

toward efficiency is removed and ambition destroyed. Cases of this kind are being constantly handled by the Employment and Service Department. A home visit by one of the staff has always resulted in an agreement being reached with the parents by which a stipulated sum was paid into the family exchequer and the remainder of the earnings kept by the employee in question and deposited in the Clothcraft Penny Bank. Such an arrangement has always proven beneficial and has developed an increase of efficiency ranging from twenty per cent upward. A case in point is that of Tillie B., who had been the subject of a great deal of attention over a long period of time for the purpose of increasing her earnings, which averaged 13 cents per hour. After an arrangement such as mentioned above had been made, Tillie's earnings immediately jumped and soon reached 22 cents an hour, which she held until she left the organization to be married.

17. Information as to past employment is important as a record of experience and earnings. The number of positions held is also an indication as to whether or not the applicant is a floater. For purposes of reference, this information is of little or no value and is never used at the Clothcraft Shops. Wherever possible, however, applicants give as their references members of the Clothcraft organization. This tends to keep alive in the organization an active interest in the kind of new employees. It is, moreover, a good indication of the applicant's character, since although a person cannot always be judged by his family, he can generally be judged by his friends.

18. The interviewing of applicants is important and requires considerable tact, judgment, and experience. Ample space should be left on every application form for making notes as to the individual's special qualifications as well as any other circumstances surrounding the case. As judgment is essential, and as judgment is influenced by immediate impression, in this establishment no one is employed on the date of application. Postponement of selection tends to bring all applicants in their proper relationship in the mind of one who has the responsibility of their selection. This method, moreover, tends to reduce the number of floaters who otherwise might get on the payroll.

19. Application records are classified as to sex, age, and apparent suitability. When a position is to be filled, one or more applicants are sent for. A definite time is set for their appearance and self-addressed postal cards are enclosed to be mailed in case appointments cannot be kept. At this time, selection is made for immediate employment and the fitness of the applicant is more definitely determined.

20. As a rule, in industrial establishments, where the question arises at all, only fitness for the work is considered. There are, however, two kinds of fitness to be considered, provided a person is suited for industry at all; one is fitness for the position; the other is fitness for the organization. Of these the latter is by far the more important.

21. Fitness for the organization is chiefly a question of character. Every organization has a distinct character of its own, which is often recognized as being a tangible business asset. It is essential, therefore, that every member of the organization have a character sufficiently developed or capable of development to be in harmony with the character of the organization. This is the basis of *esprit de corps*. No matter how skilled or fitted one may be to do a given piece of work, if he is out of harmony with the spirit or character of the organization, he will be an everlasting detriment to himself and all others in the organization who come in contact with him.

22. The interview of the applicant by a trained head of the Employment and Service Department is the basis of

pre-determining as far as possible both the fitness for a position and for the organization. In judging fitness for a position, past experience, where there is any, is sometimes a guide. At the best, however, it is a guide of only doubtful value. Personal choice can be taken in some instances also as a guide. This predilection furnishes in itself a valuable incentive. Often, however, it is a case of bringing the child up on candy because he likes it. When considered at all, it is important to weigh carefully all the reasons for the predilection.

23. The applicant's fitness for the organization, while more important, is more readily pre-determined by interview. The interview at the time of employment is very thorough and designed to explain to the prospective employee the character of the organization and its policies, and the responsibilities of the organization to the employee as well as the responsibility of the employee to the organization.

24. As the aim of the Employment and Service Department is to keep every position in the organization filled with fit men and women, the question of physical and mental fitness of the individual is of prime importance. For the physical needs at the Clothcraft Shops a complete medical department is maintained as part of the Employment and Service Department. A graduate nurse is in direct charge of this work. The equipment includes a dispensary, separate rest rooms, a waiting room and a consultation room for the factory physicians. The medical staff consists of a physician, an oculist and a dentist. The physician is at the factory three mornings a week, the oculist two mornings and the dentist one morning. All medical work done at the factory is paid for by the company. Outside service of the factory physician is furnished to employees and their families at special rates, except in instances where the Employment and Service Department recommends treatment at the company's expense. In order to facilitate physical examinations required, the time of taking on new employees is being regulated so as to coincide with the time that the physician spends at the factory. Physical examinations of all members of the organization are repeated annually or with greater frequency if there is cause.


