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DIRECTIONS.

Use but little moisture, and only on the gummed lines. Press the scrap on without wetting it.

DANIEL SLOTE & COMPANY,
NEW YORK.

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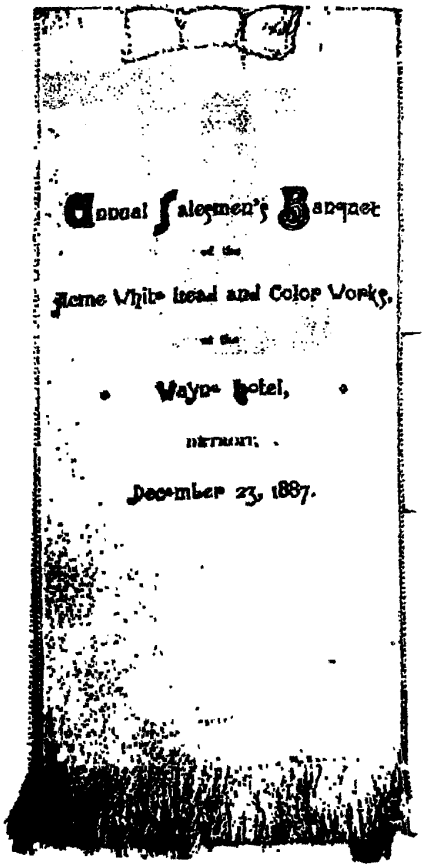

Annual Salesmen's Banquet

of the

Acme White Lead and Color Works,

at the

Wayne Hotel,

DETROIT,

December 23, 1887.

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DETROIT JOURNAL, FRIDAY, DECEMBER 16, 1899

ACME LEAD AND COLOR WORKS' CO-OPERATIVE PLAN

A Well Devised Scheme to Interest Employes in the Conduct of the Business.

OFFICE, FACTORY AND REVIEW COMMITTEES

Rewards for Departments Making the Best Records.

Through Suggestion and Complaint Boxes Employes Can Make Known Grievances and Advance Ideas to the Management, and Prizes Will Be Given for the Best Suggestions.

How to maintain the pleasantest relations between employer and employed, and to make the work of a large establishment go on in the smoothest and most effective way, are problems that have puzzled the wisest merchants and manufacturers. To the solution of this problem a large Detroit manufactory has made an important contribution.

In the past 15 years the Acme White Lead & Color Works has grown from an exceedingly small beginning to an extensive manufactory, employing 200 hands. The active officers of the company, W. L. Davies, president, and Thomas Neal, secretary, held these positions at the start, and still hold them. The entire burden of looking after the details of the growing organization has rested practically upon their shoulders. During this time they have picked in various positions in charge of departments different men who had grown up with the business. These were men who had been with them for years and who had proved reliable and faithful. At the same time the president and secretary had retained the active direction of operations, deciding in every minor as well as important point, what policy should be pursued, both in making and selling goods. They found it necessary, therefore, to be familiar with every detail of the business. This was a greater burden than they cared to retain continuously, and in casting about for relief it occurred to them that these men who had been with them so long were capable of assisting them if given the opportunity to do so. They thought that instead of the entire organization resting upon two individuals the work might part of it be looked after by committees from the various departments of the office and factory.

An organization based upon this idea went into operation on July 1 last. It consists of three committees, an office committee, a factory committee and a committee of review. The office committee is composed of the six heads of departments in the office. The factory committee is composed of the 16 heads of subordinate departments into which the manufacturing part of the work is divided.

The committee of review is composed of five members who have charge of the various branches of the work in a general way, such as the head of the credit and accounting departments, the supervisor of the factory, the supervisor of products, the head of the sales and advertising departments. Of the factory committee a chairman and secretary to hold office for three months, were appointed by the president of the company.

Meetings are held each week in the committee room provided specially for this purpose. At such meetings matters of mutual interest concerning the work in various departments are discussed and measures are recommended for general improvement. Standing committees upon sanitation, improvements, complaints, tardiness, absence and errors have been appointed by them. Their work has been well organized and the meetings are conducted strictly in accordance with parliamentary rules.

The office committee, consisting of heads of departments in the office, also meet once a week and discuss matters pertaining to the regulation of work in the various office departments, recommending measures for the improvement of the same.

Meetings of the committee of review are held daily, measures recommended by the office or factory committee are reported to them for concurrence, and if approved are adopted. They in turn recommend to these committees, for suggestions and concurrence, measures intended to improve conditions of work in office or factories. The president and secretary of the company reserve the right to annul any measure, the adoption of which would, in their opinion, be detrimental to the best interests of the company.

In order that the committees may have the material necessary to the most intelligent performance of their duties, and to further interest all the employes in their work, the company has instituted a system of complaint and suggestion boxes, in which any one of the 200 employes may have his say, the use of the boxes being subject to the following regulations:

"Suggestions and complaints are to be made in duplicate on blanks to be provided for that purpose, the original to be retained by the employe and the duplicate to be put in the box.

"Each suggestion or complaint must bear the date and name of the department, and be signed by the name of the employe making the same.

"The box will be cleared each day by the secretary of the proper committee.

"The co-operation of each and every employe is invited towards the improvement of our business, and the betterment of conditions affecting the same."

The complaints are treated in the strictest confidence, so that no employe need be under apprehension of "getting his boss down on him" for sending such communication. On the other hand, they receive prompt attention. A complaint, for instance, that any room was in an unsanitary condition, or was not kept as scrupulously clean as the rules require, would lead to immediate steps to remedy the evil.

It might be supposed that this freedom of criticism would furnish too great opportunities for the chronic growler. It doesn't. It suppresses him; for when he is required to write out his complaint and sign it he has time to think it over, and often finds that his grievance is not as great as he had supposed and quiets down.

The practical and most valuable results from this part of the system are derived from the suggestions. The opportunity of making them has often set an ingenious employe to thinking, and many new ideas have been evolved that have brought about useful changes in methods of work. For the encouragement of employes three money prizes have been offered for the best suggestions. These are to be announced, together with the suggestions that brought them, at the anniversary gathering of the employes at Strassburg's hall on the 23d of this month.

As a further inducement to each employe to do his best, and as a stimulus to department pride, a record is kept showing the attendance, tardiness and errors in each department. This is posted in a number of different rooms, so that all may see the record they are making, and once in four weeks every employe in the department which has made the best record is given a half day off, without deduction of pay.

As an additional means of keeping the employes up to the highest standard of intelligent work, the company's chemist gives, once a week, a lecture, with demonstrations on some practical topic, and these lectures are afterward printed in pamphlet form, and also in a little company paper called Thoughts. The lectures have covered various points in the making and use of paints and pigments, showing the chemical action of one body upon another and explaining why some materials must be used and why other materials must not be brought together. They have been very useful in preventing mistakes through carelessness or want of knowledge.

The officers of the company are not only great believers in the education of employes, but also in making them comfortable. Many of them live remote from the factory, and after rising at 6 o'clock, taking an early breakfast and going on foot or on street car two or three miles or even more, work all the forenoon and then have to take a cold meal at noon. As a natural consequence some of the best men would flag in their work along in the afternoon. Accordingly, for the office force a hot lunch is prepared every noon and furnished at a very moderate price—just about cost.

There is no place yet provided large enough to serve the factory force in the same way, but hot tea and coffee are furnished to the employes free, to take with their noon meal. Two rebills have followed: The men are generally in better working condition for afternoon than they were before, and fewer of them resort to the neighboring saloons to take a glass or more of beer with their dinners.

Six months' experience under this plan of organization and the liberal provisions that have accompanied it, have proved eminently satisfactory. The half day off for men in the department which proved winner in the monthly contests is more than made up by the competition and greater efficiency of all departments. The company is getting the best benefit of the brains, as well as the muscles, of its employes; the officers are relieved of much detail, and the employes are better satisfied than they ever were before, and are learning much that not only enhances their present usefulness but increases their future wage earning capacity.

DETROIT FREE PRESS.

SATURDAY, DECEMBER 23, 1899.

EMPLOYES BANQUETED

ACME WHITE LEAD AND COLOR WORKS, THE HOSTS.

Charles Richards, G. Heins and John Collet, the Prize Winners.

