

**GET TOGETHER FOR
PERMANENT PROSPERITY.**

Every man and woman engaged in American factories, mills and mines, whether they know English or speak it, are naturalized or intend to become citizens, have a direct interest in maintaining industrial prosperity. When times are good, all workers should not only be thrifty in habit and lay up a little something for possible rainy days, but they should do all they can to keep the good times with us.

Simply because your language is different from that of the foreman, overseer, superintendent, manager or owner of the plant in which you earn a living, is no excuse for misunderstanding your own common interest in prosperity by hating your partner in your own industry or listening to and following the gospel of dissension and violence which selfish agitators so often preach.

Do not blindly follow the man who tells you how hard your lot is. Often he is doing so untruthfully and for the purpose of getting you to contribute membership money for his own support in idleness. Agitators get rich by preying on the men in American industry, whom they urge into unlawful or harmful acts by misrepresenting conditions or holding out foolish and false promises of better things if they follow their orders. You know conditions yourself, and you know or ought to know that the man or men whom the agitator who pictures your employer as an inhuman driving machine is actually a partner with you, interested in having the plant or industry successful.

The more successful your plant or industry becomes, the more room for you to grow with it there will be. It should be your feeling, then, that you will not do as little as you may find it convenient to do, but to do just as much as you possibly can do, and then reasonably expect to share in the rewards that always come to the efficient worker.

Do not be a clock watcher in the factory. Those who wait for hours to strike or whistles to blow and "soldier" at the bench, machine or in the office, never get ahead in the ranks of industry. They never get any more pay because they are not worth any more, and often are worth less than they get. Remember the old adage that a man who never does any more or as much as he gets paid for, never gets paid for any more than he does.—*Industrial Conservation, N. Y.*

**PUTTING BUSINESS RIGHT
WITH THE PUBLIC.**

A few years ago some big industrial organizations and certain railroads employed business tactics which, according to the popular idea, would make the financial adventures of Pizarro, Morgan or Captain Kidd look as amateurish as the verbal exploits of Bobby Make-Believe.

All are more or less acquainted with the details. We will concede that there were some glaring abuses, but the public when it came to apply a remedy ignored the fact that these were peculiar to comparatively few institutions and instead of tackling the trouble where it lay furiously assailed everything classifiable as business—the trust magnate, the independent manufacturer ready and anxious to obey the law, the small retailer, a law abiding and useful citizen—the innocent and the guilty suffering alike. Seemingly the law was invoked not to regulate, but to persecute.

There could be but one result. Business was demoralized, and the whole country has felt the evil effects. Now the public is beginning to realize its error and in a rather grudging way is making some concessions.

