PROMOTING THE HAPPY FAMILY PLAN IN AMERICAN INDUSTRY

How One Corporation Works In Harmony With Its Men.

AN INDUSTRIAL DEMOGRACY

All Grievances Presented by Men Through Representatives Reach Head of Company and Are Honestly Investigated.

For more than a year a large and progressive industrial corporation with plants scattered over a large territory in several states of the southwest has been improving its relations with its employees through the medium of a socalled industrial representation planan industrial constitution drawn on a basis of democracy and mutual confidence between the head of the company and the workmen 'vno number from 10,000 to 12,000.

To deal with the diverse interests of such a vast body of men is a serious task involving stern responsibilities. Nevertheless the company, through its representation plan, has not only carried on social and industrial betterment work on a comprehensive scale but has succeeded in settling all grievances without friction and without interference from the outside. During the year several increases in pay have been made upon the initiative of the

Altogether the plan has demonstrated itself to an important forward step in the establishment of amicable relations between all the factors in industry. A more widespread adoption of such schemes in plants and factories is heartily recommended by the broad-minded manufacturers of the country who have started the National Industrial Conservation Movement for the purpose of getting employers and employees together. The supporters of the conservation movement realize that the captain of industry and the workingman must fight shoulder to shoulder to protect American industry against conditions that are sure to prevail after the War.

Workers Elect Representatives.

The Industrial Representation plan was adopted in its present form by the directors of the company and by a referendum vote of the workmen. ployment, living and working conditions, the adjustment of differences. and other matters of mutual concern tages of large scale, economical proand interest. On the other hand, the duction, and we have to satisfy our president keeps in direct touch with the workmen through officers known as presidents industrial representa-

Employees have been made to understand that they are absolutely free to an increasing supply of all the compresent all their grievances even though they involve charges against the foremen or superintendents under whom they work. Through the workmen's representatives the complaints are referred to the presidents' industri. WITHOUT AGITATORS al representatives, who in turn investi gate them carefully and report their findings in detail to the president.

In every case the grievances have been investigated fearlessly and impartially and adjustments have been made on a strict basis of fairness, irrespective of whether the award was in favor of the workman or the company official. The workman, dissatisfied with the decision of the presidents' industrial representatives, can appeal to the higher officers of the compresident. Then, if he still feels that he has not received full justice, he can carry his case to the joint committee on Industrial Cooperation and conciliation, comprised of both employees, representatives and the company's repredustrial Commission.

Confer on Wage Increases.

Under the industrial constitution drawn up matters of wages, hours of service and other vital factors in the company's relations with its employees are settled by a written contract. Increases in wages are worked out in conference between company officials and the workmen's representatives.

In all matters of industrial betterment the employees' representatives play an important part. They are assigned to joint committees on which they serve with representatives of the company. The names of these committees-Safety and Accidents, Sanitation. Health and Housing, and Recreation and Education-give an adequate idea of the broad scope of the company's interest in its employees. To carry out the schemes endorsed by the committees the company has spent money and effort unstintingly, although it has always avoided any semblance of paternalism.

Since the inauguration of the plan the company has enlarged its previous programme of providing model homes for its employees who live on company property. The company is fencing, free of charge, each employee's home. A series of prizes is given every year for the cultivation of lawns and gardens. have been provided, with stalls rented to employees at a moderate rate .-Industrial Conservation, N. Y.

UNITY NEEDED TO HOLD TRADE AFTER THE WAR

Labor Must Join In Effort to Meet New Competitive Spirit In Europe.

"Employers and workers must unite to meet the conditions that the restoration of peace in Europe will bring." says Eugene H. Outerbridge, president of the New York Chamber of Commerce. "I think there is no single element in industry before this country today of such vast importance as the matter of bringing these two constituents into mutual confidence and understanding in a real spirit of co-opera-

"In the world conditions now prevailing the peoples of the belligerent nations have, under the stress of a compelling necessity, developed a degree of co-operation and efficiency in production of which they never before knew themselves capable and which has never been approached anywhere else in the world.

"The war has produced many unprecedented conditions. This is only one of them. After it is over there will be many we shall have to meet and many changes to which we shall have to adapt ourselves. Some cannot be foretold or foreseen, but it appears to me inevitable that the consciousness of the efficiency and productive power that has been developed in the European peoples will lead them not to turn to previous methods or lives of indolence and ease, but that they will turn their newly developed powers to production in peaceful pursuits and that we then shall have to meet in foreign fields, and perhaps in domestic trade, the force of a competitive production organized on a degree of efficiency which we have never before had to combat."-Industrial Conserva-

Don't Rock the Industrial Boat.

