

FORD PROFIT SHARING.

How the Company is Acting as "Big Brother" to Its Employees.

[So much discussion has been had of the following proposition that we are glad to give to our readers an authentic version of the matter, taken from the Detroit Free Press.—Ed.]

How would it seem to you to give away \$10,000,000 in a single year, with the expectation of continuing that practice indefinitely?

You'll agree quite readily, I think, that it would be a decidedly thrilling sensation, even if the adoption of such a policy carried with it the assurance that you would not be reduced to a state bordering on want.

And yet as he moved briskly across the spacious lobby to the office building adjoining the giant plant out in Highland Park, heels clicking on the floor with military precision, shoulders erect, head set a bit forward, as though the alert mind was a good step in advance of the quickly moving feet, I was unable to detect any appreciable difference between the Henry Ford of today and the one I met out at the old Grosse Pointe track one blistering September morning back in the time when the public generally looked upon automobiles as a joke.

True, the grease and the grime were missing—he was making some adjustments to a car the first time I met him, as I recall it now. His hair is a bit grayer about the temples, but it would have been no trouble to pick him out in a crowd, having once met him.

If you could get close enough to Mr. Ford to ask him how it feels to be the head of a concern which will this year distribute to its employees approximately \$10,000,000, in addition to what they would ordinarily have received in the form of wages, and which expects to continue the practice indefinitely—there isn't any likelihood that you would be able to get close enough for this, for few do, so it would be merely a waste of time trying—you would gather, even before a reply was forthcoming, that the disbursement of these millions is as nothing compared with the task of seeing that this unparalleled beneficence produces the desired results.

Which brings us to the milk in the coconut just cracked.

When without any preliminary blare of trumpets, or the parade that usually precedes moves of much less consequence, the Ford Motor Company a short time ago announced, with no more concern than it would bulletin a day's output of cars, that it proposed presenting to its employees in the form of increased remuneration a little matter of \$10,000,000 during the next twelve months, Detroiters, accustomed as they are to having things done on a gigantic scale, gasped with astonishment.

After they partially recovered their equanimity, and found that the world had not tilted perceptibly, they sat back to await developments.

As nothing more astounding than a rush of applicants for positions in the new industrial El Dorado resulted, and because every man who presented himself at the plant was not hired forthwith, the wise-ones shook their heads knowingly and announced in all seriousness that the Ford Motor Company was premature in giving its plan publicity, and that in the vernacular the well meaning but misguided individuals responsible for the move were "up against it."

Nothing could be further from the truth. Let it be set down here for all time that the company knew exactly what it was doing.

It had been preparing itself for months, and when the word went forth of the proposed change a carefully recruited and thoroughly organized human machine stood ready for action.

A lot of cherished theories and traditions are going to be shattered before all the details of this "Big Brother" movement, for that is what it really is, in the best sense of the word, have been put into actual practice.

The man who finds himself blessed with an income such as he had never hoped to attain is not going to be left to work out his own salvation according to the light he may possess. He will be the recipient not of a gift, but a benefaction. It is not a case of presenting him with so much additional money, to spend as he sees fit.

He must give an accounting of his stewardship along more rigid lines than were ever before attempted in profit sharing; but it is equally true that as administrator of his own destiny he is to receive assistance such as was never before rendered by a manufacturing corporation, or any other agency, for that matter.

Even before the change of policy was announced the forces that were to direct the new order of things were at work. Mr. Ford and Mr. Couzens and their associates are too practical business men to rush into an undertaking of this sort blindly.

The public had not recovered from its surprise when a staff of investigators started forth, charged with most unusual duties. Straight into the homes of employees these men went. They set about the task as method-

ically as they make automobiles in the plant where this revolution had taken place.

Each man carried with him a list of names—and they were not those of prospects, but of employees. There was the most astonishing impartiality in this respect. Tony Catalina, laborer, who at night crawled into a dirty bed in a third-class lodging house, and the foreman of a department who had been with the company for years, might appear on one list. And each would come in for as searching an investigation as the other.

Don't get the impression that this prying into personal affairs is unwarranted. The information thus gained is going to play an important part in the future welfare of Tony Catalina and the foreman. Upon their worth as citizens, and the manner in which they improve their opportunities, will be dependent the increased remuneration they receive, for it is here as elsewhere a survival of the fittest.

The Ford Company gives of its money generously, willingly, but it proposes seeing where it goes, what is done with it. It is determined that the greatest possible benefits shall accrue to the individual, to the community, and in turn to the Ford Company itself—which is eminently proper. That is why it is going outside the factory for information.