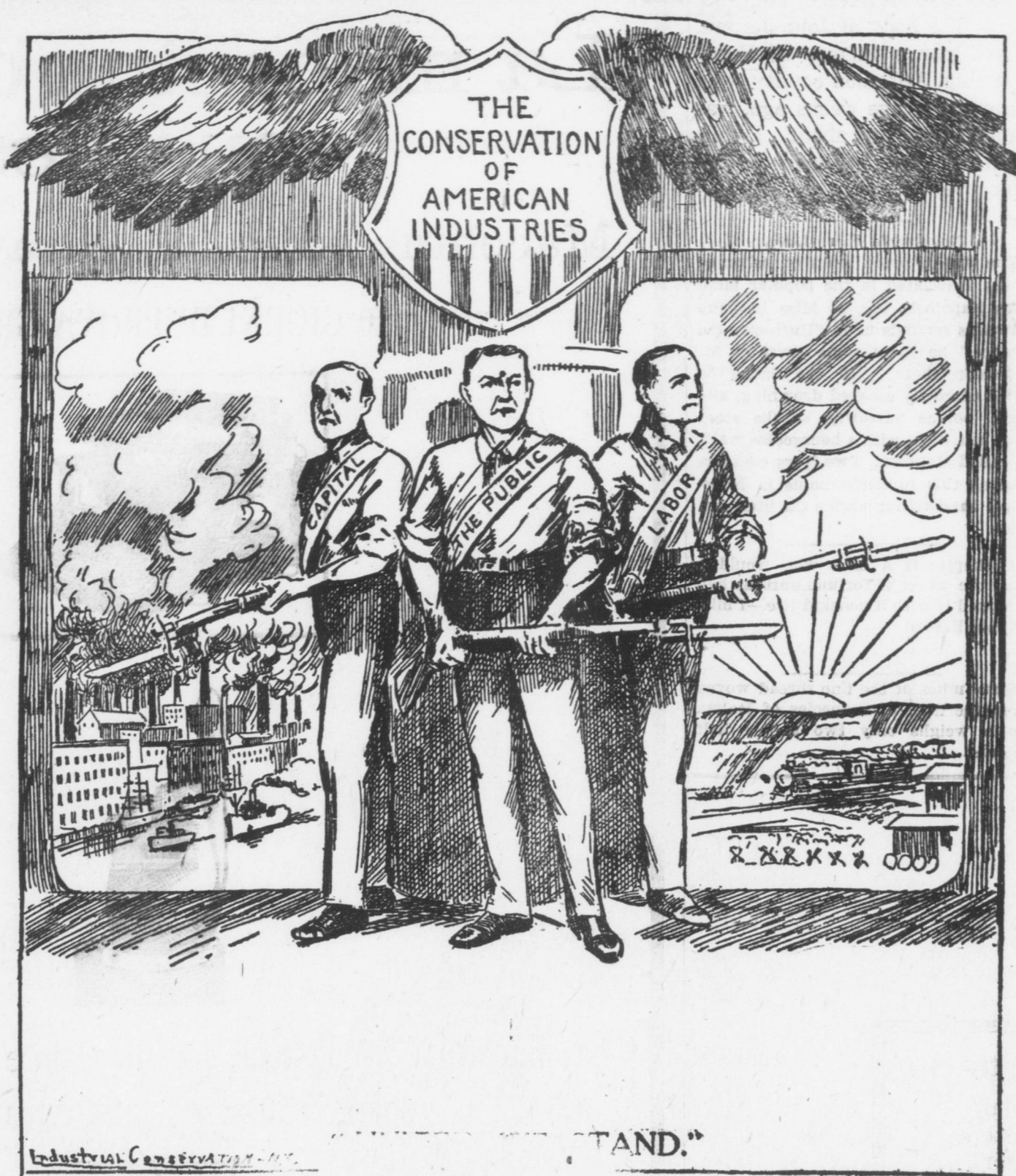
Business is being permitted to speak for itself, and a movement has been instituted by the leading business men of the country under the title of the National Industrial Conservation Movement for the purpose of repairing the damage that has been done. Nothing revolutionary is contemplated. The plan is simply to educate the public by taking it into the business man's confidence. Meetings will be held in various trade and industrial centers. All classes of citizens will be invited. The purpose of these meetings is to give the public a new and correct viewpoint as to the effects of drastic legislation and restriction of business on the prosperity of the country. Every effort will be made to give the public a clear view of the problems and difficulties which beset business.

Special favors are not sought through these meetings, only fair play. It is believed that once the citizen grasps the situation his whole attitude toward business will change and that he will readily co-operate toward bringing about better conditions.

Commercial and other civic organizations and the local press are already showing great interest in this movement, and it is reasonable to believe that much good will come from it.—*Industrial Conservation, N. Y.*

Common Capitalists.

Every man or woman who possesses a dollar or owns a set of tools is a capitalist. People generally make the mistake of thinking that the only form of capital in existence is the national currency—the dollar, franc, ruble, mark, lire or pound sterling. Yet everybody knows that many a successful business man's only original capital was brains, knowledge, ability, determination or ingenuity. It would be well for more people to recognize this truism before abetting, either by action or attitude, ceaseless efforts on the part of some political or other self-seekers, to hobble business men and industrial development. Such is the spirit of industrial patriotism which is needed in America.—*Industrial Conservation, New York.*



**THE COMPLETE
LETTER WRITER.**

The following suggestion for "The Complete Business Letter Writer for 1916," by A. Parker Nevin, is going the rounds of the press.

Model No. 1.—Quoting Price for Goods. Smith Manufacturing Company, Rochester, New York.

Gentlemen:
Referring to your letter (see Postal Regulation, p. 126, pp 44) of the 28th. We (a corporation organized under the laws of Ohio, certificate filed in the office of the Secretary of New York State, New York) beg to advise you that we can quote the price of \$20 (see United States Revised Statutes, Laws of 1914, sec. 18) per ton, carload lots (see Interstate Commerce Ruling 256; see also dicta in 128 U. S., 264; *Brown vs. Pennsylvania R. R. Co.*, 168 Pa., 207). This quotation is special to you (see ruling of Department of Justice in the matter of *Brown Milling Co.*) and is made subject to our right to claim immunity (see N. Y. Penal Code, pp 48). If you receive a better quotation from any other of our competitors you will, of course, advise us under the authority of U. S. Revised Statutes, pp 2247, sub. 2. We shall be glad to fill your order (subject to rule laid down in leading case of *Jackson vs. Cobb*, 126 U. S. 232) and will ship according to your instruction (see Rule 87, New York Public Utility Commission). Very truly yours,
J. P. JONES, President,
JONES MANUFACTURING CO.

