

TRAINING INCREASES OUTPUT OF FACTORY

Ohio Plant Demonstrates Value of New Department.

WAGE INCREASE FOLLOWS Report on Success of Experiment Is Eye-Opener to Those Who Question Economy.

WASHINGTON.—From eight pieces an hour to 55 pieces an hour. This is the increase made in the average production of the workers in an Ohio plant as a result of the introduction of a training department.

And the wages of the operatives have risen correspondingly. This is especially true in the case of the women, who are now getting as much as 40 per cent more for their work.

Here are practical, concrete results, not the theories of a scientist with an imagination, and they confound the skeptic who looks on scientific industrial training as the playing of the arm-chair economist.

The works manager of a factory in the Middle West had realized that things were not going right in the plant. The labor turnover was much too large; that is, too many workmen were coming and going. And the output was too small; the factory wasn't turning out what he knew it ought to turn out.

In January, 1916, the works manager made a survey. He found that the old-fashioned method of training, by which the new workers acquired, along with knowledge of the work, the habits of the old employees who instructed them, and therefore turned out a good deal of scrap. The operative was generally busy, but still he wasn't getting much work done; for example, the average production of 31 women operatives was only 25 pieces an hour, whereas experiments showed that a fair production of the machines they operated would be 55 pieces an hour.

The manager introduced a training department, the success of which is proclaimed in a report just made by him to the superintendent of training of the Training and Dilution Service, United States Department of Labor.

Labor Problem Solved. The labor and production problem has been solved, says the manager. The labor turnover has been reduced to 10 per cent, as against the 200 to 300 per cent of many a manufacturing plant. Production, experienced operatives, some of those who used to turn out eight pieces an hour, now are showing an average of 55 pieces an hour. But it didn't take all this time to show a big improvement. After only four weeks of training the operatives were producing 25 pieces an hour.

The following report from the Department of Labor shows how the training was managed. A well-lighted room away from the factory was set aside for this training department, and therein were installed various types of machines, such as hand screw machines, millers, thread millers and small benches and fixtures necessary for the production of the portion work upon which training was necessary.

An expert mechanic and operator, with ability to get along well with women, was placed at the head of this training department. On account of the large number of machines, the shop in this plant, some 5000, it was deemed advisable to place a women instructor in charge in all cases where women were being trained.

The employment department selects with care employees for the different classes of work and directs them to the training department. A standardized system of instruction is maintained. Each instructor handles from three to five girls at a time, depending upon the nature of the work. The character of the metal, the kind of tools to be used, etc., are explained to each individual, and the most possible machines are operated in order to illustrate each point.

After this preliminary instruction girls are permitted to start work themselves. Errors are pointed out in a kindly manner, and the two girls are encouraged to help each other. They are trained to become skilled only on one particular job. General mechanical knowledge in the training department. The length of time required for training operatives varies with the class of work. It averages three days, but quite frequently it is extended to 10 days. This training department can in less than 10 days turn out girls who are able to handle the lathe turret lathes on work requiring great precision. They are now successfully working to .0003-inch limits.

While in training they are paid 25¢ cents per hour. After reaching the shop, on the bonus basis they are able to make 35¢ an hour. Minimum wages are 15¢ for inspectors and 21¢ for machine operators.

Careful records of progress and efficiency are kept. The reasons why a girl is working less than 100 per cent efficient are investigated and an attempt is made to eradicate the obstacles found. Any girl working 100 per cent is never interfered with.

Women Are Protected. This firm attributes a considerable share of its success and reduced labor turnover to the protection which it affords their women employees. The job boss' particular duty is to continue the training in the shop, to see that the girls who are last out of those operatives who are not allowed to discharge any girl sent to him; therefore, he has no personal power to discharge. The boss is paid a bonus which depends upon the output of all entire group of girls under his control, so that it is in his interest to help the newer and poorer operatives, rather than concentrate his attention upon the good ones. Neither is he permitted to drive his group of girls to a rate of production as high as to endanger their health or to make them nervous. The company impresses its policy towards its employees on the job bosses, foremen and attendants by frequent meetings, where the policy is explained.