It is often the case that a man of extraordinary efficiency in the plant has no appreciation of his duty to the community at large, no regard for home life. His conduct outside working hours may be such that he is a menace to the morals of the neighborhood. He may live amid unspeakable conditions.

If such a state of affairs is unearthed, the man is informed that he must turn over a new leaf—and keep it turned. He must better his own manner of living, and that of those dependent upon him, if such there are, or he can not continue to share in the benefits to be distributed. He will be given every encouragement and afforded all the assistance possible if he evinces a willingness to make good. If after a fair trial no improvement is shown he is down and out—and again it makes no difference whether it is humble Tony Catalina, laborer, or a high salaried foreman.

On the other hand, it is very often the case that a man of mediocre capabilities owns or is paying for his home, and is bringing his family up in comparative luxury. This will be taken note of, and serve as a credit in striking the balance it is intended to maintain for all time.

It is the determination of the company that all money disbursed in the form of increased wages shall be devoted to some useful purpose.

Where such a course is justified, there will be insistence upon housing conditions undergoing a change. This demand will be made reasonable because of the increased compensation a man will receive, and his ability to thus provide more comfortable quarters.

Employees will be urged to invest in land contracts, or start savings accounts. What is more, they will from time to time be required to render an accounting of what has been accomplished. And the more favorable the showing, all things taken into consideration, the greater will be the reward. Factory efficiency will be reckoned in this connection, thus silencing the criticism of those who asserted that the wholesale raising of wages tended to throttle ambition and kill off individualism.

Every beneficiary is placed on his individual honor—but a complete record of his conduct will be constantly available, shop and home progress, what is becoming of the money he receives—and woe betide the one who attempts misrepresentation.

This system of registration is unique in an undertaking of this nature. By reference to it there can be determined in an instant the habits of every employe, age, family relations, whether single or married, how many are dependent upon him, etc.

Sounds a bit czarlike? Savors of espionage? Not a bit when you understand that this supervision is maintained more for the benefit of the men than the company, that it is merely a means to an end, and that this end is the raising of standards all along the line.

Nothing is taken for granted. Armed with what information can be obtained from the man himself, the investigator calls at the home or the boarding house and ascertains conditions there. The quest for facts is carried even further. It is worthy of note that the proprietress of a boarding house will testify favorably for every one of her patrons, providing they are not too far in arrears, with all the perfervidness that a wife will give an erring husband a clean bill of health.

The seeker after light visits the haunts of individuals, becomes acquainted with their associates, and thus learns what he wants to know from presumably reliable sources. On these findings he bases his report, and this to a large extent determines the disposition of the case, unless an appeal is taken.

A man speedily becomes aware of

what has happened, if in no other way through the fact that his pay envelope does not contain the expected increase. If he is sufficiently interested to make inquiry—and the man who wouldn't investigate where there is money involved is the rare exception—he will be informed of the reason therefor.

If he feels that he has been discriminated against, or that the charges are unwarranted, he has recourse to a committee appointed to listen to grievances and pass on them. He is afforded every chance to vindicate himself. If he succeeds the new wage scale becomes operative. If he fails, he will be given another trial, but he must make good if he holds on.

The restrictions are not sufficiently rigid to prove onerous to the man who has his own welfare and that of those dependent upon him at heart. If given to drinking, if inclined to gamble, or possessed of other habits that are liable to impair his efficiency as a citizen—and this counts, as well as proficient workmanship—he is cautioned and the charges are entered in the records. Future investigation will determine whether the warning has been heeded, and sufficient improvement has taken place to warrant continuing the effort.

Research work will be prosecuted all along the line—it is under way now.

Take the foreign element, which enters strongly into any consideration of the problem. And right here let me digress for a moment to assert that as trouble producers these aliens are practically nil. They observe every rule religiously, are punctual, and tend strictly to business. Careful compilation of statistics has shown that eighty-five per cent of all the trouble in the plant is occasioned by English speaking employes, and that almost without exception the disturbers are American born and reared. Which isn't an exhibit to which one could very consistently point with pride.

It will be ascertained whether these foreign laborers plan on bringing their families to this country in the near future, or whether they are saving up so they can go back to their native land. They will be encouraged to bank their money, instead of trusting it to the keeping of their fellow boarders or hoarding it away in hiding places that are not always secret. The question of better housing conditions for this class must sooner or later come up for solution, and it is more than likely that municipal cooperation will be invited along this line.