25. The eye examination is of the greatest importance in considering applicants for certain positions. A preliminary examination is made by the nurse in order to discover any obvious defects of vision. Arrangements have been made by which, in case the oculist later prescribes glasses, they can be procured from a first-class optician at half the regular price. One of the greatest obstacles in connection with this work is the fact that many people who are in need of proper glasses have had glasses supplied to them by optical stores or by itinerant vendors without the advice of a practicing oculist. In most cases the trouble has only been aggravated. The benefits of an eye examination and the prescribing of proper glasses are readily apparent. In one case a young woman had worn the same glasses for a number of years. She had obtained them from a dealer whose business enterprise included the sale of glasses and jewelry. The young woman realized thoroughly that her eye-sight was poor and complained constantly of eye strain and headaches. She was an employee of the firm for a number of years and had always been more or less inefficient. Examination of her eyes by the factory oculist proved not only that her eyesight was very poor, but that the glasses which she had been wearing for six years were fitted with nothing but plain window glass. Fitting her with proper glasses not only entirely eliminated the headaches, but, within a period of a few weeks, resulted in an increase in efficiency to a standard equal to the best.

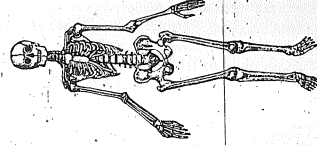
DATE OF BIRTH 3 Mar. 1874 EMPLOYED 4 Jan. 1903 NAME Doe, Jane
ISSUED BY THE JOHNS & FEIG CO., CLEVELAND, OHIO

④ FAMILY HISTORY: Father died of cancer of stomach, 1895
Twin sister epileptic.

④ HOME CONDITIONS: Lives with mother, twin sister, ten yr. old sister and seventeen yr. old brother. Shares badly ventilated room with two sisters.
Home neat and thrifty. 5 rooms + bath. Garden.
 INCOME CONDITIONS: Mother owns home and Lucy and 17 yr. old brother (earning about \$8.00 wk.) support family.

SAVING: Yes


 @ Apr. 8, 1914



DATE	COMPLAINT	TREATMENT	REMARKS	BY
④ 1-5-14	Examination	No organic trouble. Gen'l health good, but sleep and avoid tea and coffee. Should consult oculist because of headaches. Tonsils enlarged.	Must have more consult oculist	M
④ 4-11-14	Headaches	OP 3/4 cpl 3/5 Fundus normal OP 3/5		M
④ 5-16-14	Sore throat	Has glasses from optician (obtained 1 1/2 years ago). Homatropin necessary.		S.M.
④ 4-18-14		Cathartic. Gargle. Homatropin administered. Shadow OP - sph 150 OP 125 - cyl 025 +180 Subj OP - " 150 OP 125 - cyl 025 +180 3/5		M.
④ 4-25-14		Glasses satisfactory		S.M.
④ 7-30-14		Dental work partly completed		W.
④ 8-1-14	Sore throat	Cathartic. Gargle.		M.
④ 8-3-14	Anemic	Blood's pills	Will go to summer camp. Constant follow up about fresh air + sleep necessary.	K
④ 9-30-14		Dental work finished.		W.
④ 10-19-14	Sore throat	Cathartic. Gargle.	Absent 8 dg. Consents to operation	M
④ 11-2-14	Enlarged tonsils	Operation by M. at German Hospital.	Successful	M
④ 11-23-14	General follow up.	Health greatly improved.		K

FIGURE 3.
MEDICAL RECORD

- (1) Physician's records, entered in green ink.
 (2) Oculist's records, entered in violet ink.

- (3) Dentist's records, entered in red ink.
 (4) Nurse's records, entered in black ink.

26. The importance of proper care of the teeth is realized by few. Many chronic cases of headache, neuralgia or stomach trouble have been directly traced to neglected conditions of the teeth or poor dental work already done. Only when one considers the number of ailments that can be traced to the neglect of the teeth, and the inefficiency and lost time that can be traced directly or indirectly to this cause, can one realize its importance. Of the hundreds of dental examinations made at the Clothcraft Shops, less than fifteen per cent of the cases were found to have teeth that were properly cared for and in good condition. Consultation with a number of practicing dentists in the city of Cleveland has brought out the fact that this percentage is considerably better than the average. Besides the permanent record kept of the condition of the teeth, a chart is

given to every one who is examined and an estimate made of the cost of work where needed. The dental work at the factory is limited to examination, advice and prophylaxis. At the time of examination thorough instruction is given in the proper care of the teeth. With this, as well as with the rest of the physical examination, the most important features are the instruction given at the time of the examination and the systematic follow-up.

27. All the work would be of little value if the preventive side were neglected. Not only are accurate records kept for this purpose (see Figure No. 3) but it is part of the responsibility of every member of the Employment and Service Department to follow up the work in all of its phases at every opportunity.