

in adjustment to the advantage of all concerned. If we are to view labor relations not primarily as reformers, or wage-earners, or employers, or public officials, but as scientists and philosophers, we must begin with a disinterested investigation of the aims, purposes, and points of view of the parties to the relationship."

How democratic control over the community can be given to the workers in a southern mill village despite the tradition of paternalistic control by mill owners, was described by Henry P. Kendall. Women in Congress and several holding positions of importance in federal and state governments were; also, speakers on the program. Experiments in reducing hours without decreasing production were described by Miss Frances Perkins. An incident which signified women's increasing participation in industrial policies was the news during the conference that Governor Smith had appointed Miss Perkins chairman of the Industrial Board of the New York State Department of Labor.

The resolution providing for an investigation of labor laws for women was introduced by delegates of the National Woman's Party, but the conference overwhelmingly rejected an important and irrelevant clause in the original motion, which would have had the effect of asking the Women's Bureau to withhold conclusions on the subject of labor laws for women which are adverse to the so-called Equal Rights Amendment to the Federal Constitution advocated by the National Woman's Party. The amended resolution asked the Women's Bureau to make "a comprehensive investigation of all the special laws regulating the employment of women, to determine their effects," and further requested the formation of an Advisory Committee "with whom the Director will take counsel concerning the scope of the investigation; and that the personnel of such committee include equal representation of both sides of the controversy over special legislation for women."

Thus the aftermath of the conference will provide one more test of fact-finding as a means of resolving conflicts. Doubtless members of the Taylor Society, particularly those employing women in their plants, will be asked to contribute facts to this inquiry.

LILLIAN M. GILBRETH } Delegates
PAULINE GOLDMARK } of the
MARY VAN KLEECK } Taylor Society

Book Reviews

What the Coal Commission Found. Edited by Edward E. Hunt, F. G. Tryon, and Joseph H. Willits. Williams and Wilkins Co., Baltimore, 1925, pages 416.

After the expenditure of some \$600,000 for a diagnosis of the ills of the coal industry, the public doubtless expected to be told, finally and definitely, what is the matter with the industry, who is responsible for its troubles, and what should be done about them.

To say that the Coal Commission very largely disappointed the public in this expectation is a criticism in a limited degree only. The Commission undertook the exploration of a dark continent of vast extent. It collected detailed information and found a bewildering multitude of facts on many phases of the coal industry but neglected to set aside sufficient time to digest and interpret the facts collected.

Consequently the work of the Commission is inconclusive. Not that it should have located blame for conditions in some one spot, but that it should have given us a clearer distinction between symptoms and disease. For instance in the bituminous industry a great outstanding fact is over-development. The Commission, of course, did not neglect the subject, but it did not make sufficiently clear what were its causes and the remedy for it.

Some months after the expiration of the Commission's life, members of the staff decided that the public should be given the benefit, without further delay, of what had been done. They undertook to embody within the covers of a single volume the more significant portions of the staff reports and to give them as much unity as was possible under the circumstances.

Because most of the material which furnished the basis for the text was addressed to the Commission rather than to the public, it is somewhat too detailed to be easy or interesting to the general reader. One is constantly impressed with the painstaking and workmanlike character of the statistical work, which is the backbone of most of the studies, but disappointed at the lack of their finality and conclusiveness. The original purpose of the reports is the explanation.

The recommendations of the Commission, which constitute Part III, impress the reader not as having been arrived at by a close analytical study of the staff reports, but as having been somewhat hastily formulated against time and pressing public necessities.

Possibly undue prominence, quantitatively at least, is given to the commercial and the labor aspects of the coal problem. Problems of internal management, and particularly production methods, with reference especially to underground conditions are subordinated. Nevertheless, a keen analyst would doubtless find much that is suggestive. On subjects of costs, margins and profits, labor rates and earnings, living conditions among mine workers, and wholesale and retail distribution, the book has opened up to the student of the industry a vast amount of valuable material. In fact, it is the close student of the industry rather than the casual reader who will find the book useful.

The personal side of the industry is well portrayed by means of numerous excellent illustrations, principally of phases of mine life. It is not without significance that the volume is one of a "Human Relations Series."

