

No one is permitted to leave the shop for any cause whatever without consulting the Employment and Service Department, unless dismissed from work in the regular way. This rule of procedure makes it necessary that permission for all absences be obtained from one source. This not only provides intelligent handling of such cases, thereby insuring justice and equality of treatment, but also brings promptly to the notice of the Employment and Service Department practically every case requiring medical attention, no matter how insignificant.

28. Accidents are not of the major kind in the clothing industry, and even minor accidents have been practically eliminated at the Clothcraft Shops by a thorough system of safety devices and instruction. There are naturally, however, a number of cases where fingers are pricked in handling needles or where other minor injuries are incurred either away from or at work. Ordinarily these things are neglected and cause a great deal of inconvenience and much loss of time due to infections. Instructions are given that no one should be permitted to work with the slightest scratch or the slightest ache or pain, or any indication whatever of illness, without consulting the nurse. This has not only cut down the time lost from infections to almost nil, but has also made it possible to forestall a great number of incipient cases of illness. This precautionary measure, together with the medical work in general, has undoubtedly been the means of keeping the working force of the Clothcraft Shops absolutely free from all epidemics that have swept through the community in the past few years.

29. Only one who has gone deeply into the question of health in its relation to efficiency can realize the loss occasioned by lack of knowledge and attention to even the simplest rules of hygiene. A great deal of work is constantly required to educate people to realize the necessity of fresh air, proper diet and regular hours, lack of attention to one or all of which is often the cause of inefficiency. What can be done by working along these lines is well illustrated by the following cases. At the time medical examinations were first installed at the Clothcraft Shops five young women were selected, all having been on the same operation from one to six years. These five had a record for absence, tardiness and general inefficiency much worse than any of the other forty or fifty on the same operation. It was found that all five were accustomed to sleeping with windows closed at night and took no outdoor exercise at any time. All neglected the simple rules of diet and two were accustomed to hurry away from home every morning without breakfast. One was found to be in need of eye glasses. All complained of not feeling fit when they came to work in the morning and complained constantly of headaches and a general debility, which naturally resulted in much absence from work. The cases were interviewed separately and proper advice was given and the ultimate results of irregularity and inefficiency were thoroughly gone into. By consistent follow-up the advice was soon accepted by all, with the result that tardiness and absence were practically eliminated in all cases and efficiency was increased from twenty to fifty per cent.

30. One phase of this work is worthy of special mention. No one who has ever been in actual touch with the men and women of an industrial organization has failed to run across the case of the man who is down and out because of long sickness in his family. Doctor bills and bills for medicines are rapidly getting him deeper and deeper in debt or he may be brooding over what he thinks to be the last lingering illness of one of his family. A man with a load such as this can seldom hold up his end in either output or quality. In the vast number of cases, an investiga-

tion will show that his troubles can easily be alleviated. He is often the prey of an unscrupulous practitioner or some 'fraudulent fake' who is bleeding the family for every cent that it can scrape together. Very often the family is despairing of medical assistance and is found to be squandering a large portion of its income on fake remedies at the instigation of the ignorant advice of neighbors or under the influence of the advertising carried in unscrupulous newspapers. The prevalence of these conditions is of such amazing extent as to cry for public attention. Unfortunately medical ethics seem too unethical to deal with the situation. By reason of its far reaching effect, the handling and prevention of such cases must be considered one of the important accomplishments of the medical service of the Clothcraft Shops.

31. Along with the question of physical fitness must be considered the mental fitness of the individual. Not only does his capacity for certain kinds of work, but also his general fitness for the organization and his ability to advance depend to a great extent upon his mental fitness. Mental suitability, especially the inherent attitude of mind and spirit, things that are prime essentials in fitness for the organization, can be fairly well determined by a personal interview at the time of selection and by a reasonable amount of follow-up.

32. A great deal has been said and written about psychological tests for the purpose of selection, but the little that has been done of practical value has been limited almost entirely to a few tests for special aptitudes where special aptitudes are required. For the present, at least, such tests, even when practically developed, can be used only for the determination of individual limitations. At the Clothcraft Shops investigations and experiments have been carried on for this purpose. The tests that are being developed consist of general intelligence tests, including a test for ability to follow instructions and a series of tests for dexterity. Professor Walter Dill Scott of Northwestern University has been retained for the purpose of assisting in the development of these tests. Recently a series of tests were given under his direction with the assistance of Professor Henry A. Ruger of Columbia University. Twenty-one subjects were chosen for the purpose and included members of the organization holding executive positions and operatives of different degrees of efficiency in various kinds of work. In practically every case the results of the tests checked up accurately with the estimate of general intelligence and dexterity based on records and personal acquaintance over a long period of time.

33. The object of these tests is twofold. In the first place, with the best of care errors are bound to occur in original selection and placement. People are often placed on work for which they are not at all suited, and some are occasionally selected who are mentally unfit for the industry. This under no circumstances means that all the mentally deficient are unfit. There are, of course, all kinds of mental deficiencies and there are a great many different kinds of work in most industrial establishments that can be done as efficiently by the sub-normal, mentally, as by the normal. The human makeup is so complex that many instances have been found where a normal individual was incapable of reaching the same efficiency in certain kinds of work as a sub-normal had reached.