State of Ohio, County of Fairfield, ss: J. P. Jones, being duly sworn, deposes and says: That he has submitted the foregoing letter to his counsel and has been advised that it is legal. That deponent is not a director of any bank, trust company or transportation company. That the Jones Manufacturing Company has never had its charter forfeited, nor has deponent ever been indicted by either State or Federal Grand Jury.
P. P. WHITE, Notary Public.

ODDS AND ENDS.

The lives of practically all men famous in the business world as shown in the history of industry during the past twenty-five years will prove to you the practical value of the "stick to it" principle of life. Armour struck to beef, Harriman and Hill to railroads, Edison to electricity, Carnegie and Schwab to steel, Rockefeller to oil, Morgan to finance, and so on without end. All these captains of industry and thousands of others that might be mentioned had the faculty of "sticking" to a job until they made good.

"The time has come," said James W. Wadsworth, Jr., United States Senator-elect from New York, recently, "when business men should give heed to what is going on in the legislative bodies of the country. I see in the future except this heed is given a development which will prevent the individual from carrying on his business, honest though he may be, with his own initiative and enterprise."

Do not be a clock watcher in the ranks of industry. Those who wait for hours to strike or whistles to blow and "soldier" at the bench, machine or in the office seldom or never get very far ahead in the ranks. They never get any more pay because they are not worth more and often are worth less than they get. Remember the old adage that a man who never does any more or as much as he gets paid for never gets very much pay.

OVERTAXING INDUSTRY.

Taxes are not alone the burden of the rich. They inevitably descend along the scale and are generally shared in some proportion by all. When excessive burdens of taxation emphasize the competitive disadvantages of any community for any branch or class of business that community will invariably suffer a decrease in the industrial development and prosperity of all within its boundaries.

In many sections of the country reports show that industry is often subjected to continuous and unreasonable burdens of taxes in one form or another. This condition is due in part at least to a mistaken public attitude toward industrial operations or a prejudiced, ignorant or indifferent opinion on the part of public officers and politicians. The history of industrial communities where such burdens are imposed, however, is the best evidence of whether such a policy pays anybody.

Two manufacturers in similar lines of business, one operating a plant in Massachusetts and the other located in Connecticut, were recently comparing notes. They discovered that for every \$100 in taxes which the Connecticut plant pays per annum the Massachusetts plant was paying \$1,000, or ten times as much. The answer to this situation is that Massachusetts has been falling behind in the percentage of growth as an industrial state compared with some of her neighboring communities where industry is not so often aimed at by burdensome, unnecessary and unreasonable laws.

The following open letter by J. W. Powell, president of the Fore River (Mass.) Shipbuilding Corporation, addressed to the employees of that company in a recent issue of their "family magazine," *The Fore River Log*, presents in a fair way the average business man's view on excessive taxation of industrial plants:

"What is good for Fore River is good for Quincy, and what is good for Quincy is good for Fore River."

"The officers and employees of this company and their families make up more than a quarter of the population of the city. Their interests are the same as the interest of Quincy and of the Fore River Shipbuilding Corporation."

"This company's business is building ships, which brings us into competition with companies building ships in other States. Anything that Fore River must do in this community that other shipbuilding companies do not have to do in their cities will, in the long run, hurt us."

"Today there are more ships to be built than there are yards to build them. When the war is over there will be more shipyards than there are ships to build. Then the yard that builds the cheapest will take the contracts, and the yard whose costs are highest will discharge its men."

"The other big shipyards do not pay big taxes. Some of them pay no taxes at all. If you own a house and rent it you add your taxes into the rent. If you rent a house you pay the taxes when you pay your rent, so the company must add its taxes when it sells a ship."

"Such an assessment and such taxes as have been levied against this company this year in Quincy, which is as much as the combined cost of its new hospital and club, hurt it and will hurt you. It is not fair to increase this company's assessment 90 per cent and to increase its taxes nearly 50 per cent this year as against a year ago."

"You know that a great part of the

company's money spent in improvements has been spent to make Fore River a better place to work. There are still many departments needing new buildings, new washrooms, new locker rooms, and many other improvements to make this yard the kind of a yard you and we both want it to be.

"We expect to pay a fair tax, but will not pay an exorbitant one. This matter is of interest to you. Think it over."

"(Signed) J. W. POWELL,
"President."

A Texas legislator recently offered for enactment a bill designed to prevent head-on collisions between railroad trains in his State. The main part of the text said: "When two trains, coming from opposite directions, approach a crossing, both shall stop, and neither shall cross until the other has passed."