The protection thus afforded the girls gives them an incentive for quantity production, thus reducing labor turnover. Personal visits are made to the training department by the works manager every day or two in order that all employees may feel that the management is bent upon promoting their welfare.

As an example of increased production, the following is cited: In an assembly department employing over 2000 girls two sets of prominent production engineers reported that the best output possible from this assembly division was 15,000 complete fuses a day in two shifts. After thorough training, the girls were able to reach an average production of 38,000 a day in one shift. The complete system includes the following:

Operatives Are Trained. One—A method of training the operatives in the training department in order that they may reach a fair average production on each operation. This "fair average production" should not be the highest possible rate of production, as shown by a highly skilled operative, but should be a rate that the average operator can reach after be-

coming skilled without undue stress or strain. Two—A method of continuing the training in the shop through the job bosses, and, in some cases, through special shop instructors. Three—A system of organization that compels the subordinate and also the directing heads of departments to give attention to the poor, inefficient workers and help them to improve. This includes factory systems which will make close supervision of these conditions possible. Four—A fair and generous system of pay which will reward the employee for reaching higher rates of production. The system of pay should provide bonuses that the average operative can earn even when producing less than the number of pieces an hour shown as possible. Five—A system of supervision that will prevent operatives overworking or straining themselves through attempting to do more than they are able to earn higher bonuses.

Nerve Strain Relieved. In addition to these methods there are, of course, hospital, nurse, doctor, restaurant and rest periods of 10 minutes each in both morning and afternoon. This firm has found it useful to study the reasons for the nervous strain in somewhat great, they make it a point to change their operatives from one job to another at frequent intervals. This applies especially to inspection. Especial attention is paid to the health and spirit of employees. All these plans have resulted in a satisfied body of employees and an organization that will respond to any urgent request that may be made of it.

HOOPER TALKS OF PRICES Britons Told U. S. Farmers Are Not Profiters.

LONDON.—(Correspondence of the Associated Press.) Mr. C. Hoover, American Food Administrator, on his visit to England assured the people of this country that the high cost of foodstuffs here is due to any profiteering by farmers in the United States. The statement he issued to the British press showed that the guarantee to the British farmer that the American yield would be 50 per cent less than the British shipping rate. Mr. Hoover said he had increased only pro rata to the American farmer's increase, the cost of wheat in England would be about 25 per cent higher than the American yield of the present season.

"If we realize," Mr. Hoover said, "how hard the present price levels bear on all consumers and more especially upon the allied peoples, whose economic welfare is much below that in the United States. So far as the United States is concerned it is not a matter of profiteering but one of deep complexity of economic forces and provision for world necessities." He cited a table indicating the comparative value of 1,500,000,000 lbs. of wheat in 1918 may be taken, notwithstanding the war, as representative of average conditions. The crop in Italy, which is usually good year was 1912, with a wheat area of 11,857,000 acres, a crop of 214,518,840 bushels and a yield per acre of 18.10 bushels. Although the crop was generally short crops, 1917 is more truly representative of a yield under war conditions (scarcity of labor, of fertilizer, of fuel, etc.). The crop was 193,820,000 bushels, a yield per acre of 16.4 bushels per acre, against 12 in the United States.

Wheat represents 55.6 per cent of the whole cereal production of Italy, and a value of 1,500,000,000 lbs. of wheat in 1918 may be taken, notwithstanding the war, as representative of average conditions. The crop in Italy, which is usually good year was 1912, with a wheat area of 11,857,000 acres, a crop of 214,518,840 bushels and a yield per acre of 18.10 bushels. Although the crop was generally short crops, 1917 is more truly representative of a yield under war conditions (scarcity of labor, of fertilizer, of fuel, etc.). The crop was 193,820,000 bushels, a yield per acre of 16.4 bushels per acre, against 12 in the United States.