Last evening at Strassburg's Academy the Acme White Lead & Color Works tendered its annual reception to the employes and their friends. Fully 200 ladies and gentlemen were present and souvenir programmes, the covers of which were made of Japanese wood, were presented to each of the guests.

The early part of the evening was devoted to dancing until everyone was called to the banquet hall, where an enticing lunch was spread. Rev. Samuel S. Marquis delivered the invocation, and then formality was dispensed with until the good things had been disposed of. A programme of short talks had been arranged and the position of toastmaster fell to C. B. Pulfer, accountant for the company. He introduced President W. L. Davies, who had the pleasant task of welcoming the guests. Rev. S. S. Marquis talked on "Wanted, a Higher Standard Than Duty," and Secretary Thomas Neal followed with a personal chat regarding the factory and the employes. S. H. Hart, the oldest representative of the company, spoke of its early days and A. M. Woodward extended the greeting of the traveling man. A recitation entitled "The Prod' Son," was given by A. St. George Dougall.

Every year the firm gives three prizes consisting of $24, $15 and $10 in gold to the three employes who advance the most valuable suggestion during the year, and everyone present was on edge to learn who the winners were. The first prize fell to Charles Richards for suggesting a method for the saving of what has been hitherto a waste product in connection with the dry color process. G. Heins won the second prize by suggesting a mechanical method for the oiling of machinery, and the third prize fell to John Collet, who presented a valuable suggestion in connection with the educational system that has been established for the employes.

A cake walk followed and Finney's orchestra again took up the dancing programme, which continued until an early hour.

Acme White Lead Works Prizes.

Yesterday afternoon at the close of working hours the employes at the Acme White Lead & Color Works gathered at the office to witness the regular semi-annual distribution of prizes. The prizes are given to those who show the greatest originality, and he who invents a new method, discovers a new compound, suggests a more economical process or accomplishes anything out of the ordinary that is calculated to increase the efficiency of the plant is quite certain to be recognized in this substantial way. Four prizes are given, one of $50, another of $25, another of $15 and another of $10.

SATISFIED WITH RESULTS OF CO-OPERATIVE WORK

Acme White Lead and Color Works' Announcement to the Employes.

The Acme White Lead and Color Works has issued a neat announcement to the employes, in which is stated the satisfaction felt over the successful result of the co-operation organization placed in effect July 1, 1899. The company has been pleased with the smoothness with which the plan has worked. Hereafter there will be 14 committees, among which the work will be divided, instead of two or three general committees as heretofore. This will give opportunity for more workers and bring details under more careful supervision.

DECEMBER 22, 1899.

The Acme White Lead And Color Works has sent out a limited number of invitations to friends of the employes and of the managers to attend the dinner and dance to be given at Strassburg's hall Friday evening, December 22. It is an annual event and this year celebrates the fifteenth anniversary of the organization of the company and the third anniversary of the entering into the present building. The dinner will be attended by the employes, the 200 workers, some of the traveling salesmen and the families and intimate friends of the men. A programme of after-dinner toasts has been arranged.

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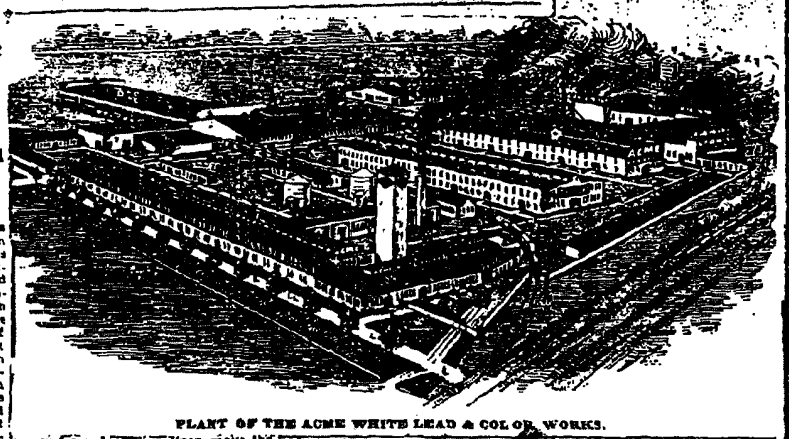
GROWTH IN PAINT AND VARNISH MAKING

The Product Has Much More Than Doubled in the Past Decade.

Business of the Acme White Lead & Color Works.



PLANT OF THE ACME WHITE LEAD & COLOR WORKS.

AMONG the many lines of manufacture in which Detroit stands pre-eminent the making of paints and varnish has contributed almost as much as any to make the city known in the markets of the world. It was among the first to put up the finer grades of paint in the ready mixed form, packed in convenient receptacles for transportation and use, and this class of its products has gone into every part of the United States, and to almost every other point that is reached by any American products.

One of the most notable things about the business is that it has much more than doubled during the period of depression that has marked the last decade. In 1890 the capital employed in the business in Detroit was about 2900,000 and now it is over $2,000,000. The census of that year gave the total product of chemicals, paints and oils together as $5,249,805. In 1899 the product of paints and varnishes alone approximated $2,000,000, while that of chemicals had also greatly increased. There are now six large paint factories in the city, five of which have either entirely rebuilt or have made very extensive additions to their plants in the past decade. Besides these, there are a dozen or more smaller plants whose product makes a very substantial addition to the city's aggregate.

Among the large concerns whose growth has been rapid during the past ten years is the Acme White Lead and Color works, which was organized in 1884, with factory at the corner of Fourth and Grand River avenues. Two years later the company bought a tract of 4½ acres at the intersection of Clay and St. Aubin avenues, in the Milwaukee Junction district, and erected varnish works at that point. Something over three years ago the paint works were also moved to this point, where a plant, modern in every respect, was installed. The officers of the company are W. L. Davies, president; H. Kirke White, vice president; Thos. Neal, secretary; A. E. F. White, treasurer. The president and secretary have, from the outset, been the working officers, associated together in the active management of the works. Within the past month the capital stock of the company has been doubled.

The extensive works of this company include paint and varnish factories, complete in all their equipment, and admirably arranged for convenience of work and for the comfort of the employes, a well furnished printing office, where both plain printing and color work are done for the factory newspaper, and for circulars and labels, a complete chemical laboratory and all the needful accessories for packing and shipping. They make all their own colors—in fact, everything except the white lead and oil, and with power from the two engines, move the heavy materials about with very little hand lifting and furnish their own electric light.

They put upon the market a full line of paints, enamels, dryers and varnishes, and have, besides, some specialties, peculiarly their own, and noted for their high quality. Among the latter are the New Era High-Grade Prepared Paint, absolutely pure and chemically tested; Neal's enamels for furniture and other fine wood work; enamels for bath tubs, to resist the alternate action of hot and cold water; a radiator enamel made to resist the extremes of temperature; Neal's Carriage Paints (the first line ever made); a line of dry colors and varnishes for agricultural implements and carriage work, the requirements of which have been made a matter of special study.

Their market covers the whole of this country, in which they have 35 men on the road, and a number of foreign countries, reached through export agencies in New York and San Francisco. The high reputation of the establishment stands as a guarantee of quality in its wide range of goods, all of which bear the trademark of the company.

During the past year this company adopted a novel and very interesting method of handling the details of its business. For 15 years the president and secretary had kept the active direction of operations, deciding, in every minor as well as important particular, what policy should be pursued, both in making and in selling goods. In order to do this it was necessary to be familiar with every detail of the business. It occurred to them that among the men who had, through years of employment by the company, shown themselves faithful and capable, there were many who might assist them in matters of detail if given an opportunity to do so.

An organization based upon this idea went into operation on July 1 last. It consists of an office committee composed of the six heads of departments in the office; a factory committee made up of the 18 heads of subordinate departments into which the manufacturing part of the work is divided; and a committee of review, composed of the head of the credit and accounting departments, the supervisor of the factory, the supervisor of products, and the heads of the sales and advertising departments.

Of the factory committee, a chairman and secretary, to hold office for three months, are appointed by the president of the company. Meetings are held each week in the committee room provided specially for this purpose. At such meetings matters of mutual interest concerning the work in various departments are discussed and measures are recommended for general improvement. Standing committees upon sanitation, improvements, complaints, tardiness, absence and errors have been appointed by them. Their work has been well organized and the meetings are conducted strictly in accordance with parliamentary rules.