CONSERVATION TRUTHS.

The man at the bench is the co-worker of the man in the office. Let them get together for the common good.

Stick to your job. The man who jumps from one job to another never learns enough about any particular class of work to become valuable in it.

Every business has three partners. Capital—the employer. Labor—the employee. The public—the consumer. No industry can thrive if co-operation among the three is lacking. No business can succeed that has a dishonest or indifferent partner. Each partner owes a duty to the others. Get together.

This town is your home. Help to make it a better home by co-operating with its merchants and business men. Treat your industries fairly, and they must be fair to you.

Consumers should realize that when unfair legislation makes business dance they all have to pay the bill.

"When you attack men who maintain payrolls you hit the wage earner, kick his wife and cuff his children."—Elbert Hubbard.

AMERICA FOR AMERICANS!

- M**anufacturing is the backbone of the nation
- E**very man in industry helps prosperity
- R**eturns in wages and profits are mutual
- I**nterdependence is necessary in all industry
- C**apitalists include every man who has a dollar or more
- A**dd your belief in the future of our nation's wealth
- N**ational strength is industrial strength
- I**ndustry supports 100,000,000 persons in the U. S.
- N**othing oppressive to industry should be tolerated
- D**on't be fooled by agitators or by alarmists
- U**nite to make industry YOUR cause
- S**tand firm in your belief in the rights of industry
- T**reat every man you work with as a friend
- R**emember the interests of employer and employee are the same
- Y**our allegiance:

1st, To America; 2nd, To Your Home; 3rd, To Your Business.

**SHOPS AND PLANTS
FAVOR INDUSTRIAL
BETTERMENT WORK**

Actively Aid Welfare Plans of Every Description For Employees.

PHILANTHROPY NOT INTENT.

Comfort and Contentment of the Workers Considered Paramount.

Hundreds of millions of dollars have been expended during the past decade by American manufacturers for those forms of industrial betterment, in behalf of employees, that are generally classed as philanthropic or beyond the mere requirements of laws and contracts.

Decent manufacturers—and they are in the vast majority—are the decent people of other classes—are opposed to grinding child labor, and they strive to pay a living wage to all of their employees. They go much farther than that, as a study of American industry will show. They devote time, money and effort to provide every possible supplementary means for promoting the convenience, the comfort, the health, contentment and happiness of their workers and of the families of employees. Very few manufacturers consider such work or expenditure to be philanthropy, but, rather, a necessary feature of their business. While their motives may be as altruistic as those of the average of mankind, they find that it is good, from the business point of view, to promote as far as possible the welfare of their employees. Industrial betterment pays.

Industrial betterment means an attempt to provide the best kind of working and living conditions, and it implies the co-operative responsibility of the wage earner and the employer in bringing those conditions about and in improving them from time to time. It is not a dole to be handed to the wage earner, but is a token of that spirit of mutuality which, under right conditions, should permeate industry.

A thorough description of industrial betterment activities in the United States would require more space than is contained in the most voluminous encyclopaedias to be found in the libraries. Indeed, volumes might be written about the welfare work of a single corporation alone—the National Cash Register Company, for instance, or the International Harvester Company, the United States Steel Corporation, Cheney Brothers, the Curtis Publishing Company, the Bethlehem Steel Company, the American Telephone and Telegraph Company, the Eastman Kodak Company, any one of the leading railroad companies, the principal banks, Wanamaker's, or any of a host of other concerns which has developed activities of the sort. There is hardly a concern in the country doing business on a fairly extensive scale that has not initiated some form of industrial betterment for its employees. The honors do not go to the larger companies exclusively either, for many of the smaller business units have developed this side of their activities to a remarkable extent. Naturally it is easier for the larger corporations to put highly trained specialists in charge of the various branches of industrial betterment work.

The fundamentals of industrial betterment are observed in furnishing pleasant, sanitary, safe working conditions. Educational and entertainment features, facilities for study and recreation, special opportunities for the exercise of thrift and provisions tending to remove the dread of and to mitigate the sufferings occasioned by sickness, disability or invalidity are matters which next receive attention. Well lighted, well ventilated and otherwise pleasant and safe working places, restaurants, reading rooms and libraries, rest rooms, emergency kits and hospitals, club rooms, assembly rooms, gymnasiums, lockers and bathing facilities, recreation grounds, bonus and profit sharing plans, special housing accommodations, facilities for the purchase of homes on easy payments, discounts in the purchase of goods, industrial and other educational classes, lectures for entertainment or instruction, moving pictures, excursions, field days, medical attendance, safety committees for accident and fire prevention, sickness, disability and invalidity funds, insurance or benefit associations and pensions are some of the customary features of industrial betterment work, the variety of which has no limit.