34. Several cases were taken at the Clothcraft Shops of people who were apparently deficient mentally. A series of tests was made by the Binet method in order to confirm this conviction and in order to get an approximate rating of their mental capacity. In most instances, one who has not had intimate acquaintance with individual cases over

a long period of time would not suspect any mental deficiency. A case in point is that of a girl who had been in the employ of the firm for about four years. Being employed rather young, she was put on an operation of the simplest kind. While on this operation she became very efficient. The result was that she was advanced and for another year was tried on various operations without being able to make good. By this time everybody had become more or less disgusted with Mary at home and at the factory and Mary quit to find other work. She returned in a few months, and as her spirit was good, it was decided to give her another trial at machine work. Mary utterly failed to progress in spite of her apparent best efforts and the special attention given her for the purpose. It was then decided to try her at an operation where she was required to follow certain lines of the garments, trimming off surplus goods with hand shears, an operation that is simple from the point of view of the dexterity and intelligence required. Mary immediately began to make progress and her earnings are averaging with the best. This is a typical case showing the waste of time and effort which it is hoped will be minimized with the assistance of tests. It is the aim to use the tests as an aid in selection, to avoid placing people who are either normal or sub-normal on kinds of work for which they are very likely to prove unfit.

35. The purpose of these tests in the second place is somewhat different, but is of very great importance in an organization such as that of the Clothcraft Shops. It is the practice of this organization to fill positions of clerical or executive nature, and in fact all better positions of any kind, by advancement. By this method a considerable percentage of the organization is moved up during a year's time. At the best, a large number of mistakes have been made by advancing individuals to positions beyond their capacity. This, of course, involves eventually a reduction in position or loss of the individual to the organization. In any case the organization has suffered by a position poorly filled and the individual, as well as those responsible for his training, has gone through a period of discouragement which often leaves a permanent effect. It is hoped by means of these tests to minimize these errors.

36. It must be understood that these tests are for inherent intelligence and not for education or character. Education is valuable in industry only so far as it develops the use of intelligence and character. The limitations to the use of such tests must be well borne in mind, and the error of making generalities must be avoided. Tests of this nature cannot determine what a person can do, but are valuable only in assisting in determining what he cannot do. Both physical and psychological tests can be and have at times been made the instruments of much abuse. They must not be used to eliminate from industry that large proportion of the community which is not normal, physically or mentally, but must be used to assist in saving to the industry by more scientific placement and intelligent individual development every man or woman is capable of productive effort.

37. Proper physical conditions are of vital importance in obtaining results from the men and women of an industrial establishment. There must be good light, good air and sufficient room in which to work without discomfort. Not only must sanitary conditions be maintained at a high standard for reasons of health and comfort, but a high standard of orderliness and neatness in the surroundings is also essential for its moral effect on the worker as reflected in his work.

38. Properly maintained comforts and conveniences for the general need are important as equipment, not only to further the work of the Employment and Service Department in general, but in developing the social spirit which is such a big factor in *esprit de corps*. A great deal should be done along these lines, but in order to meet with success, those things only should be immediately installed which are required to meet a permanent need, and those should be developed gradually which have for their object the general welfare of the entire organization.

39. At the Clothcraft Shops separate locker rooms are maintained for men and women in which each has his individual locker. Bath rooms are also maintained. There are separate dining rooms where every employee has his own seat. Those who wish can obtain simple but wholesome food at cost.

40. Separate recreation grounds are provided where various sports are indulged in at the noon hour and at other times. The recreation grounds form a big factor in the follow-up work of the individual. Noon-day recreations are beginning to be recognized for their beneficial effect on industrial work. Separate reading rooms and recreation rooms are also maintained. These are used extensively in inclement weather. There is dancing on regular days in the women's recreation room, music being furnished by the factory orchestra. The recreation rooms are also used for many other purposes. During the winter, parties are given by the different divisions of the shop. Entertainment is furnished entirely by members of the organization and their families. These parties are attended by all, including members of the firm, and are not only a source of enjoyment, but tend to develop democracy and good spirit. Other activities of recreational and social nature are the dancing classes and various leagues for base ball, quoits, captain ball, etc. These leagues are composed of groups within the organization itself. The Choral Club is especially worthy of mention. Its popularity can be measured by its size which during the past season was in excess of two hundred members. Records of twenty women and ten men at the Clothcraft Shops, picked at random from those who make daily use of the recreation facilities, showed in every case, with but two exceptions, a record of efficiency far above the average.

41. One of the very useful means toward general education and development of the individual is the library. A branch of the Cleveland Public Library is maintained at the office of the Employment and Service Department. Good reading is promoted and in many instances special reading courses are provided. The circulation is not only large, but constantly increasing. Definite information is furnished by the Employment and Service Department concerning special classes in the public schools and other institutions. In fact systematic efforts are made to aid the individual in all possible ways in furthering his general education and development.

42. Another feature of the Employment and Service Department that has justified its existence is the bank, an important use of which has been mentioned above. Interest is paid on all deposits of a dollar or over remaining in the bank for a period of three months or more. Deposits are limited to one hundred dollars. When this amount is reached by a depositor, he is notified and advised to transfer his savings to a regular savings institution. At the present writing over sixty per cent of the members of the organization have deposits in the Penny Bank. Thrift is so well recognized as an essential to steadiness and ambition, that it needs no other justification. To a great number of em-