

should have a rank which will at least make his work respected for the importance attached to it by the management, while he is gaining respect on the basis of accomplishment. He should report to the general manager or to the officer who fulfills the functions of general manager, whatever his title. I have always emphasized this when asked by a company for suggestion as to the establishment of such a department, or when asked by an individual in regard to going to a company for employment work. If the human element is not considered of enough importance by a concern for its representative to have ready access to its corporate ear, there had best be no pretense of undertaking work having to do primarily with its personnel.

THE HEALTH OF THE PROSPECTIVE EMPLOYEE

If the employment department is to have the fullest possible knowledge of the fitness of the candidate for the position for which he is under consideration, it must have assurance in regard to his physical condition. Therefore, the health work naturally falls into this department. The prospective employee should certainly be capable of the physical or mental effort required for his particular work, and he should be free from any taint that might contaminate his fellows, if he were to be put to work. There are some difficult questions that arise in connection with this, but I know of no safe basis for settlement of these except consideration of the greatest good for the greatest number of the employees. It obviously is not necessary to require examination until an applicant has satisfied other requirements, but it should be required then. Health work is capable of extension far beyond this. It has aroused opposition in some cases because of abuse on the part of employers, who have utilized paid nurses illegitimately in seeking information in the homes.

The effects of health work in great plants have been more clearly shown in the decrease of tuberculosis, perhaps than in the case of any other specific disease. Of course, the whole tendency toward this disease has been much lessened under modern factory standards. The light and air and all around cleanliness have been the foundations upon which health work should be built. If, now, there is added to these features the prevention of the disease being brought in by the new worker, a still further advance has been made in the general safety. If there can be added to this some system of periodical examination of the employees at work, looking toward the early exclusion of any who may be developing traces of disease, the matter will be as thoroughly safeguarded as possible. It must be recognized, however, that the introduction of a system of periodical physical examination is likely to bring trouble among the older employees. This, however, to a large extent can be eliminated, if it is generally understood that the company proposes to help in the case of any individual whom it finds necessary to lay off because of physical condition. What very naturally arouses strong feeling in the minds of working people is the idea that some impairment of their physical vigor may be discovered and that, in consequence, they will lose their positions, no matter how they may have struggled to keep up their standard of work. If a concern is to undertake the conservation of health among its employees, it needs to act with the utmost discretion and broad-mindedness.

THE ADVANTAGES OF EDUCATIONAL WORK

In any discussion of so-called educational work, which is another phase of the employment department's responsibility, it is necessary to lay down premises which would have caused much dispute a few years ago but are accepted now, except in the cases of employers who have failed to keep step with modern movements. One of the greatest curses of industrial-

ism now is the settled conviction on the part of many that classes are practically fixed and that employers have every desire to keep the wage earner always a wage earner. It would be worth almost anything to capital if this conviction could be shown to be false.

The mathematics of the proposition is that there is always such a plentiful supply of labor of the lower grades and that the supply rapidly becomes so much smaller as the requirements of intelligence increase, that a company can afford to do very extensive training work itself in developing its lower grades of employees to the point where they are capable of accepting better positions. It must be borne in mind, in this connection, that many an employer and many a manager will oppose this statement in the beginning, who would readily concede its truth, if he should be enough interested to investigate the interest of his business as a whole. It must be remembered that the employer who desires a stable personnel, but the grade of whose work is such that there is constant shifting of employees in his department, is very naturally reluctant to see any system introduced which will bring discontent with their station to his people and will constantly take away from him his more ambitious employees, as they qualify themselves for higher grade work.

Nevertheless, it is becoming all the time more generally conceded that in the long run the concern benefits itself specifically as well as industry in general when it gives every assistance to the individual worker for qualifying to better his position, whether such betterment means transfer from one department to another, or transfer from the particular concern to one doing work of higher grade and, therefore, capable of paying higher wages.

THE EMPLOYMENT DEPARTMENT AS A MEANS OF BETTERING THE RELATION OF EMPLOYER AND EMPLOYEE

In the final analysis, the employment department should be a great service department, representing the interests of employers at all times and especially in the selection of the best available working force, but standing ready, also, to see that the interests of employees are further safeguarded to the extent that they should always know the point of view of their working people. Now, anything is capable of various interpretations and, in my belief, the convictions and aspirations of the working people have been all too seldom interpreted sympathetically to the employers. Many times a sympathetic interpretation would have won recognition and usually this interpretation is thoroughly justified. I have always felt that the employment department stood toward the employees engaged through it somewhat in the position of the man who guarantees a note. The department represents the concern to be certain definite things. All machinery of present day industrialism is designed toward holding the worker up to his job. It is not only simple justice but it is for the best interests of capital that some department should make it its prime interest to hold the employee up to desirable standards, as far as his relations with his people go. It is for this reason that the welfare department ought to be classed as a phase of employment work.

Having secured the employee and placed him, at his work, it is the desire in any well regulated concern to retain him. He should, therefore, be convinced that the company is interested in doing the fair thing by him as well as getting the utmost from him. It is highly desirable that he should feel contented to the extent that will make him wish to stay with the company rather than to go elsewhere, and also that there should be an *esprit de corps* which will give him maximum enthusiasm and loyalty.