After the European war is over the prosperity of the country will depend on the willingness of labor to co-operate with capital in fighting destructive competition from abroad. This is the consensus of opinion among men of affairs who have made a close study of conditions in the industrial and eco nomic world.

During the reconstruction period that must follow the termination of the war, these men say, labor and capital will be shipmates, and if there is going to be any mutiny among the members of the crew the result will affect the wage earners' income. In this connection George Roberts, vicepresident of the National City Bank of

New York, says: "I cannot get rid of the conviction that there will have to be a period of By secret ballot the workmen in the readjustment for the general business company's various plants select represituation soon after the war. There is only one way to maintain high agents in all matters pertaining to em- wages, and that is by increasing the efficiency of industry. We have to convince our own people of the advanwage-earners that they are interested not in restricting production, but in increasing production. They must be brought to see not only that wages are dependent upon production, but that forts of life for the masses of the people is dependent upon it."-Industrial Conservation, N. Y.

INDUSTRY FLOURISHES

Figures Show Big Increase In Wages and Factories In Queens.

Wherever labor agitators are few, there industry flourishes and workers are prosperous. This is the lesson to be gleaned from the remarkable industrial growth in the Borough of Queens, New York City, as shown by the figpany in consecutive order up to the ures recently compiled by the Bureau of Census for the year 1914.

The figures record a decided gain not only in the number of new factories, capital invested in manufacturing, and the value of manufactured products, but also in the sum total of sentations, and finally to the State In- salaries and wages and the number of salaried employes and wage earners since the taking of the last census in 1909. From a percentage standpoint, the increase over the several items was as follows:

Salaried employes, 62.7 per cent; salaries, 50.8 per cent; wages, 35 per cent; wage earners, 30.7 per cent; capital invested, 29 per cent; number of factories, 26.6 per cent; value of products. 8.8 per cent.

While complete figures have not been published as yet for all the cities and States, still from the figures that are now available it is evident that the Borough of Queens for the year 1914 exceeded in the value of its manufactured products many States of the Union, such as Vermont, Delaware. Oregon, Florida, and Wyoming; it exceeded, also, in this respect every city in New York State, with the exception of Buffalo. In fact, there were not more than fifteen or sixteen cities in the United States which produced manufactured products greater in value than those made in Queens for the the year 1914.-Industrial Conservation, N. Y.

Beat Your Own Record.

Don't gauge your own efforts by the activity or output of your fellow workers. Never mind how little the man Many of the workers own their own next to you does. That is his own automobiles. At the plants garages funeral, and he will be chief mourner some day. Compete with yourself each day, striving to beat your record of the day before.



AN OVERWORKED INDUSTRY!

CURBING INDUSTRY; OR THE FABLE OF THE BUSY LEGISLATOR

A Lesson In Practical Politics, Outlining the Best Course to is required of you. If you wait for 750 risks; about \$500,000. Pursue When the Welfare of Industry Interferes With Political Ambition.

One dark, stormy day there was born to otherwise happy and respectable parents an embryonic legislator. He made his debut in the midst of a thunder-clap. This fact may or may not have been prophetic, but in after life he manifested a decided fondness for

With no connivance on his part, the infant Solon was named Thomas Jefferson Monroe Miller. His mother did the naming, while his father, a successful retail butcher, stood by in mute protest, thinking of the day when his son should learn the meat business from the bottom up. Thomas Jefferson Monroe, the elder Miller knew, would find the delivery baskets heavy enough without carrying any excess baggage in the way of a name. But the maternal "boss" had decided that her son was cut out for better things than constant association with steaks and chops and, in the end she had her way, thus depriving the world of an other perfectly competent butcher.

At the age of eighteen Thomas Jef ferson Monroe Miller began to fee. that his mother's confidence in him was more than justified. The vista of his ambition included a front elevation of the Presidential chair.

During his college course, the prospective statesman was so busy settling the affairs of the nation in oratorical contests and debates that he had no time to spend on the problems of trigonometry. At the end of four years he had developed a magnificent rush of words to the face and, although he was somewhat puny in mathematics, the faculty decided that the best way to get rid of him was to hand him his sheepskin.

