

Up Month." Notices to this effect were posted throughout the plant and the coöperation of foremen was sought. It was resolved that by twelve o'clock noon, September 1st, all scrap should be out of each manufacturing department and delivered to the salvage department. September was then announced as "No Scrap Month." Not all scrap, of course, was eliminated during September, but a great improvement was effected. The campaign was continued through October, and thereafter a "scrap barometer" was placed in each department, enabling the workmen to see the improvement they were making. Regarding the total amount of scrap for November as 100 per cent, the months which followed resulted in improvement as shown by these index numbers: December, 69; January, 82; February, 76; March, 84; and April, 60.

On two industrial railroads which are subsidiaries of the International Harvester Company the men have effected material savings in fuel consumption as the result of fuel conservation programs initiated by the works councils. A fireman, not a council member, and an engineer who had served on the council of one of these roads since its inception, were appointed to investigate the fuel problems and make recommendations. Not only did they prepare comprehensive reports embodying many proposals for improved practices, but they assisted the council in interesting the engine crews with the result that during the first six months of 1925 there was a marked reduction in fuel cost per engine hour. The results on this road led the council of the other railway to adopt similar measures which proved equally effective.

RAISING STANDARD OF FOREMANSHIP

Far more important than the direct results effected, such as may be susceptible of monetary measurement, are the effects upon morale. This is particularly marked in the case of foremen and others of the supervisory forces who feel that they are being held to account for efficient management of their departments, both by their superiors and subordinates. The foreman is likely to discover that more effective supervision and discipline is possible if he conceives of his responsibility as that of a teacher rather than that of a taskmaster. As we have pointed out, departmental meetings of foremen with their em-