No phase of sociological work will be overlooked by the investigators, whose labors will dovetail into what has already been accomplished by the welfare department in operation

in connection with the plant. And every step taken is practical. Theory that can't be pinned down to a working basis isn't even an "also ran" in this instance.

One of the worst joits custom has received in a long time came with the selection of investigators of the conditions existing among the employes. It would have been possible to fill every position of this nature many times over with social workers of more or less experience who would jump at the opportunity.

Were they taken on? Not so that it was noticeable. The company didn't say it in so many words, but the plain inference was that it was regarded as a man's job—for a man.

Among the first to be selected for this work was a man who handled a crew on the shipping docks at the plant. Why? Observation had shown that he was capable of getting a tremendous amount of work done in a given time, and that every fellow in the crew swore by him. He had a way of getting in touch with men that made him more valuable for the purpose than if he had a half dozen degrees and years of experience as a social worker to back him up. You wouldn't know him today from any other toiler in the plant. He doesn't go around with white cuffs and carefully creased trousers and neatly polished shoes—he's one of the boys, just as he was out on the shipping dock. But he will get results that could not be obtained in any other way.

An inspector in one of the departments was appointed investigator. The work that came under his supervision was not the most important in the plant by any manner of means, but he knew how to handle men, to win their confidence and their loyalty. He is in tune with the men he is investigating.

Thus it has gone all along the line. Almost without exception the investigators have been detailed from the factory because they disclosed some specific aptitude that should make them valuable in their new position. A half-dozen doctors were drafted from the welfare staff, and put at work delving into cases where their professional standing would give them entree that could not otherwise be secured.

In all approximately a half hundred men are devoting their entire time to the survey. When they have covered the ground so thoroughly there is no chance for criticism, they will go over it again, for this is to be a continuous performance.

It is not the province of this story to enter into all the details involved in the working out of this plan—space would not permit, even if the inclination existed. But when you remember that this investigation, as briefly outlined, involves something like 15,000 employes, and that it will

be repeated again and again, that the weeding out of the undeserving may be made thorough and the advancement of the worthy may be assured, you will begin to realize, even in your modest circumstances, that the giving away of ten million dollars is as nothing compared with the task of seeing that it is judiciously spent, instead of being squandered in debauchery and frittered away foolishly for that which profits nobody.

That is what the Ford Motor Company has set out to do. If it fails it will be the first failure in the history of the concern—and from the enthusiasm of all in any way identified with the movement, there is little reason to fear a calamity.—Len G. Shaw.

Sugar's Real Value.

A cane sugar solution injected directly into the blood is apparently unfit for assimilation, for it is eliminated by the kidneys unchanged. The real value of sugar seems to be that the carbon obtained from its disintegration is available for forming the gas known as carbureted hydrogen or methane, which seems indispensable to the growth and respiratory processes of all living organisms.—American Food Journal.

Oil Field in Pacific Ocean.

Unique among the oil fields of the world is the Summerland group of wells in California, which extend out into the Pacific ocean. There are 141 producing wells in this group, which is situated about eighteen miles from Santa Barbara. These wells are drilled out in the ocean just off the coast and 100,000 barrels are taken from the oil sands underlying the ocean bed every year. This interesting spectacle of derricks built out into the sea is visible from the train on the way from Los Angeles to San Francisco.—Engineering and Mining Journal.

Pessimistic.

"Willie," said the teacher, "what shape is the earth?"

"It is an oblate spheroid."

"And what kind of shape is that?"

"I asked father, and he said he guessed it was a scientific way of saying the world is in mighty bad shape at present."—Washington Star.

Next!

Mr. Wright went to the telephone and called up Mr. Reed.

"Hello, Reed; this is Wright," he said.

"Where's Rithmetic?" the office boy asked the stenographer in subdued tones.—Indianapolis News.

Takes After Nobody.

Visitor—Little Willie takes after his father, doesn't he? Sister—No, he doesn't. You ought to see him at the table! He always grabs first.—California Pelican.

The great thing in the world is not so much to seek happiness as to earn peace and self respect.

Carmens of Seville.

The most astonishing building in the Calle de San Fernando, Seville, is the immense two story baroque edifice that covers more ground than the cathedral plus the court of oranges and serves the purpose of a tobacco factory. The portal is adorned with busts of Columbus and Fernando Cortes, and I wish very much that we had time to go inside and see these many cigarette girls at their work. As we passed I thought again of Carmen and the story of Bizet's fantastic Sevillian opera, for about 5,000 Carmens or "cigarreras" like Carmen are employed in this factory and attire themselves today in gay gowns and fascinating mantillas, with flowers tucked under their ears and coquettishly placed in their hair, very much like the heroine of the opera. Like the opera also, adjoining the factory are the artillery barracks, and one imagines it to be quite possible that some impressionable Don Jose should be fascinated by some of these piquant and pretty Carmens.—From "Royal Spain of Today," by Mrs. Tryphosa Bates-Batcheller.