In regard to the matter of wages, the whole trend of things is toward a more liberal attitude on the part of capital. We grew, a long time ago, away from the theory of "caveat emptor" in trade, and it is recognized to-day that there can be advantage to both the buyer and the seller of a commodity—that it is not necessary for the one to have advantage, that the other should suffer disadvantage. I believe that we are coming to something of the same sort in the buying and selling of labor. The theory is pretty well discarded already that the price of labor can fairly be determined by supply and demand, especially if the demand come from the modern aggregations of capital and the supply be considered wholly as individual units in the negotiations.

THE PLACE OF WELFARE WORK

Welfare work is, of course, variously interpreted in different concerns. In some, it has to do simply with superfine things, while in others it exists as a free-lance proposition, with full liberty to interest itself in everything which its name could be conceived to cover. It is a certainty, however, that it ought to interest itself in fundamental things before it goes in for the luxuries; for instance, it is highly undesirable to ignore the matter of safety devices, prevention of occupational diseases, safeguards against fire hazards and like matters of concern, and meanwhile, provide such luxuries as flower gardens, concerts or lecture courses.

SANITATION OF THE FIRST IMPORTANCE

One of the most frequent causes of irritation complained of has to do with the matter of lavatories, toilets, locker rooms, etc. When you bring in a working force of three, five or ten thousand people and force them into cubby holes to get their street clothes off and their working clothes on, then jam them into crowded elevators of which there is an insufficient supply, to carry them to their work, so that it is necessary for them to add from half an hour to an hour on each end of their day in getting to their assigned places and getting away from their work, you will find irritation and discontent more than sufficient to wipe out appreciation of other benefits which may be conferred.

I know one of the most progressive concerns in this country which has given the most radical acquiescence to the claims of its employees in general, but which has so ignored this problem as to have but an ineffectual and thoroughly irritating checking system, which is troublesome in every way. The net result of this is that in spite of all that has been done, the people arrive at work in the morning vexed and go away from it at night delayed and irritated.

It is the belief of not a few that great as have been the strides in the processes of production in the past, there will be advances as great or greater in the near future, as a result of the efficiency which will come from the co-operation of labor and capital, working with knowledge of each others' interests, for the common purpose of creating an increase in economic wealth, each deriving its advantage therefrom. Such a result will be dependent on employees giving not only a perfunctory and formal attention to their assignments but a loyalty in sentiment and an enthusiasm in accomplishment, which will carry the output of productive methods into new realms. It will likewise be dependent upon the employers' knowledge not only of plants and machinery but also of the temperaments and attributes of their men. This is the most valuable function which the welfare department can fulfill—aiding each to understand the other.

FATIGUE STUDIES NOT TO BE NEGLECTED

The scientific study of fatigue, for instance, has revealed that employers were failing to conserve their own interests

in the long hours formerly required. As a result of this, we have the movement toward the decrease of working hours to the point of maximum efficiency where vitality enough can be preserved for interest in participation in those things outside of industry which broaden life, while at the same time relieving worries, leaving the man not only a better citizen but a more effective workman.

Many who would not argue that an employer should shorten hours simply for the sake of giving employees more time to themselves would concede that the employer should know at what point in the number of hours required per day or week he gets maximum production of major quality. It is a matter of record that in various industries an actual increase in output has resulted from decreasing the working hours per day. There is probably a much greater number of industries which could reduce the number of hours without loss of production, at least.

I have personal knowledge of a textile industry in which a reduction of hours from 62 to 57½ was made, in which the superintendents of the mills involved testified that there was no reduction in production and that, if anything, they were getting more. Another well known company discovered, upon analysis of its working conditions that it could so arrange its hours as to close on Friday night, not opening again until Monday, thus giving its productive corps two days a week. The plan has been entirely successful. Three years ago, a great department store made an analysis of its summer sales and decided that it would make an arrangement by which its people should not come into the store at all on Saturdays during July and August. Since that time, this principle has been adopted by stores in most of the great cities of the country.

There is, of course, some point at which this process stops, but my contention is that the intelligent employer needs to be guided by something aside from precedent. Meanwhile, it goes without saying that when such reduction in hours is made, the employee needs to recognize, as he generally does, that he must put more concentration upon his labor, if he is relieved from conserving his energies for the more prolonged effort.

IMPROVEMENTS SHOULD BE BASED ON ANALYSIS

Intelligent analysis, therefore, of working conditions, that knowledge may be had of them by employers, is not only the employees' right, but it is due the industry itself. The so-called welfare activities should be founded upon this principle, and if commercially worth while, they must hark back to it continually.

Conditions under which an individual or a small group of individuals might work not uncomfortably may become almost intolerable when hundreds and thousands are gathered and subjected to the regulations necessary when men are assembled in large bodies. State and national inspections are forcing upon the lazarards the modern view of the workingmen's right to work where his life, his safety and his health are endangered as little as may be. There are some lesser things of fundamental sort that are not as rigorously watched, that an employer cannot afford to be ignorant about, and with which a welfare department should concern itself. Opportunities for personal cleanliness, such as running water and washing facilities, including soap and towels; conveniences, such as locker rooms and toilet facilities; essentials to health, such as temperature regulation, ventilation, light and pure drinking water, need constant and solicitous attention. Furthermore, these are rights of employees, and must be provided as such, for if they are given as concessions or benefactions, the co-operative aspect is lost, and they become