The office committee also meets once a week and discusses matters pertaining to the regulation of work in the various office departments, recommending measures for the improvement of the same.

Meetings of the committee of review are held daily, measures recommended by the office or factory committee are reported to them for concurrence, and if approved are adopted. They in turn recommend to these committees, for suggestions and concurrence, measures intended to improve conditions of work in office or factories. The president and secretary of the company reserve the right to annul any measure, the adoption of which would, in their opinion, be detrimental to the best interests of the company.

In order that the committees may have the material necessary to the most intelligent performance of their duties, and to further interest all the employes in their work, the company has instituted a system of complaint and suggestion boxes, in which any one of the 20 employes may deposit his or her, the use of the boxes being subject to the following regulations:

"Suggestions and complaints are to be made in duplicate on blanks to be provided for that purpose, the original to be retained by the employe and the duplicate to be put in the box.

"Each suggestion or complaint must bear the date and name of the department, and be signed by the name of the employe making the same.

"The box will be cleared each day by the secretary of the proper committee."

The complaints are treated in the strictest confidence, so that all employes may feel perfectly free in making them. The suggestion plan has been productive of very good results, as it often sets an ingenious employe to thinking and many new ideas have been involved that have brought about useful changes in methods of work. As a stimulus to effort in this direction prizes are awarded by the company for the best suggestions.

As a further inducement to each employe to do his best, and to arouse department pride, a record is kept showing the attendance, tardiness and errors in each department. This is placed in a number of different rooms, so that all may see the record they are making, and once in four weeks every employe in the department which has made the best record is given a half day off, without deduction of pay.

As an additional means of keeping the employes up to the highest standard of intelligent work, the company's chemist gives, once a week, a lecture, with demonstrations, on some practical topic, and these lectures are afterward printed for the use of employes. The lectures have covered various points in the making and use of paints and pigments, showing the chemical action of one body upon another and explaining why some materials must be used and why other materials must not be brought together. They have been very useful in preventing mistakes through carelessness or want of knowledge.

The results of six months' trial of this plan of organization have been exceedingly gratifying from the standpoint of both employer and employe.

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...URDAY, JAN...

LABOR QUESTION

Acme White Lead Works Tries to Solve It.

System of Co-Operation Has Been Introduced.

The Importance of Not Treating Employes as Machines.

The Acme White Lead & Color works of this city has adopted a co-operative plan of organization, which is worthy of careful consideration by manufacturers and other large employers of labor.

The purpose of the organization was primarily to secure the co-operation of those employes who had been with the company for a long time, and whose advice and suggestions in matters pertaining to the business would reasonably be considered valuable. Before the inception of the present organization, details, as is the case with most manufacturing concerns, were regulated by the officers of the company, but in the rapid growth of business it was found that the burden of responsibility was greater than a few could carry and do justice to themselves and the enterprise. The usual course of having superintendents and foremen in charge of the various branches and departments was adopted, but while those in charge of such branches and departments were willing, and did their work in as efficient a manner as could be expected, and in accordance with instructions, they could accomplish no more than to do what they were told in the best possible manner, as under such a system *everything must necessarily* emanate from the officers in general charge, and the province of the superintendents and foremen was simply to follow instructions.

ADVICE FROM EMPLOYES.

At this stage it was deemed advisable to try the plan of securing advice from employes who had been with them for a long time, and who were thoroughly familiar with their duties, and should thus be competent to give valuable assistance in offering suggestions for the furtherance of the business and improvement of goods.

The practical application of this system was inaugurated in July last, at which time the employes who had charge of the various departments were organized into committees, known respectively as the committee of review, office committee, and factory committee. The factory committee was composed of employes in charge of the manufacture of goods in the various departments, and the office committee of those who were responsible for the proper performance of details in the sales and accounting departments. The committee of review is composed of employes who have charge of the work of the company in a general way, such as the head of sales, accounting, credits, and advertising.

The office and factory committees meet separately each week and discuss matters pertaining to their duties in a general way the result of which is to make suggestions for improving the [illegible] which are in turn considered by the committee of review at meetings held for this purpose. The committee of review [illegible]

[illegible] and suggestions [illegible] be instituted in the judgment of the president or secretary of the company it is not deemed best to put them into operation.

What it does for the employe will best be realized when it is understood that every man or woman in the company's employ has an opportunity to make suggestions for the improvement of the work in which he or she may *come in direct contact, or in a more* general way, as it may affect the quality and appearance of goods, methods and facilities. In this manner special merit is bound to be recognized, and the employe who tries hardest and accomplishes the most is certain to win recognition.

SPECIAL FEATURES.

Some of the special features of this system are the institution of what are known as suggestion and complaint boxes, in connection with which special blank forms are provided upon which employes may write their suggestions, retaining a copy for themselves, and also make complaints if they deem they have been treated unfairly in any respect. These suggestions and complaints are considered confidentially at the daily meetings of the committee of review, and conclusions arrived at are promptly conveyed to the employe making same.

Every six months prizes are given for the best suggestion, and this was one of the special features at the annual reception given by this company to its employes on Dec. 22 last. A record of the character of the work in each department is maintained, and each four months the department making the fewest errors is accorded a half holiday. The company also provides its employes, during the winter months, with tea and coffee to drink *in connection with their lunches* that must be brought from home.

In addition to endeavoring to secure the good will and co-operation of their employes by proper consideration of their comfort and the recognition of merit individually and by departments, the company has instituted an educational system, as the result of which it is expected that a more complete knowledge of the materials with which they are constantly working will give employes a better opportunity to improve their work. For this purpose their chemist gives weekly lectures at regular intervals, during which, in addition to papers read, *practical demonstrations* of the action of one chemical upon another are made, and the processes for producing white lead, zinc white, and other materials, are shown on a miniature scale. These lectures are afterward printed in a weekly paper issued to the employes.

PLANS FOR THE FUTURE.

In addition to the better feeling created as a result of this system between employer and employe, and the chances given for individual merit to be recognized, direct material benefit has been realized by both employer and employe, as better wages have been secured by employes whose special merit deserved such recognition, and the company has been benefited by suggestions made, as well as a greater interest of employes evinced by better work and the co-operation extended from all sides. It is proposed in the near future to build a club house, and institute various clubs among employes, such as a young women's club, men's program club, band and orchestra, glee club, relief association, etc.

"We believe," says the secretary, Thomas Neal, "that a plant based upon the above system, regulated, of course, to fit conditions in each establishment instituted by all large manufacturing concerns or those who employed labor largely, it would forever do away with the disturbances which, under existing conditions, are constantly arising between employer and employe, and that the labor question would be settled once for all. It is a plan under which all concerns must bear and forbear, and one that is bound to bring out, not only the best as regards service and treatment, but the best possible understanding and a feeling of cordial co-operation that must result to the benefit of all. Under such a system the golden rule cannot be applied, for the natural desire of every employe must be to do more than his employer as man to man, and that they should not and cannot be treated as [illegible] machines."

Extract from Address by W. L. Davies, President, to the Employees of the Acme White Lead and Color Works, Detroit, Mich.

EDUCATION CONSIDERED IN ITS RELATION TO RESULTS IN THE MANUFACTURING OF OUR PRODUCTS.

It is a true saying that "knowledge is power." Education imparts the knowledge, which in turn gives the one possessing it the power to intelligently and understandingly handle such matters as may be intrusted to his care. In the manufacturing of goods this is a feature of the utmost importance, and one that can hardly be given too much consideration. No matter how good or desirable the raw material may be, if it is not handled or put together properly, unsatisfactory results in the finished product may naturally be expected.

A skilled workman should always be thoroughly familiar with the raw material he is working or manipulating. He should know whether it is good or whether it is poor, also whether it is perfectly adapted to the particular article he may be producing, and how it should be handled in order to produce the best results. Inferior material in the hands of a workman who possesses the proper education in, or knowledge of all the details of his particular branch of work, will produce better and more satisfactory results than the very best materials in the hands of one not possessing such knowledge.

