

results, it seems to me that there is one big hole in it; if we should follow this formula we would have, in my judgment, a paternalistic utopia. We might end with efficiency on the side of the management, but so far as the workman is concerned there is only one place where the individual's desire to construct, to develop or to express one's self is taken into consideration, and that is under a sub-heading "Enthusiasm," where there is outlined the "suggestion box" and the possibility of a "shop committee." Much depends on who initiates and determines these things; if the shop committee really functions, so much the better. I am glad that Mr. Fisher added this morning "Leadership" in this part of his outline.

There is nothing according to this formula to make sure of arousing initiative in the workman, or satisfying his creative impulse, and there is very little to take care of what Mr. Rowntree has so aptly termed his "intellectual ferment." Mr. Fisher has stated that efficiency is relative, and that is very well; but it seems to me that his outline is made more for the man of Mr. Clothier's story who is satisfied "to go around and pick up cigarette stubs on the end of a stick," than for the highly skilled, keen, ambitious workman, who may be one of the minority, but whose full development and efficiency is most important of all.

DR. ARTHUR B. EMMONS, 2D:¹ Such a chart as is here presented appeals to me as a valuable guide, if rightly or intelligently used. The doctor, for example, who relies on his memory to cover the points of physical examinations soon finds that his omissions are frequent. The more of a mental routinist he is, the less he will omit. But routine medicine is not generally desirable medicine. On the other hand, if the doctor uses a chart or schedule to cover the routine and keeps his mind fresh and critical for the unusual, he is able to individualize or humanize his work.

The danger in using such a schedule is lack of right emphasis, as the author well points out. Finality in this regard is not obtainable or desirable, as it again results in routine. People and conditions are constantly changing and differ in various industries and localities. To stress one feature in one place at one time seems to me good practice.

In the selection of the feature to stress in one plant or with one set of workers or even with one individual worker, some such schedule is like a chart to a navigator.

Who is to use this schedule? How?

My job is to organize and develop health work in twenty-five stores in five cities. Most of these stores

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have already some kind of health work from first aid to considerable health departments. The different stores have different types of business, different physical conditions, different traditions and finally very different managing personalities.

Industry, too, which this audience represents, undoubtedly has these great differences.

As in my stores, so in industry I conceive the need to be some method of procedure to obtain and develop the best workers.

I wish to briefly describe perhaps the most successful organization of a store in working this out.

A Health Committee—it might broaden its functions under the name Personnel Committee—was formed. At a monthly meeting of one hour, the minutes of the previous meeting are read, a typed copy of which is sent to each member following the meeting. The doctor's report is read. Comparison with past reports is made and his recommendations considered. This is, of course, good education to all, including the doctor.

This committee of a store with a population of about 1,000 is composed of twelve people; the president, the superintendent, the engineer, who is the insurance man, the heads of employment and educational departments, doctor, nurse, visiting nurse, store matron as welfare worker, president of the Mutual Aid Association, and myself as medical advisor.

A schedule might prove a chart by which to guide the course of such a committee (Table 2).

To be most helpful such a chart should fix the responsibility for certain functions on one or more departments; for instance, health education may well be assigned to the Health Department; to the Education or Training Department responsibility for disciplinary functions in the employment.

I therefore suggest that the chart be worked out under headings of departments directly responsible for carrying out its application to the worker.

This Health or Personnel Committee could then take up each point and receive reports and discuss methods of securing their effective application.

To have this done by a committee prevents misunderstanding and tends to produce cooperation of those in different departments, all of which are directly interested and responsible.

Health Factors

Indigestion or gastro-enteritis, is the most common complaint given as a cause of lost time in a certain large store. The common causes of indigestion are (1) errors in diet, (2) bad teeth, (3) bad habits in eating, (4) neglect of bowels, (5) over eating, (6)

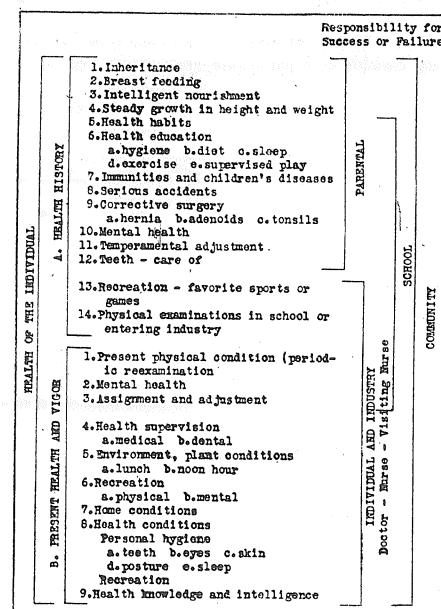


TABLE 2.

emotions, fear, worry, etc. These causes are due to (1) parental neglect, (2) school neglect, (3) personal ignorance and neglect, (4) community failure.

To prevent such neglect we must have (1) healthy and intelligent parents, especially mothers. The mother who nurses her infant for six to nine months and continues to regulate intelligently the child's diet, and teaches cleanliness and good hygiene, will send the child to school physically fit and trained to good habits. Watching the weight is a valuable guide.

The school must physically examine the child, estimate the child's strength and health, ascertain its health habits and knowledge, and plan a program to develop the child in strength and knowledge of health. The height and weight are good checks on normal development.

The parents and the school must cooperate to develop immunity to the prevalent children's diseases.

The value of games in normal development of the human animal from the cradle to the grave is being increasingly recognized.

The spirit of team work and the relation of the

individual to the team may be the most valuable lesson learned in school days.

If the school has succeeded in doing its part it should present to industry, the store, or college, the pupil at sixteen to eighteen years physically fit, in good health habits and hygienically intelligent.

Industry, the store, or college should now furnish similar care consisting in physical examination, with corrective advice, suitable assignment in healthy environment with incentive to progress and safeguards from accident and disease.

An efficient workman needs enjoyable physical recreation. Few men or women over thirty will today seek out such physical recreation, especially in cities where the difficulties are great. Here the community responsibility must be invoked.

The part of the community in the scheme of healthy industrial citizenship begins, I believe, with educating the school girl to be fundamentally a good housekeeper, intelligent mother and a home builder. Next, to furnish her environment and encourage suitable equipment. This means streets, water supply, sewage, parks, supervised playgrounds, supervised movies and dances.

Perhaps the community's biggest responsibility is good schools. A wave—better a river—of physical education today seems to be rising.

By showing physical unfitness the war put a new value on physical fitness. Our knowledge of hygiene is rapidly growing and is already sufficient if sufficiently diffused to prevent the larger part of our physical failures.

E. A. WILSON:¹ Let me say that Mr. Fisher has done a most excellent work and that his chart will be invaluable to me in my work.

I don't agree with the man who has said that labor is one element and that management is another element, and that the elements cannot mix. As long as management takes that attitude there will never be a "formula for an efficient workman."

Once I thought it required a slave-driver to produce an efficient workman. After hearing Arthur Nash talk on "doing business on the Golden Rule," I changed my mind.

I reasoned that my great interest in my business is because it is my business, and that if I wanted interest on the part of the employees I must make it their business too.

The questions of capital and labor could be settled by changing labor into capital.

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