After discussing factors other than American conditions which have increased the cost of food to the allies, Mr. Hoover stated that the English noted that feed prices paid to the English farmer were about 70 per cent higher than those paid to the American farmer for oats and barley. "I am in hopes," he said, "that the freeing of the seas from the blockade will result in a quick reduction of sea charges to at least the same ratio of increase as the American farmer's." Profiteering and speculation in pork have been removed in the States, Mr. Hoover told the British press. He added that the British people are now under the necessities of war and aside of wheat substitutes in the quality was first reduced to 12 ounces per capita, and then to 10 ounces per capita. The average yield of Italy is 18.10 bushels per acre, against 12 in the United States. The United States has replaced Russia, which supplied before the war, most of the wheat to Italy.

It is highest in the Po Valley, where rainfall is plentiful and 25 bushels per acre are usually secured. The wheat in the southern and insular tablelands and the elevation of the Apennines, are sometimes harvested, owing to drought. However, the south, and especially the Apulian Tavoliere and Sicily, often yield a better quality of wheat, requiring hard wheat, with a high gluten content. In comparison with the average unitary yield of England and Belgium, respectively of 35 and 37 bushels, the average 18 bushels of Italy is excusable to a certain extent owing to the lack of rainfall and to the extensive character of agriculture in the southern latifundia (large estates), show at the same time the necessity of intensification and improvement in cultural methods, to which the government is directing its efforts.

SECRET SERVICE IN WAR German Spies in Great Britain Are Tracked Down.

LONDON.—(Correspondence of the Associated Press.)—Secrets of the war work of the British secret service now revealed show that German spies or agents in the German government were making active preparations, even before the beginning of hostilities, to use the Isle of Wight as a landing place for German forces and for the bombardment of Portsmouth. One of the first precautions taken in August, 1914, was to place close restrictions on persons trying to land upon or leave the island. From Harwich to Hampshire, along the south and southeast coasts of England, nests of German spies and agents were engaged in desperate missions in the early days of the war. One of the first tasks of the British secret service was to stamp out the operations of these men.

For a long time the authorities were unable to discover the origin of Morse signals that were being flashed out to German submarines from the sea. A special watch was kept on a certain point of the coast, though no lights were shown, the patient observers finally solved the mystery. They learned that during several persons near an upper window manipulated what appeared to be the dial of an ordinary clock. A raid on the cottage disclosed that the dial was fitted with a dark prism. By focusing the prism on the strong light of a flashing lamp anchored offshore it was possible to send forth signal flashes. These flashes were not visible to a person standing on the beach, but could be seen in the channel they could be read easily.

PICTURE OF CHRIST WINS Officials Grant Release to Convict for Attractive Drawing.

SAN BERNARDINO, Cal.—When Ramon Garcia, an armed Mexican robber, drew a picture of Christ on the wall of the jail, the county jail here, he started the machinery which ultimately brought his release from San Quentin prison, to which he was sentenced. Since March, 1917, when Garcia first sketched the likeness, hundreds of prisoners have stood before it in reverence according to the jailers. The fame of the picture spread and caused five judges of the State Supreme Court and the board of pardons to join with Judges H. T. Dewhirst and J. W. Curtis and District Attorney T. W. Duckworth in urging a pardon for Garcia. The board of pardons has granted appeal for clemency for the imprisoned man, Governor William D. Stephens, two days before Christmas, commuted Garcia's sentence.

Yukon Ice Two Feet Thick. FORT YUKON, Alaska.—Ice in the Yukon River here is two feet thick in places. Already the thermometer has registered as low as 35 degrees below.

WHEAT ITALY'S MOST IMPORTANT PRODUCT

Grain Grown in Almost Every Part of Country.

YEARLY ACREAGE IS LARGE

Nation Raises About Two-Thirds of Its Cereal Requirements, Balance Being Imported.