How necessary, therefore, it is for every man connected with these works, to become thoroughly familiar with the material he is handling in every particular, and with all its various characteristics. He should know why an article, for instance, should be used in this case, but not in another, why for certain reasons the article must be handled or manipulated in a certain way, in order to produce a desirable result. This knowledge can, of course, be gained in a general way by experience, which is one of our best teachers, but information of this sort is, unfortunately, as a rule, strictly of a superficial character.

You know that a certain material handled in a certain way, will, or should, produce a certain result, but sometimes it may not do so, and then you are "at sea." You should all possess sufficient knowledge covering the characteristics of the raw material you are handling, and proper methods of working same, so that whenever anything goes wrong you can detect it instantly, and be in position to locate the trouble and apply the necessary remedy. Your practical experience, gained in handling and manipulating, is naturally of great assistance, and some may say (without properly considering the subject), sufficient for the purpose; but how much more satisfactory to all concerned if that practical experience were supplemented by some knowledge of chemistry, so far as it touches upon the particular work under your charge, especially as regards the chemical composition of the raw materials handled by you, and the bearing same might have when these articles are brought into contact in various mixtures.

A knowledge should also be gained, covering why certain methods of manufacture are in vogue; you should be familiar in each case with the reason, if any exists, for handling your material, or conducting your work in a certain way—otherwise you are but a machine. You should not do things by the "rule of thumb." In each operation you should know *why* you conduct it so, and *why* you use certain material, and having that knowledge, strive and study to suggest an improvement in our methods or material that might possibly give us more economical and satisfactory results.

It would be well for each man that we have with us, to realize that the best results in manufacturing are only attained by those who possess knowledge covering the character and composition of the material they use, and the manner in which same should be handled when they are combined. This knowledge can only be acquired by study and careful observation. The results, however, and satisfaction derived therefrom, will unquestionably amply repay for the putting forth of the necessary effort and time spent, and we trust that the subject will receive at your hands the consideration it deserves.

0007-SWP-042866

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THE BOOK-KEEPER.

Jan. 1900

The Development of a Model American Business Organization.

HOW to maintain the pleasantest relations between employer and employed, and to make the work of a large establishment go on in the smoothest and most effective way, are problems that have puzzled the wisest merchants and manufacturers. To the solution of this problem a large Detroit manufactory has made an important contribution.

In the past fifteen years the Acme White Lead & Color Works has grown from an exceedingly small beginning to an extensive manufactory, employing 200 hands. The active officers of the company, W. L. Davies, president, and Thomas Neal, secretary, held these positions at the start, and still hold them. The entire burden of looking after the details of the growing organization has rested practically upon their shoulders. During this time they have placed in various positions in charge of departments different men who had grown up with the business.

These were men who had been with them for years and who had proved capable and faithful. At the same time the president and secretary had retained the active direction of operations, deciding in every minor as well as important point, what policy should be pursued, both, in making and selling goods. They found it necessary, therefore, to be familiar with every detail of the business. This was a greater burden than they cared to retain continuously, and in casting about for relief it occurred to them that these men who had been with them so long were capable of assisting them if given the opportunity to do so. They thought that instead of the entire organization resting upon two individuals the work might part of it be looked after by committees from the various departments of the office and factory.

An organization based upon this idea went into operation on July 1 last. It consists of three committees, an office committee, a factory committee and a committee of review. The office committee is composed of the six heads of departments in the office. The factory committee is composed of the sixteen heads of subordinate departments into which the manufacturing part of the work is divided.

The committee of review is composed of five members who have charge of the various branches of the work in a general way, such as the head of the credit and accounting departments, the supervisor of the factory, the supervisor of products, the head of the sales and advertising departments. Of the factory committee a chairman and secretary, to hold office for three months, were appointed by the president of the company.

Meetings are held each week in the committee room provided specially for this purpose. At such meetings matters brought about useful changes in methods of work. For the encouragement of employes three money prizes have been offered for the best suggestions. These are to be announced, together with the suggestions that brought them, at the anniversary gathering of the employes at Strassburg's hall on the 23d of this month.

As a further inducement to each employe to do his best, and as a stimulus to department pride, a record is kept showing the attendance, tardiness and errors in each department. This is posted in a number of different rooms, so that all may see the record they they are making, and once in four weeks every employe in the department which has made the best record is given a half day off, without deduction of pay.

As an additional means of keeping the employes up to the highest standard of intelligent work, the company's chemist gives, once a week, a lecture, with demonstrations, on some practical topic, and these lectures are afterward printed in pamphlet form, and also in a little company paper called Thoughts. The lectures have covered various points in the making and use of paints and pigments, showing the chemical action of one body upon another and explaining why some materials must be used and why other materials must not be brought together. They have been very useful in preventing mistakes through carelessness or want of knowledge.

The officers of the company are not only great believers in the education of employes, but also in making them comfortable. Many of them live remote from the factory, and after rising at 5 o'clock, taking an early breakfast and going on foot or on street car two or three miles or even more, work all the forenoon and then have to take a cold meal at noon. As a natural consequence some of the best men would flag in their work along in the afternoon. Accordingly, for the office force a hot lunch is prepared every noon and furnished at a very moderate price—just about cost.

There is no place yet provided large enough to serve the factory force in the same manner, but their lunch-room will be ready for use by the 1st of October. Six of the employes have been detailed to look after the interests of the others in this matter, and they have secured the services of a competent cook. Besides the lunch-room, there is a reading-room for the employes, supplied with papers and magazines, and a bath-room with hot and cold water.



ABOUT a Pay Roll which proves itself, corrects all mistakes in figuring, divides up Pay Roll into several amounts needed to pay each person.

But let us send you a sample leaf, with circular, which tells the whole story.

BARLOW BROS.

GRAND RAPIDS. MICHIGAN

THE ACME WHITE LEAD AND COLOR WORKS, of Detroit, have an excellent custom of giving their employees an annual "outing day," which this year is announced for July 21. Following is the announcement: "We wish as many as possible to be able to take advantage of the day to have a good time with their families and friends, and for that reason will ask very few to remain on duty to care for the business that will be received on that date. If our customers can anticipate any orders they desire to send at or about that time, the consideration will be appreciated by our employes and ourselves, although we shall strain every nerve to insure proper attention to business that comes to hand. The semi-annual distribution of prizes to employees will occur on the evening of the 20th.

DETROIT, Mich.—Archts. Donaldson & Meier, 89 Moffat bldg.,—addition to manufactory, 38x68 ft., 2 stories, for the Acme White Lead & Color Works, Thos. Neal, sec'y cor. St. Aubin av. and R. R. Brick, buff sandstone trimmings, composition roof, electric bells and light, fire escape, steam heat, structural iron work, washstands, water closets and urinals.

16 PAGES OF "SPATTERS."

Neat Publication Issued by the Lead and Color Works.

A neat little 16-page magazine, entitled "Spatters," is issued monthly by the Acme White Lead and Color works, the first number having just appeared. It is for the exclusive use of the employes, who are invited to contribute, and it is full of useful hints. On Dec. 18, 19 and 20 there will be a salesmen's convention, to wind up with a lunch and dance to all the employes, at Strassburg's academy. The new wing to the factory is ready for occupancy; 1,200 tulip and 500 crocus bulbs have been planted in the factory flower garden, and the shrubs attended to for the winter; $160 40 have been paid to sick members from the benefit fund since June, and the factory fire department is reported in first-class shape.

0007-SWP-042867

0007-SWP-000126458

Detroit Concern Is Solving the Labor Problem.

The Detroit *News* has written up in detail the co-operative industrial plan of the Acme White Lead and Color Company, and gives it its unqualified indorsement.

The new system was inaugurated in July last, at which time the employes who had charge of the various departments were organized into committees, known respectively as the committee of review, office committee, and factory committee. The factory committee was composed of employes in charge of the manufacture of goods in the various departments, and the office committee of those who were responsible for the proper performance of details in the sales and accounting departments. The committee of review is composed of employes who have charge of the work of the company in a general way, such as the head of sales, accounting, credits, and advertising.

The office and factory committees meet separately each week and discuss matters pertaining to their duties in a general way, the result of which is to offer suggestions for improving the same, which are in turn considered by the committee of review at meetings held for this purpose. The committee of review is authorized to pass upon all matters regarding the plans and policy of the company, with the reservation that any measures adopted by them can be rescinded if in the judgment of the president or secretary of the company it is not deemed best to put them into operation.