The statistical matter is strengthened by the copious use of excellent graphs.

The general form and typography and the evident craftsmanship which went into the making of the physical book are not only above criticism but call for special congratulations to the publisher.

H. S. GILBERTSON¹

Health Maintenance in Industry. By J. D. Hackett,² A. W. Shaw Co., Chicago, 1925, pages iii, 477.

In the words of the author, the object of this book is "to show those who manage plants, and are, therefore, responsible for the management of medical departments, how the workers' health may be maintained and improved as a means of increasing production." It accomplishes its object by presenting the subject of industrial medicine, in a very thorough and convincing manner, as an economic factor in industry.

Convincing facts are given to show that the medical department should share equal importance with other departments in industry. Its activities extend into every department. Not only should the head of the department be well trained in medical work as applied to industry, but he should be familiar with every step in the process of manufacture.

Emphasis is constantly placed upon the fact that the medical department is not a philanthropic enterprise carried on from sentiment but a business investment. It should show definite returns in increased production, decreased labor turnover, and in bettered feelings between employer and employed. The methods for obtaining good medical service in industry are outlined and accurately quoted figures are given to show the profits obtained by leading companies in this country as a result of such work.

The author lays no claim to having presented new material in the field of medicine as related to industry. He has gathered his facts carefully and has presented them in a clear, simple manner easily grasped by a non-medical executive. He points out the hazards of industry, and discusses specific hazards and the effects of industry on the general health of the worker. With reference to the greater morbidity and mortality found among workers as compared with the non-industrial population, he discusses possible causes, resultant decreased production and direct losses to industry as well as to workers, and the effect of successful operation of modern health departments in industry in reducing these losses.

The matter of organization and function of the medical department is discussed so as to give plant managers an idea of what should be done and how it should fit in with

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the rest of his organization. Every type of work is taken up with a careful review of the latest developments. Among the topics discussed are the medical and surgical work, hospital and dispensary services, hygienic and sanitary aspects of industry, proper equipment for meeting the needs of the workers.

While the therapeutic side of the work receives proper emphasis the author treats the entire subject from the larger viewpoint of prevention. The surgical work has been more highly developed in the past due to the necessity for meeting the emergency as it occurred. The more insidious losses due to minor illness have only recently been appreciated. These offer opportunity for constructive work in prevention. The author rightly feels that physical examinations on admission of the employee to industry with subsequent periodic examinations will go a great way to lessen time and production losses. Early treatment and correction of minor defects and illnesses, such as the common cold, will offer a great saving to employer and employee.

For the manager who thinks that his plant is better off without medical service, the book will show the many ways in which industrial medicine may give him healthier employees with greater contentment and less lost time from sickness, industrial disease and accidents. For the manager who already knows the value of such work as done by an established department, the book gives an excellent means for checking up the efficiency of that department. For medical workers in industry the book is of value as giving a review and compilation of the latest work in the field of industrial medicine. It should make an excellent reference book for all the above individuals. While possibly a little lengthy for a busy executive it gives the gist of industrial medicine in non-technical form. The viewpoint is impartial from the standpoint of employer and employed. The author sounds a timely warning that certain conditions must be remedied voluntarily by the employer with profit or steps will soon be taken by state authorities to remedy them in a not altogether satisfactory manner. To managers in industry this book should appeal as giving an accurate account of what medicine offers in industry.

WILLIAM E. BROWN, M.D.³

Employees' Representation in Steel Works. By Ben M. Selekmán, Russell Sage Foundation, New York, 1924, pages 293.

As indicated by its sub-title this is a "study of the industrial representation plan of the Colorado Fuel and Iron Company." Like its companion volume by Mr. Selekmán and Miss Mary Van Kleeck, describing the operation of an almost identical plan in the coal mines of the same company,⁴ this is a report of an intensive, painstaking, field investigation conducted from November, 1919, to April

³The Industrial Health Conservancy Laboratories, Cincinnati, Ohio.

⁴Employees' Representation in Coal Mines, reviewed by the *Bulletin of the Taylor Society*, Vol. X, No. 3, June, 1925.