Tens of thousands of lives are saved each year and hundreds of thousands of lesser accidents are prevented annually through the accident prevention campaign and feature of industrial betterment.

The Eastman Kodak Company in five years reduced the accidents in its plants by over 75 per cent per annum through a progressive safety campaign. The Pennsylvania Railroad in ten months decreased the serious injuries of its 33,242 shop employees over 63 per cent by the installation of safety devices and by the constant instruction of the workmen in exercising due caution. As a result of its safety campaign the United States Steel Corporation reduced serious and fatal accidents in its various plants by 46 per cent since 1906. Each year 2,900 of the men employed by the corporation escape who would have been injured under the previous conditions.

**OUR BUSINESS MEN
ASK FOR PUBLIC
CO-OPERATION**

Leaders Point Out Partnership Between Capital and Labor.

SAY INTERESTS ARE MUTUAL

Our Future Prosperity Depends on a Better Understanding and More Practical Application of Get-Together Spirit in Industry—Must Eliminate Trouble-Breeders and Agitators.

A better public understanding and appreciation of the needs and problems of our American industries is conceded on every side to be one of the important national requirements for the development of our future industrial prosperity. Few people seem to understand that the majority of our business men are fair minded, reasonable beings, legitimately engaged in the development of our economic resources.

In the opinion of our business leaders this misunderstanding leads the public, through the legislators, into thoughtless and unnecessary acts of reprisal against all branches of industry, which are often inimical to the best interests of their own community. To cure this lamentable condition it is first essential that a closer degree of co-operative action for the common good be established between employees and employers. The first step in this direction is to eliminate the selfish, destructive agitator. This happy event would greatly facilitate a general get together spirit among employers and workers.

The Work That Men Do.

The nation is confronted with more work than ever before—ships to build, factories to enlarge, railroads to complete, new foreign business to be attracted and help to be extended to the unfortunates on the other side. There are about 30,000,000 men at work; if they work ten hours a day that is 300,000,000 hours a day or 96,600,000,000 hours a year. If they work eight hours it is 74,880,000,000, or a difference of 18,720,000,000 hours a year. At eight hours a day this means that about 7,400,000 more men must be employed to do the work that could be done by the 30,000,000, and where are they to come from?

During the past year there has been a unified and standardized banking currency system tried and not found wanting. But there are yet other steps to be taken before the ideal of economic unit is worked out.

There are 662,000 stockholders of railroads in the United States. A large proportion of them depend on the earnings of the carriers for a meager income. Many of these stockholders have less than \$1,000 a year income, and they are unable to earn more, being elderly persons or women. Thousands of them are former employees of the railroads who depend upon their stock dividends to pay their rent and their grocery bills.

Labor and Capital Are Partners.
The manufactured output of the United States amounts to \$28,000,000,000 in value per annum. This is three times the amount of the yearly output of the ranches, farms, orchards and gardens; it is a dozen times the output of the mines; it is larger than the combined manufactures of any two foreign nations. Labor received, as its share of the fruits of industry, wages amounting almost to seven billion dollars in the single year of 1914. Does not this prove that the interests of employees are joint with those who employ them and that a real partnership exists?

Today there are over 100,000,000 people in the land who must be fed, clothed, sheltered, kept warm and many of whom travel for health, pleasure and business. The railway systems are in many places overtaxed in doing this work.

What will be the conditions when there are 150,000,000 people to be served?

This means an addition of at least 50 per cent to the number of tons of freight moved one mile and the number of passengers moved one mile.

There was a total mileage of 41,988 in the hands of receivers in 1915, the total capitalization of which was \$2,264,000,000. In that year alone 20,143 miles of road went into the hands of receivers, and these roads had a total capitalization of \$1,070,808,028. This compares with 4,222 miles in 1914 with a total capitalization of \$199,571,446, in receivers' hands. This is not a healthy condition; it is a malady that affects directly and indirectly every one in the country.

Railroads do not belong to a few rich men or bankers. There are at least 1,500,000 owners of the securities of American railroads. There are 1,800,000 men approximately employed in the railway service. The insurance companies have \$1,500,000,000 invested in railway securities representing 30,000,000 policy holders; savings banks have \$800,000,000 invested in which banks there are 11,000,000 depositors.

From 1909 to 1913 the States enacted 60,001 and congress enacted 2,013 new laws which involved the consideration of more than one-half million legislative propositions, or an annual production of over 12,000 new laws to be assimilated by the business world.