What it does for the employe will best be realized when it is understood that every man or woman in the company's employ has an opportunity to make suggestions for the improvement of the work in which he or she may come in direct contact, or in a more general way, as it may affect the quality and appearance of goods, methods and facilities. In this manner special merit is bound to be recognized, and the employe who tries hardest and accomplishes the most is certain to win recognition. Every six months prizes are given for the best suggestion, and this was one of the special features at the annual reception given by this company to its employes on December 22nd last. A record of the character of the work in each department is maintained, and each four months the department making the fewest errors is accorded a half holiday. It is proposed in the near future to build a club house, and institute various clubs among employes, such as a young women's club, men's progress club, band and orchestra, glee club, relief association, etc.

"We believe," says the secretary, Thomas Neal, "that if plans, based upon the above system, regulated, of course, to fit conditions in each case, were instituted by all large manufacturing concerns or those who employed labor largely, it would forever do away with the differences which under existing conditions, are constantly arising between employer and employe, and that the labor question would be settled once for all. It is a plan under which all concerns must bear and forbear, and one that is bound to bring out, not only the best as regards service and treatment, but the best possible understanding and a feeling of cordial co-operation that must result to the benefit of all. Under such a system laggards cannot progress, but in the natural course of events must drop out. The employer must realize that he is dealing with his employe as a man to man and that employes should not and cannot be treated as working machines."

Paint, Oil & Drug Review Jan 3 1st 1900

Paint, Oil & Drug Review 11/28/00

This office is in receipt of a marked copy of the *Detroit Business Review* containing an illustrated write-up of the Acme White Lead and Color Works. In addition to a recital of historical facts connected with the building up of this great paintmaking enterprise, a detailed account of the industrial co-operative system in vogue with the Acme Company and their employes are given.

PRIZES AWARDED

To Employes of the Acme White Lead Works.

The semi-annual distribution of prizes of the Acme White Lead & Color Works occurred on Monday, July 23d, when Mr. W. L. Davies, the President, awarded the employes making the suggestions during the six months, ending June 30th, that were of the most value to the business, the prizes that had been earned in accordance with the standing offers. The presentation was made in the presence of all the employes, and the fortunate recipients are named below:

1st Prize—Eugene Walker, Mixing Department.

2d Prize—Frank Dubrikow, Advertising Department.

3d Prize—Henry Hagen, Warehouse and Yard Department.

4th Prize—Joseph Schumacher, Lead and Putty Department.

5th Prize—Herbert Dickson, Advertising Department.

In urging upon the employes the free use of the suggestion and complaint boxes Mr. Davies expressed his pleasure at the very few complaints that had been received, denoting the fact that conditions were evidently satisfactory, but wanted it understood that no [illegible] feel the least hesitancy in [illegible] himself or herself through the [illegible] of confidential communication, did they honestly believe that there was just cause for grievance of any character.

The winners were all from the "rank and file" of our workmen and were the recipients of the heartiest congratulations from their fellow employes and the officers of the Company.

The semi-annual award of three cash prizes to employes of the Acme White Lead & Color works for the best suggestions made on the conduct of its business will take place Monday evening. The annual outing of the employes is being held today, all hands laying off at the firm's expense.

WORKMEN REWARDED FOR THEIR SUGGESTIONS

Acme White Lead and Color Works Will Have a Unique Anniversary.

The Acme White Lead and Color Works will hold their anniversary celebration at Strassburg's Dancing Academy on the evening of December 20, when the guests will be entertained with dancing, lunch, addresses and presentation of prizes. These prizes are given annually by the company to those employes adjudged to have offered the best business suggestions during the year. The addresses, on the [illegible] of their business and system of doing it, will be delivered by W. L. Davies, president of the company; Thomas Neal, secretary; Rev. S. S. Marquis of St. Joseph's Memorial church; F. R. Dougall, the representative of the company in the east; Alf. R. Kelly, their representative in the far west, and B. H. Hart, their oldest representative in Michigan.

Mother's Garden 84

Sour 10/3

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Co-operation in the Acme White Lead and Color Works.

How to maintain the pleasantest relations between employer and employed, and to make the work of a large establishment go on in the smoothest and most effective way, are problems that have puzzled the wisest merchants and manufacturers. To the solution of this problem a large Detroit manufactory has made an important contribution.

In the past fifteen years the Acme White Lead & Color Works has grown from an exceedingly small beginning to an extensive manufactory, employing 200 hands. The active officers of the company, W. L. Davies, president and Thomas Neal, secretary, held these positions at the start, and still hold them. The entire burden of looking after the details of the growing organization has rested practically upon their shoulders. During this time they have placed in various positions in charge of departments different men who had grown up with the business.

These were men who had been with them for years and who had proved capable and faithful. At the same time the president and secretary had retained the active direction of operations, deciding in every minor as well as important point, what policy should be pursued, both in making and selling goods. They found it necessary, therefore, to be familiar with every detail of the business. This was a greater burden than they cared to retain continuously, and in casting about for relief it occurred to them that these men who had been with them so long were capable of assisting them if given the opportunity to do so. They thought that instead of the entire organization resting upon two individuals the work might, part of it, be looked after by committees from the various departments of the office and factory.

An organization based upon this idea went into operation on July 1 last. It consists of three committees, an Office Committee, a Factory Committee and a Committee of Review. The Office Committee is composed of the six heads of departments in the office. The Factory Committee is composed of the sixteen heads of subordinate departments into which the manufacturing part of the work is divided. The Committee of Review is composed of five members who have charge of the various branches of the work in a general way, such as the head of the credit and accounting departments, the supervisor of the factory, the supervisor of products, the heads of the sales and advertising departments. Of the Factory Committee a chairman and secretary to hold office for three months, were appointed by the president of the company.

Meetings are held each week in the committee room provided specially for this purpose. At such meetings matters of mutual interest concerning the work in various departments are discussed and measures are recommended for general improvement. Standing committees upon sanitation, improvements, complaints, tardiness, absence and errors have been appointed by them. Their work has been well organized and the meetings are conducted strictly in accordance with parliamentary rules.

The Office Committee, consisting of heads of departments in the office, also meet once a week and discuss matters pertaining to the regulation of work in the various office departments, recommending measures for the improvement of the same.

Meetings of the Committee of Review are held daily, measures recommended by the Office or the Factory Committee are reported to them for concurrence, and if approved are adopted. They in turn recommend to these committees for suggestions and concurrence, measures intended to improve conditions of work in office or factories. The president and the secretary of the company reserve the right to annul any measure, the adoption of which would, in their opinion, be detrimental to the best interests of the company.

In order that the committees may have the material necessary to the most intelligent performance of their duties, and further to interest all the employees in their work, the company has instituted a system of complaint and suggestion boxes, in which any one of the 200 employees may have his say, the use of the boxes being subject to the following regulations.

Suggestions and complaints are to be made in duplicate on blanks to be provided for that purpose, the original to be retained by the employee and the duplicate to be put in the box.

Each suggestion or complaint must bear the date and name of the department, and be signed by the name of the employee making the same.

The box will be cleared each day by the secretary of the proper committee.

The co-operation of each and every employee is invited towards the improvement of our business, and the betterment of conditions affecting the same.

The complaints are treated in the strictest confidence, so that no employee need be under apprehension of "getting his boss down on him" for sending such communication. On the other hand, they receive prompt attention. A complaint, for instance, that any room was in an unsanitary condition, or was not kept as scrupulously clean as the rules require, would lead to immediate steps to remedy the evil.

It might be supposed that this freedom of criticism would furnish too great opportunities for the chronic growler. It doesn't. It suppresses him; for when he is required to write out his complaint and sign it he has time to think it over, and often finds that his grievance is not as great as he had supposed, and he quiets down.

In practice the most valuable results from this part of the system are derived from the suggestions. The opportunity of making them has often set an ingenious employee to thinking, and many new ideas have been evolved that have brought about useful changes in methods of work. For the encouragement of employees three money prizes have been offered for the best suggestions. These were announced, together with the suggestions that brought them, at the anniversary gathering of the employes at Strassburg's hall on the 23d of last month.

