

if she remains with the establishment, and after that time the increase in her weekly earnings depends on her efficiency.

Another rule of this establishment is that employment is given to no one who can not speak either English or German. This was done, the manager said, because he desired to be in a position at all times to explain the factory rules and working conditions to all of the employees in case of any labor agitation. He said that when he is able to converse with the employee he is sure that he can win their confidence.

This plant occupies the two upper floors of a building. Both floors are well lighted, especially the upper floor, where most of the employees work, and where light is admitted through the roof. On both floors all walls, ceilings, and supporting pillars are painted white and are kept very clean, so as to reflect the light.

The different classes of workers are provided with the kind of seats most appropriate to their work. Some have ordinary chairs and others have high chairs with back and foot rests. Cork mats are provided for those whose work requires constant standing.

In this establishment there is a factory committee, elected by the workers at large. All complaints on the part of the girls in regard to the rules or piece prices fixed by the forewomen are made to some member of this committee. Such a complaint is considered by the committee, which, subject to the approval of the management, has power to decide the question.

In the same factory there is a "suggestion box" for the purpose of affording employees the opportunity of offering suggestions that would improve the working conditions or add to the efficiency of the plant. The management gives careful consideration to all such suggestions and in many cases adopts them.

A savings association is maintained by this establishment. Employees can make deposits in this association in whatever sums they desire and receive the same at the end of six-month periods with 4 per cent interest.

Several muslin-underwear establishments have lunch rooms, provided with tables and chairs, where all employees may eat luncheon. In some factories canned foods and other edibles are sold at prices lower than are charged in public cafeterias. Coffee, tea, and chocolate, made on the premises, are sold at  $2\frac{1}{2}$  cents per cup. Eggs cooked in several ways were served at the rate of 40 cents per dozen at a time when the price in retail grocery stores was 50 cents. In one establishment the small profits on sales go to a woman to whom the firm pays \$300 per year additional for conducting the lunch room.

In some lunch rooms there are graphophones, which furnish music during the luncheon hour. In one establishment in New York there is a hall in which the employees assemble after eating luncheon. In this hall there is a piano, and after luncheon the employees, and sometimes the proprietors, indulge in dancing. On the roof of one factory in New York is a playground where the girls play handball and other games during the luncheon hour.

In all well-conducted factories the toilet and wash rooms are complete in their appointments and are kept scrupulously clean. Some establishments have lockers in which employees leave their wraps and street clothes during the day and their working clothes at night. In