By this time our future legislator had grown a wonderful crop of backhair that curled gracefully over his collar, and had acquired the habit of posing for his photograph with a corrugated look about his brow and his right hand in the breast of his coat. By comparison with the most authoritative portraits, he was every inch a statesman, so he returned to his native State and offered his services to the "boss" of the Party in Power.

The hard-hearted political czar would have none of him, however, and Thomas Jefferson came to the conclusion that the Party in Power was corrupt. Therefore, he joined the ranks of the Reform Party and lent the crushing weight of his oratory in an effort to convince the "plain peepul" that the Predatory Pilferers in office had stolen everything but the brass hinges on the Capitol door.

After several years of incessant oratory, the promising youth was sent to the legislature on the Reform Ticket. "Hall of Fame."-C. A. Rieser, Indus-He won instant recognition by propos- trial Conservation, N. Y.

ing a bill to prevent employers from speaking harshly to their employees. That was the first of a series of spectacular laws which he managed to have enacted to curb the iniquitous tendencies of "Big Business."

With the naked eye the busy legislator could not have told an invoice from a petty cash account. A high powered ear trumpet would not have enabled him to distinguish the song of the loom from the chant of the buzz saw, but his six-cylinder, self starting oratory had to have some kind of a road to run on and the avenue of industry was the most inviting to his hectic eye. In other words the busy legislator consecrated his lung power gether. to the work of helping the various legislative bodies of the country maintain their record for enacting an aggregate of 12,000 new statutes per annum dealing with production, distribution, employment and organization. Like most industrial reformers, he possessed the rare genius for managing other people's affairs.

As a result of his active legislative campaign, several of the biggest manufacturing houses in the State were curbed into bankruptcy, but the jobless employees gathered 'round the remains and gave "Three Cheers" for the "Friend of the Workingman."

In a few years Thomas Jefferson Monroe Miller had "Big Business" gasping on the mat and pleading for help. There was apparently nothing left to curb, but by that time he had contracted an insatiable thirst for regulating things, so he turned his attention to the liberties of the individual.

He made it a crime for a man to put his feet on the desk while dictating to his stenographer. Next he put through a statute forcing restaurants to have on hand a stock of Maxim silencers for diners whose audible fondness for soup interfered with the orchestra. Thanks to him, the proprietors in hotels must now furnish their guests with bed sheets of statutory length or run the chance of being fined or imprisoned.

Meanwhile the Busy Legislator has not reduced the height of his youthful ambitions. He has been standing around with his hat in his hand, ready to slip into the first vacant seat in the United States senate, and his constituents are convinced that he will not have to stand much longer. A committee of his townsmen recently visited a sculptor with a view to having their hero's facial facade perpetuated in the purest marble. The statue will be placed in the town square after Miller has gasped his last speech.

Moral: They all look good in the

CONSERVATION TRUTHS.

Sow while you are young and you'll reap when you are old. This applies to grains of industry as well as to perity. Among the manufacturing

Never be fearful of doing more than Bridgeport, Conn.-\$500 and upward; more pay before you do more work the millennium will probably find you on the same old job.

Remember that an agitator never yet filled a pay envelope, although he has helped to keep many a one un-

It takes three forces to run a business or factory-labor, capital and executive management.

Men who betray their country are not the only traitors. There are also men who betray their employers, their families and their friends. Safety first-Industrial patriotism al-

Industry is of the people, by the people, for the people. Let us all get to-

The average reformer is only opposed to capital so long as the other fellow has it. Let him get a slice of the melon he condemned and his radicalism will be cured for all times.

Success In Industry: Of 260,000 corporations in the United States engaged in manufacturing and mercantile business over 100,000, according to the Federal Trade Commission, are merely existing. They do not earn a penny of profit. The 22,000 failures annually in the United States show that businesses cannot run along at a loss in

Business success depends on good management; efficient loyal workers. from the head of the firm down to the messengers; and freedom from outside interference.

Where Do You Stand? Someone has divided mankind into

four classes-those who consistently do less than is expected of them: those who do what is expected of them but no more; those who do things without having to be told, and finally, those who have the magnetic power of inspiring others to do things.

All the failures in this world are recruited from the first class. The second class comprises those who scrape along in some form of drudgery or hackwork. Men of the third class are always in great demand in the factory and in the office, but the fourth class represents the highest rung in the ladder of success.