As a further inducement to each employee to do his best, and as a stimulus to department pride, a record is kept showing the attendance, tardiness and errors in each department. This is posted in a number of different rooms, so that all may see the record they are making, and once in four weeks every employee in the department which has made the best record is given a half day off, without deduction of pay.

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The officers of the company are not only great believers in the education of employees, but also in making them comfortable. Many of them live remote from the factory, and after rising at 5 o'clock, taking an early breakfast and going on foot or on street car two or three miles or even more, work all the forenoon and then have to take a cold meal at noon. As a natural consequence some of the best men would flag in their work along in the afternoon. Accordingly, for the office force a hot lunch is prepared every noon and furnished at a very moderate price—just about cost.

There is no place yet provided large enough to serve the factory force in the same way, but hot tea and coffee are furnished to the employees, free, to take with their noon meal. Two results have followed. The men are generally in better working condition for the afternoon than they were before, and fewer of them resort to the neighboring saloons to take a glass or more of beer with their dinners.

Six months' experience under this plan of organization and the liberal provisions that have accompanied it, have proved eminently satisfactory. The half day off for men in the department which proves winner in the monthly contests is more than made up by the competition and the greater efficiency of all departments. The company is getting the best benefit of the brains, as well as the muscles, of its employees: the officers are relieved of much detail, and the employees are better satisfied than they ever were before, and are learning much that not only enhances their present usefulness but increases their future wage-earning capacity.—*Exchange*.

A Practical Form of Co-operation.

It must be gratifying to those social economists who prefer evolution to revolution to see the widespread and comparatively rapid growth of the sense of mutual responsibility between employers and employed, against the dictum of the materialists who would class human blood and soul with sugar and pig iron—the dictum that labor is merely a merchantable commodity. We have the practical illustration of the growing belief that the purchase of labor brings with it the assumption of responsibilities.

Leaving to one side the various large attempts at profit sharing and the like, we find that the feeling of mutual dependence has very widely penetrated modern industry. Nor does the fact necessarily imply that employers have suddenly grown more humane; it may quite as well mean that they have grown more sensible and that they have become better business men.

It is obviously to the advantage of the employer that his men shall be efficient, and still more important that they shall be interested in his success. How to promote efficiency and how to stimulate interest are the two problems before modern employers, and he who most effectually solves them will evidently have an advantage over his less sagacious competitors. In the labor market both brawn and intelligence may be bought at a price, but the subtle human qualities that elevate brawn into "manpower" and intelligence into enthusiasm are not obtainable for mere dollars and cents. To control these the employer must give something of himself in return—he must place himself not wholly in the position of a trafficker in labor, but of a leader of labor, sharing as well the defeats as the triumphs of his associates.

The distinction may be subtle, but it is no less absolute on that account. It is the difference between mercenary soldiers fighting for so much per diem and a volunteer army fighting because their hearts are in the cause.

0007-SWP-042869

0007-SWP-000126460

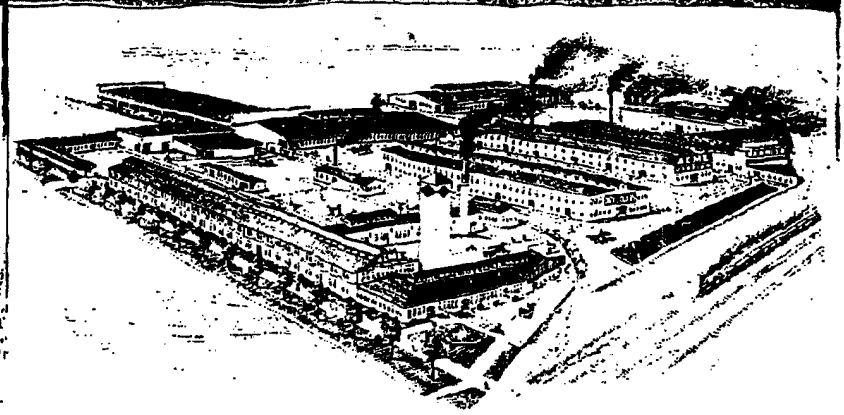
In our last issue we reviewed some of the features of the system which make the Sherwin-Williams Co. a "happy family," and elsewhere *in this issue we print an* analysis of the method which is contributing greatly to the very apparent success of the Acme White Lead and Color Works.

A study of the latter plan will startle the observant with its close conformity to the principles of democratic government. Initiative and appeal may be either from the individual workman or from the executive. Legislation is in the hands of two committees, wisely selected to represent the executive *on the one hand and the operative on* the other, while a committee of revision or review passes upon everything thus proposed, the proprietary reserving, of course, the right of veto.

Rewards are distributed for efficiency, these rewards, in part taking the very sagaciously chosen form of a holiday. Complaints are received and passed upon by a committee and the complainant is safeguarded against reprisal by those immediately over him.

The system is so comprehensively detailed in the article under review that it is unnecessary to analyze it here; but it will occasion no surprise in thoughtful minds to learn that after six months of trial it is pronounced eminently successful and satisfactory.

Try to blink the fact as we may, democracy in government is an educational force which must eventually work from the general to the concrete, and will inevitably make itself felt in social, industrial and business life. Wise are those, who, recognizing its inevitability and its utility, turn its powers to conservation rather than destruction.



ACME WHITE LEAD AND COLOR WORKS
ST. AUBIN AVENUE AND M. C. R. R.

DETROIT BUSINESS REVIEW

MARCH,
1900

PROVED SUCCESSFUL.

Co-Operation as Practiced by the Acme Color Works.

A year ago the Acme White Lead & Color Works were placed under a kind of co-operative management, the object being to give employes a keener interest in the working of the business. The first report of the executive committee under this new management was issued today.

The plan is declared to have been wonderfully successful, and the only change made this year is to subdivide the work up between 14 committees instead of having only two or three general committees as before. These committees are composed of employes peculiarly fitted in each case to perform the duties assigned to them. Employes who do not happen to be on any of these committees are encouraged to make suggestions that may occur to them for the improvement of the business in any way, or of the conditions affecting employes through the "suggestion and complaint boxes," and there will be a semi-monthly distribution of prizes for the best suggestions.

The nine management committees will have supervision over the different departments of the business, and besides these there will be five special committees to look after the interests of employer and employed, to look after injured or sick employes, to look after cleanliness and sanitation, to drill the fire brigade, and to furnish good music when it is wanted.



ANNUAL ROUND-UP.

The Acme Co.'s "House of Representatives" in Session.

About 40 of the Acme White Lead & Color Works' traveling salesmen were present yesterday at the opening session of the firm's "house of representatives." Papers were read, and in the evening a banquet and smoker was held at the Russell house. A cane, ingeniously made of paper, by a convict in Canon City prison, Colo., who is raising money to secure his release under the state parole law, was raffled and sold for $8, which will be forwarded to the convict. This evening the representatives and their wives will take in the show at the Detroit opera house. The convention will end with a dance tomorrow night at Strasburg's academy and distribution of prizes for the best suggestions made to improve the company's business methods.

ACME WORKS' CONVENTION.

Prizes Will Be Awarded at the Annual Ball To-night.

The second day of the convention of representatives of the Acme White Lead & Color Works yesterday was as successful as the first. In the morning a trip was made through the twenty-two departments of the firm and all the buildings and grounds were inspected. A fire drill was given by the plant's department, in which the employes turned out in uniform and had two streams playing on the varnish plant inside of thirty-seven seconds.

O. B. Fuller presided as chairman at the convention and papers were read by A. M. Woodward, A. R. Kelly, F. R. Dougall, William L. Davies and Frank Neal. Numerous communications were read protesting against the discrimination against Detroit in freight rates. The M. & M. Exchange will be asked to take up this matter again.

The entire party, numbering about fifty, went to the Detroit opera house in a body last night.

To-day the representatives will have the co-operative system of organization under which the firm works explained to them and in the evening they will be entertained with all the other employes of the firm at Strassburg's hall, where a ball and an award of prizes will be given.

THE ACME HOUSE OF REPRESENTATIVES

White Lead and Color Co.'s Department and Travelers Are in Annual Session.

The Acme White Lead and Color works has a house of representatives of its own and they convened in annual session in the convention hall in the company's buildings at 8:30 this morning. The sessions will continue throughout tomorrow and Thursday. A. M. Woodward is in the chair today, O. B. Fuller will preside tomorrow and S. H. Hart on Thursday.