CHICAGO.—Wheat is the most important and most extensively cultivated cereal in Italy, where it has been grown since times immemorial, some authorities even maintaining that its original habitat was Sicily, while others contend it to be the Jordan Valley. Evidence of this is the tradition of the island that island as a wheat-growing district, whence it derived in antiquity the qualification of the "granary of Rome." Wheat is grown almost everywhere in Italy, except at considerable altitudes, where it is more advantageously replaced by rice. It is raised successfully in the plains of Lombardy, called by Voltaire "the promised land of wheat," as well as in the fertile alluvial areas represented by the area of the Tuscany Maremma and Latial lowlands, as in the celebrated wheat lands of the Apulian Tavoliere, centered around Foggia. It does equally well in the classic fields of Terra di Lavoro as in the Luscianian hills, and in the valleys of the Calabrian valleys as in the productive Sicilian plains of Catania and Terranova.

Perhaps the most notable example of intensive wheat culture in Italy is offered by the Fucino basin in the Roman province, formerly the lake of like name, drained by the lake of Brindisium, and today one huge, continuous wheat field, noted for the unsurpassed quality of its product, the famous wheat, like the no less celebrated Rieti, produced nearby, highly resistant to rust and not liable to lodge.

Of the 63,995,000 acres representing the whole land area of Italy, 23,855,000, more than 48 per cent, were classified in 1916 as tillable. Of these 17,899,000 acres represented the area occupied by cereals and 11,815,750 the wheat area, from which were harvested 176,311,480 bushels, with a yield of 17.8 bushels per acre, against 12 in the United States.

Wheat represents 55.6 per cent of the whole cereal production of Italy, and a value of 1,500,000,000 lbs. of wheat in 1918 may be taken, notwithstanding the war, as representative of average conditions. The crop in Italy, which is usually good year was 1912, with a wheat area of 11,857,000 acres, a crop of 214,518,840 bushels and a yield per acre of 18.10 bushels. Although the crop was generally short crops, 1917 is more truly representative of a yield under war conditions (scarcity of labor, of fertilizer, of fuel, etc.). The crop was 193,820,000 bushels, a yield per acre of 16.4 bushels per acre, against 12 in the United States.

This explains why the annual consumption per capita of wheat in Italy is 6.23 bushels, against 5.2 in the United States. The bread ration in Italy under the necessities of war and aside of wheat substitutes in the quality was first reduced to 12 ounces per capita, and then to 10 ounces per capita. The average yield of Italy is 18.10 bushels per acre, against 12 in the United States. The United States has replaced Russia, which supplied before the war, most of the wheat to Italy.

GULF BUILDING CONTINUES Signing of Armistice Fails to Stop Ship Construction.

BEAUMONT, Tex.—Shipbuilding on the Gulf coast is booming just as it was before the armistice was signed. The number of workers has not been reduced. Government contracts held by the four yards in Beaumont and two in Orange, Tex., are being completed. The keel had not yet been laid, were abandoned, but there were about 40 ships in the two ports in various stages of construction. The ending of the war had no effect whatever on one yard at Orange, where a better quality of steel is being used in building ships for the Italian government.

Contracts for 16 ships by the Southern Shipbuilding and Dry Dock Company, Beaumont, were completed. The ships are now to be completed. Shipbuilding at Orange, where the keel would be kept busy for a year on present contracts. Nothing official has been heard here concerning the announcement that work on vessels on which less than \$200,000 had been expended would not be completed. Work on all hulls is proceeding. Nearly 4500 men are engaged in shipbuilding here and an equal number in Orange.

OLD PALACE TO DISAPPEAR Modern Structure Will Replace Young Residence in Salt Lake.

SALT LAKE CITY, Utah, Jan. 14.—An old, pretentious residence built for Brigham Young for Amelia Folsom Young, reputed "favorite wife" of the pioneer Mormon leader, here, is to be razed to the ground. The mansion was planned and building commenced by Brigham Young in 1876. Since the United States entered the war, the mansion has been used as the headquarters through the kindness of Mrs. Holmes. Amelia Folsom was known for years as "Gardo House." It is said one of the workmen was responsible for the name, it being due to an Italian mansion which had that name. The mansion was planned and building commenced by Brigham Young in 1876.

