.
 Westinghouse Air Brake Co., 28, 135.
 White, Hon. A. D., opinion, 206.
 Whitin family, gifts of, 16.
 Williams, J. H. Company, 51, 128, 181.
 Women, education for, 98.
 employment of, 13, 110.
 lunch rooms for, 59, 188.

- Women, provision for comforts of, 46.
rest rooms, 115.
shorter hours for, 113.
toilet rooms, aprons, etc., 114.
- Work, Rev. E. W., opinion, 205.
- Young Men's Christian Associations, 19, 56, 102.
- Young Women's Christian Associations, 60, 102.



THE END





**RETURN
TO** →

CIRCULATION DEPARTMENT
202 Main Library

LOAN PERIOD 1 HOME USE	2	3
4	5	6

ALL BOOKS MAY BE RECALLED AFTER 7 DAYS
Renewals and Recharges may be made 4 days prior to the due date.
Books may be Renewed by calling 642-3405.

DUE AS STAMPED BELOW

REC'D MAY 15 1986	RECEIVED	
FEB 4 1987	JUN 24 1995	
AUTO. DISC DEC 23 '86	CIRCULAR	
	SEP 16 1997	
JUN 10 1991		
FEB 07 1992		
REC'D FEB 20 '92		
JUL 20 1995		

UNIVERSITY OF CALIFORNIA, BERKELEY
BERKELEY, CA 94720

YB 19063

GENERAL LIBRARY - U.C. BERKELEY



8000987202

98534

UNIVERSITY OF CALIFORNIA LIBRARY