The house of representatives is no misnomer, for it is largely made up of the live men who do represent the house throughout the wide territory over which the Acme trade extends. They come together for a practical purpose and nearly every man is down on the program for a contribution of ideas for the general benefit of his fellows who have constant use for them in their daily contact with customers.

Lunch will be served [illegible] convention hall, and [illegible] a dinner and smoker [illegible] Russell House.

The program is gotten [illegible] form. It is a roll tied [illegible] and inclosed is a [illegible] the handle of which [illegible] name of the recipient.

0007-SWP-042870

0007-SWP-000126461

ACME WHITE LEAD AND COLOR WORKS.

EXTENSIVE PAINT, COLOR, ENAMEL AND VARNISH MANUFACTORY THAT HAS A WORLD-WIDE REPUTATION.

Now Conducted Under a Co-operative Industrial Plan, Whereby the Employes Are Brought Into Closer Relationship With Each Other and the Officials, and Assist in the Affairs of Management.

In respect to out-side appearance, the most attractive looking manufacturing plant of this city is the Acme White Lead & Color Works, whose many extensive buildings, tanks, etc., all painted white and arrayed in a manner that recalls to mind the famous World's Fair, occupy several acres of land at the corner of St. Aubin avenue and the M. C. railroad. But it is not to be inferred that the only interesting and commendable features of this big institution lie in a bird's-eye view of their establishment, and while everything about the Acme plant indicates a regard for cleanliness not frequently observed in connection with a large manufactory, and especially of a paint works, a close investigation into the complete workings of the big concern shows it to be only one branch or attribute of a well-organized system of operation, or rather co-operation, that has won for this company an ad-



COMMITTEE OF REVIEW.

vanced place among the most progressive manufacturers of the country as well as a proud position in labor circles.

Sixteen years ago the Acme White Lead & Color Works was organized and began operations in a small plant located on the corner of Grand River avenue and Fourth street, where they remained for over twelve years, during which time they were obliged to make several additions to their plant to accommodate the steady increase of business until every inch of obtainable property was utilized by them. During the '80s they erected their varnish plant on the property now occupied, and in the fall of 1891 the entire business was moved from the Grand River avenue location to the new premises.

From every important point of view this plant is certainly the most up-to-date in the city, or for that matter in the country. In the erection and arrangement of buildings the most modern ideas governed, the main consideration being one of convenience both to the comfort of the employes and to facilitate the work. A complete system of ventilation is provided in all the buildings and each department vies with the others in keeping their respective rooms clean, a commendable feature that must necessarily lessen the ardnousness of the work. They have a complete fire apparatus, including a steam pump; lines of hose, ladders, axes and all other necessary appurtenances, and a well-drilled force of volunteer fire fighters from among the employes.

In general arrangement this big institution consists of three distinct manufacturing plants, viz.: for the manufacture of mixed paints and enamels, for dry colors, and for varnishes, japans and dryers of all kinds. There are also several departments not engaged in the actual process of manufacture, but whose importance to the



A DEMONSTRATION IN THE CHEMISTRY OF PAINTS.

business is just as great as is the many engines that drive the machinery. These are the yards and warehouse departments, which receives and stores the crude materials, the labelling, packing and shipping departments, the laboratory and the advertising department, which includes the printing office where the labels, stationery and advertising matter are turned out, and where fully 50 people are employed. The office department occupies the front section of the main building, the staff numbering in all about 25 persons, exclusive of the officers of the company, who are: W. L. Davies president; H. Kirke White, vice-president; A. E. F. White, treasurer, and Thomas Neal, secretary.

The most commendable feature about the Acme White Lead & Color Works, aside from the excellence of their goods, is their co-operative industrial plan, which has occasioned the most favorable comment from a large portion of the press of the country. This system, which was inaugurated on July 1st, 1898, was born of a desire on the part of the company to bring their employes into closer relationship with each other and the officials in the discharge of their duties, thus placing the wage-earners on a much higher plane than that of a machine and thereby creating, as Mr. Neal puts it, "a feeling



THE FACTORY EMPLOYES

of cordial co-operation that must result to the benefit of all." During the many years that the older employes had been with the company they had naturally gained much knowledge pertaining to their respective departments, and this knowledge, it has been proven, was of great value to the business, but, as is the custom in almost every other factory throughout the country to-day, under the old plan of operation it was not expected that the employes should offer the management any suggestions, and they did not. And so, when, under the new system, the management not only signified their willingness to be advised from any quarter regarding the business, but also urgently appealed to the employes for suggestions, the latter entered into the spirit of the innovation with hearty accord, their enthusiasm over the change being only equalled by the greater interest taken in their work.

Under the new arrangement the work at the Acme plant is now in the hands of four legislative bodies, consisting of the executive, who are of course the head officials of the company, and three committees namely: the Office Committee, the Factory Committee and the Committee of Review. The Office Committee is composed of the six heads of departments in the office, the Factory Committee is composed of the sixteen heads of subordinate departments into which the manufacturing part of the plant is divided, and the Committee of Review is composed of five members who have charge of the various branches of the work in a general way, such as heads of sales, credits, accounting, advertising departments and supervisors of the factory and products. From among the members of the Factory Committee the president appoints a chairman and secretary, to hold office for three months.

Regular weekly sessions are held by the Office and Factory Committees in a specially provided legislative chamber, the Office Committee handling all matters of current import in connection with the work in the various branches of the office, while the Factory Committee acts on questions concerning their several departments. For the detailed investigation of all matters standing committees upon sanitation, improvements, complaints, etc., have been appointed by these committees.

All measures recommended by the Office and Factory Committees are passed upon by the Committee of Review, which is practically the senate of the organization. The actions of this committee is final in all matters except when they conflict with the opinion of the executive, who reserve the right to annul any measure the adoption of which would be detrimental to the best interests of the company.

In order to reap the best possible results under this industrial co-operative plan for the improvement of the work and to maintain the pleasantest relations on all sides by further interesting the employes in their duties, a system of complaint and suggestion boxes has been instituted throughout the establishment, whereby any one of the employes may offer suggestions of any nature or report defects in sanitation, etc. These boxes are subject to the following regulations: "Suggestions and complaints are to be made in duplicate on blanks to be provided for that purpose, the original to be retained by the employe and the duplicate to be put in the box.

"Each suggestion or complaint must bear the date and name of the department and be signed by the name of the employe making the same.



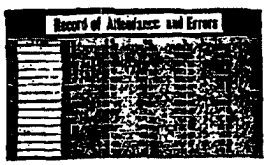
BULLETIN BOARD.

"The box will be cleared every day by the secretary of the proper committee.

"The co-operation of each and every employe is invited towards the improvement of our business and the betterment of conditions affecting the same."

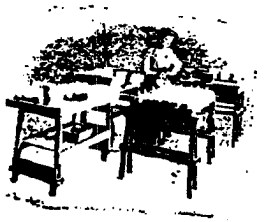
Any complaints receive prompt attention and are treated in the strictest confidence, which latter condition offers a complete range of freedom for the most humble employe by allaying any fear he might otherwise have of offending his foreman or fellow employes. One good feature of the box system of complaints is its suppression of a nuisance common in large establishments which is known as the chronic growler. Under the new plan these individuals do not burden the committees with complaints, as might be supposed, for the very good reason that their grievances are principally of the imaginary sort.

In the matter of good results from suggestions the highest anticipations of the company have been realized, much valuable advice and many new ideas in regard to the work having been contributed by the employes, which has occasioned many useful changes for the betterment of the in-



stitution. As a mark of appreciation and to encourage the ingenious employes to exert their best energies, three cash prizes are given semi-annually for the best suggestions. These are awarded at Christmas, when the annual meeting of the employes is held, and during the first week in July.

A commendable feature in connection with the co-operation plans at the Acme Works, and one that has awakened much interest among the employes, is a record of attendance, tardiness and errors in each department. These records are posted in different sections of the plant, convenient for employes to keep informed on the relative standing of their own and other departments, and keen is the competition for the places of honor. Once in four weeks every employe in



PREPARING COFFEE FOR EMPLOYES.

the department which has made the best record is given a half holiday without deduction of pay.