The use of Sage and Sulphur for restoring faded, gray hair to its natural color dates back to grandmother's time. She used it to keep her hair beautifully dark, glossy and attractive. Whenever her hair took on that dull, faded or streaked appearance this simple mixture was applied with wonderful effect. But brewing at home is messy and out-of-date. Nowadays, by asking at any drug store for a bottle of "Weyth's Sage and Sulphur Compound" you will get this famous old preparation, improved by the addition of other ingredients, which can be depended upon to restore natural color and beauty to the hair.

turbed until an officer made the significant discovery that none of them could converse in Romany, the gypsy tongue. Investigation by secret agents in Rome proved conclusively that the masqueraders, while pretending to trade from one country folk to another, were actually securing important information as to the movements of troops in the southern command. Prompt and drastic action followed these revelations.

At the beginning of the war numerous instances came to light of aliens attempting to enlist under false pretenses. If the recruiting officers were disatisfied with a man's appearance or accent he was taken aside and the fact was administered upon the man separately. It is practically impossible for a foreigner to repeat the unusual phrases of the other countries in his own language, and in that way many dangerous spies were captured.

About Christmas, 1914, a foreign diplomat in London was given a magnificent gift of pate de foie gras. Suspicion was aroused and analysis showed the presence of a deadly poison. Secret agents were called in and they proceeded to work on the theory that the pate de foie gras had been made from one country folk to another, and that the man actually became ill. He was promptly arrested.

SOLDIERS TO HAVE WORK New Hampshire Organizations Prepared to Give Aid.

ALBUQUERQUE, N. M.—When New Mexico's sons return from the battlefield, they will find that their state has given good account of its stewardship during their absence. For a place will be ready for them in the industrial life of the commonwealth. Virtually all patriotic and economic agencies operating in the state, including the United States Department of Labor, the National War Reliefs Commission, the Red Cross, the Young Men's Christian Association and the United States Employment Service, at a meeting recently held in this city, have organized themselves into a State Bureau for the Care of Returned Soldiers, or state labor exchange.

The State Council of Defense already has formed community councils in 14 of the 28 counties of the state, to promote work for a time, used as an institute to furnish legal advice when called upon to do so by returned soldiers. The community labor board of Eddy County is a pioneer in this line, having recently completed a thorough survey of the present available openings for men of all trades.

The farm bureaus of the New Mexico College of Agricultural and Mechanical Arts are doing valuable work along the lines of developing the agricultural resources of the state in order to provide work for soldiers. A single operation in the state is the Young Men's Christian Association, which has been organized in the county, the bureau brought in \$1,000 worth of registered cattle, and \$1000 worth of registered sheep. In Dona Ana County, the bureau is performing the work of a half agricultural and half industrial bureau. In Sandoval County, the bureau has had a cash value of \$32,000 a year. In San Miguel County, savings of over \$200,000 have been made by the bureau's operations conducted by the Union County Farm Bureau are valued at nearly \$200,000.

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Dyspepsia Spoils Beauty Makes the Dark Rings Around Eyes, Caves in the Cheeks and Ruins the Complexion—How to Get Rid of Dyspepsia.

Doctors in all parts of the country have been kept busy with the epidemic of influenza, which has visited so many homes. The symptoms of this disease are very distressing and leave the system in a run-down condition. Almost every victim complains of lame back and various troubles which should not be neglected as they are the signs of a lead to dangerous kidney troubles. Druggists report a large sale on Dr. Kilmor's Swamp-Root, which so many people say soon heals and strengthens the kidneys after an attack of Grippe, Swamp-Root, being an herbal compound, has a gentle healing effect on the kidneys, which is almost immediately noticed in most cases by those who try it. Dr. Kilmor & Co., Birmingham, N. Y., offer to send a sample size bottle of Swamp-Root on receipt of ten cents, to every sufferer who requests it. A trial will convince anyone who may be in need of it. Regular medium and large size bottles, for sale at all druggists. Be sure to mention this paper.—Adv.

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