Easy Question to Answer.

"Do you know what will happen if you tell a lie?" was asked a boy witness in an English court. "Yes, I shall tell a lie," was his answer.

Limoges' China Industry.

Limoges has a world-wide reputation for its china. The industry has been carried on in this city for over a century. The excellence of its ware, its hardness, fineness of texture, perfect vitrification and translucency make it unsurpassed in the estimation of connoisseurs.

Fido Was Undecided.

"Oh, Mr. Smith," cried the young lady as she greeted her caller, "so you have been making friends with Fido! And do you think he likes you?" "Well," said Mr. Smith grimly, "I don't believe he's quite decided yet. He's had only one bite of me, and he seems to want another."—Exchange.

Mr. Stone's Luck.

When the agent paid Mrs. Stone the amount of insurance her husband had carried, according to Everybody's Magazine, he asked the good lady to take out a policy on her own life.

"I believe I will," she said, "as my husband had such good luck."

Three Things.

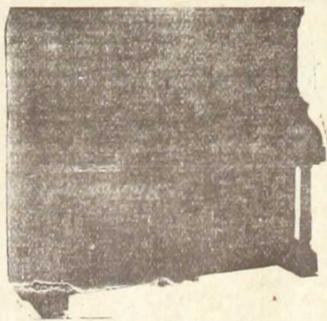
Three things too much and three too little are pernicious to man—to speak much and know little, to spend much and have little, to presume much and be worth little.—Cervantes.

Sermon on Marriage.

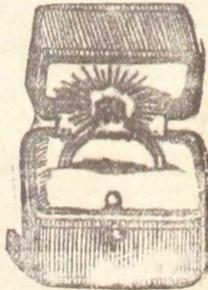
Husband—Ah, me! Marriage is a lottery. She—And I heartily wish some one else had my ticket!—Illustrated Bits.

The trouble with most of us is not so much that we have a hard row to hoe, but that we dislike hoeing.

FREE—1st Prize—
\$325 Piano

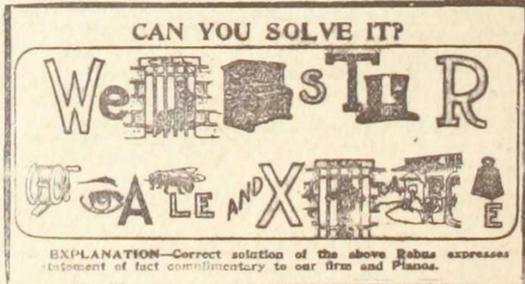


FREE—2nd Prize—
Genuine Diamond Ring



FREE!

Here is an interesting contest that costs nothing. Someone is going to get these premiums Why Not You?



How the Prizes are to be Awarded—Instructions—For the Correct—or Near—est Correct Solution

of the above Rebus we will give absolutely FREE a \$325 Piano. The next best, a genuine Diamond Ring. The next best, a Silver Tea Set. The next best the Cut Glass Water Set. The next best, Lady's or Gentleman's Watch. The next ten nearest correct solution will receive credit orders or vouchers for \$135. The next twenty, credit vouchers for \$125. The next twenty-five, credit vouchers for \$115, and all persons answering this Rebus will receive a credit voucher for at least \$25, and also choice of Cuff Buttons or Bar Pin. Credit vouchers good only as part payment on a new Piano. Should there be more than one correct answer, or two or more tie in being correct in their solutions, wards will then be made to the contestant presenting his or her solution displayed in the most attractive manner and of the greatest value from an advertising viewpoint. Only 1 person in a family can enter. All contestants will be notified by mail and all premiums must be called for within ten days from the closing of the contest. The judges of the contest will be three disinterested business men of this city, whose decision will be final. We want to assure you that every one entering this contest has an equal opportunity of securing one of the largest premiums. Don't delay answering, but mail or bring your solution today. Contest Closes Tuesday, March 17, 1914, at 6 P. M.

FREE—3rd Prize—This Beautiful Silver Tea Set, four pieces, triple silver plate, gold lined.



FREE—This fine genuine Cut Glass Water Set



FREE—5th Prize—This Ladies' or Gentlemen's Gold Watch.



Wilkinson Piano Co.

Sterry Bldg., Pontiac, Ill.