In the world of industry the fourth class is attained by the diligent few who have caught the spirit of their task and are able to impart it to the men under them. They are the men who, without being slave drivers, are dustrial plant. - Industrial Conservation, N. Y.

MANUFACTURERS INSURE MEN BY THE THOUSANDS

Some Policies Provide For Payment of Old Age Pensions.

GROUP PLAN FAVORED

Part of General Campaign For Industrial Betterment - Some Concerns Adopt Plan to Give Their Employees a Share In Prosperity.

A striking evidence of the willingness on the part of manufacturers as a classto do something material for the benefit of their employees is to be found in the growing popularity of the group insurance plan. Industrial concerns all over the country are insuring their workers against death, sickness, accident and old age under the group system, and insurance companies are garnering in millions of dollars in premiums.

This new manifestation of the employer's concern for the members of his industrial family may not be founded entirely on altruism. If it were it would probably revolt the self respecting worker. It is better than that however; it is indisputable proof of the employer's willingness to go more than half the necessary distance to meet his employees on the common ground of mutual helpfulness, and thus help to wipe out any misunderstandings that may have existed between them.

The group plan has had a remarkable growth since its inauguration about five years ago and has recommended itself not only to industrial concerns but to banking and mercantile establishments in all pats of the country. Many of these establishments adopted it instead of giving a bonus at Christmas time; others gave both bonuses and in-

Policies Total Millions.

During a few weeks before Christmas the Traveler's Insurance Company wrote group insurance policies aggregating \$6,000,000. Both the Traveler's and the Equitable Life Assurance Society did a larger business in group insurance during the year 1916 because of the willingness of manufacturing and other concerns to grant their employees a share in their prosconcerns insured within the past few months by the Travelers are:

Bullard Machine Tool Company,

Raybestos Company, Bridgeport, Conn.-\$500 and upward; about 300 employees, totaling \$200,000 of insur-James S. Fuller, Inc., Kingston, N.

Y., shirt manufacturers.-Insurance according to length of service; 150 risks for about \$100,000. Benton Harbor Malleable Foundry

Co., Benton Harbor, Mich.-Insurance on unmarried men, \$500; married men, \$1,000; total insurance of \$400,000 on 450 risks.

Buffalo Gasoline Motor Company, Buffalo, N. Y.-108 risks for \$116,000. F. E. Byers & Brothers, pump manufacturers, Ashland, O .- According to length of service; 650 risks for \$325,-

Faultless Rubber Company, Ashland, O .- According to length of service; 440 risks for \$220,000.

Sperry Gyroscope Company, Brooklyn, N. Y .- Each man insured for one year's salary; 750 risks for \$700,000. Kellogg Toasted Corn Flakes Company, Battle Creek, Mich.-According to service; 400 risks for \$250,000.

L. Barth & Son, hotel fixtures, New York City.-100 risks for \$100,000. Neptune Meter Company, water meters, New York City.-According to salary; 400 risks for \$300,000.

Michigan Lubricator Company, Detroit, Mich.-275 risks for \$150,000. Adams & Westlake Company, Chicago, Ill.-According to service; 450

risks for \$250,000. Frank L. Hall Company, Buffalo, N. Y .- According to service; 100 risks for

Many Other Policies Written. Among many other industrial concerns the Equitable insured the fol-

William M. Crane & Co., New York -From \$500 to \$3,000, covering approximately 1,000 employed.

Favorita Silk Company, Paterson, N. J.-Life insurance to all employees in amounts ranging from \$500 to \$1,000. Garner Print Works and Bleachery .-Life insurance aggregating over \$1,000,-000, covering thousands of employees at the plants at Garnerville and Wappinger Falls, N. Y.

Sohmer & Company, Piano Manufacturers.-Life insurance of \$500 for each employee.

Other manufacturers who have adopted the group system of insurance for their employees are Montgomery Ward & Company of Chicago and Kansas City; the B. F. Goodrich Company, Akron, Ohio; the Standard Cloth Company of New York; Robert Gair Company of Brooklyn; the Studebaker Corporation of Detroit and South Bend: Roos Brothers of San Francisco; the Union Oil Company of California and the Simmons Company of Kenosha, Wis.

The group insurance policy as offered by various companies covers death disability, ill health and even superanable to increase the output of an in- nuation. Each policy is arranged to suit the particular case.-Industrial Conservation, N. Y.