As an additional help to the employes in their work the company's chemist frequently gives lectures and demonstrations covering the characteristics of the raw materials and the actions of various chemicals used in the plant. These lectures are afterwards printed in pamphlet form and also in a weekly paper of the company called "Thoughts."

The greatest care is displayed throughout this factory in regard to cleanliness. For instance, each employe in the manufacturing departments must have clean overalls or aprons every Monday morning, facilities being provided to wash same at the company's expense, and a [illegible] on wheels being utilized

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...during them to the various departments.

In all matters the company has endeavored to make the employes as comfortable as possible. In this respect a kitchen is operated in the factory and the office force is furnished a hot lunch every noon at a very moderate price—just about cost. The limited space does not enable them to

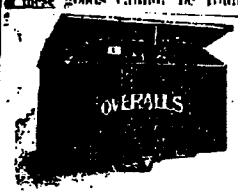


THE OFFICE FORCE AT LUNCH.

provide for the other employes in the same way at present, but the latter are all furnished with hot tea and coffee, free, to drink with their noon meal. This is a step in the right direction and is vastly appreciated by the employes.

This company turns out a complete line of paints, enamels, colors and varnishes of all kinds, some of the best known being their famous "New Era" High Grade House Paints, which are made from the purest and best paint materials only. These paints will wear for five years or more, and based upon years of service (which is the right way to figure), do not cost half as much as inferior grades.

Neal's Carriage Paints, which are manufactured by this company, have a world-wide reputation as the original and best grade of goods of this character on the market. There is scarcely a dealer in the United States handling paints upon whose shelves a stock of these goods cannot be found, the



TRIPTICH FOR OVERALLS ON WHEELS.

great demand being due first, to the superior quality of the goods and on account of the manner in which they have been advertised. The uses of these goods are various and extensive, and as the company puts it in their literature, "may be used for vehicles of all kinds or for anything else—indoors or outdoors—requiring a durable varnish-gloss finish."

Darlac Varnish Stains is another of their best known brands, these goods being specially prepared to produce handsome and perfect imitations of expensive woods, such as mahogany, rosewood, cherry, oak, walnut, etc., upon old articles of furniture and woodwork.

Everybody is probably familiar with their lines of Neal's Enamels, which are extensively advertised to millions of readers of the magazines, and known also that they produce the genuine enamel finish, in exquisite tints and colors so much desired and in such demand at present for finishing furniture, interior woodwork of residences, bath-tubs, etc. It is acknowledged to be the most artistic and durable of all modern finishes for interiors of residences.

These are but a few of this company's products, as every conceivable line of goods of this character used by the manufacturing trades, by painters and by general consumers is manufactured by them.

This company has general agencies in all sections of the country, they employ a force of 40 traveling salesmen to look after their interests on the road, and their market covers the entire civilized world. Their goods are put up in packages ranging in size from one-quarter pint cans to barrels, and their shipments vary in size from carload lots to a small package by mail. Special side tracks run into their



WASHING OVERALLS.

grounds for the convenience of unloading cars directly into their warehouses and for loading outgoing shipments. They are great believers in the value of advertising, being probably the most widely advertised paint and varnish establishment on the continent.

In the near future the company contemplate the erection of other buildings and the enlargement of their plant to accommodate the rapidly increasing business.

It is also proposed to build a clubhouse for the convenience, particularly of employes, and in which entertainments of various characters may be given, as well as to accommodate meetings of the social organizations of their employes.

ACME WHITE LEAD AND ...

THE LAST ...

A general good time was the programme for the closing day of the convention of Acme White Lead and Color Works representatives yesterday. S. H. Hart, the oldest employe of the firm, presided, and papers were read by G. ... Kelly, A. B. Barron, A. M. Woodward, Thomas Neal and William L. Davies. The works were shut down and all the employes trooped into the convention hall. Led by Mr. Hart as choirmaster, assisted by the janitor, who played the clarinet, a number of songs were sung, everybody joining in heartily. Fraternal remarks from A. B. F. White, treasurer of the firm; W. Joy and C. A. Sisson closed the convention, which adjourned sine die.

In the evening all the employes of the firm assembled at Straubmuller's hall, where the annual ball was held. After a pretty grand march and some dances, there was a supper, and after supper, speechmaking. Thomas Neal was toastmaster, and Rev. S. S. Marquis, of St. Joseph's Episcopal church, offered the invocation and gave an address on the value of co-operation in management. William L. Davies, president of the firm, welcomed the guests, and S. H. Hart, the oldest employe, gave a short talk. Mr. Robert Bayley gave a clarionet solo and recitations were made by Miss Anna Benoit and Mr. F. E. Dougall.

Mr. Bayley distributed the prizes amounting to $25, which had been awarded to the employes making the most practical suggestion considering the betterment of the business, as follows: First prize, $20 in gold, Charles Alberts; second, $10, W. W. Gliss; third, $5, Miss Elvira Pierson; fourth, H. H. Shelbaugher. There were twelve other prizes, $2 to all, distributed to those making the best suggestions for attractive paint ... displays. Flannery's orchestra furnished the music and Cunningham catered.

"Rounding Out a Business." On this su... an article by Mr. Thomas Neal, of the Acme White ... and Color Works at Detroit, is published by the De... Chamber of Commerce and Convention League in ... "Detroit Business Review," Volume II., No. 15, ... well worth the attention of all employers in lar... small organizations both of a commercial and an i... trial kind. The suggestions made by Mr. Neal a... his view the lines on which "the labor problem w... solved."

SALESMEN'S CONVENTION

ACME WHITE LEAD ... COLOR WORKS

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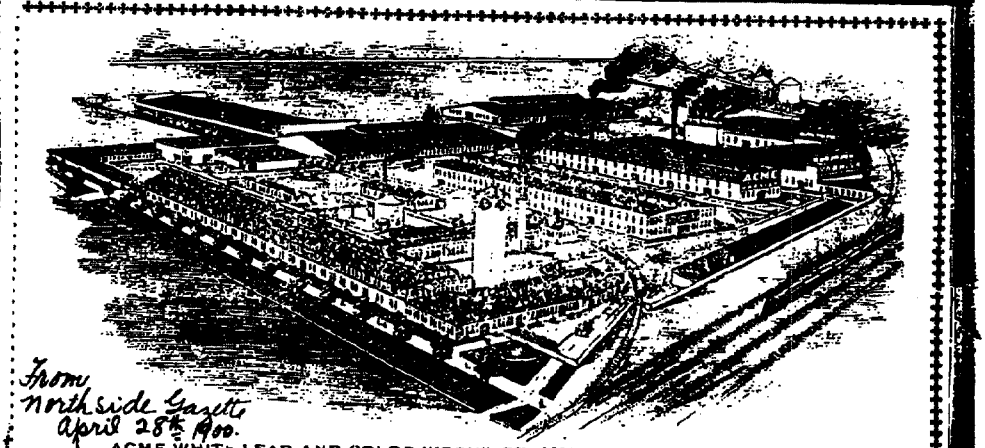
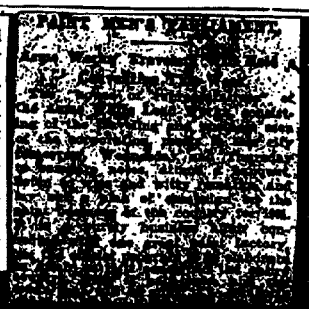
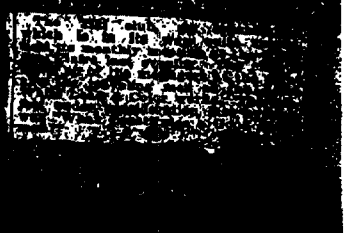


From Northside Gazette April 28th 1900.

ACME WHITE LEAD AND COLOR WORKS, ST. AUBIN AVENUE AND M. C. R. R.





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Publisher's Notes.

THE ACME WHITE LEAD AND COLOR WORKS, Detroit, have made the following announcement to their employes: "After a trial for one year of the plan of co-operative organization, placed in effect July 1, 1899, we are pleased to state that the results were so satisfactory as to confirm us in the belief that the principle upon which it is based is to the mutual advantage of employe and employer. It was to be expected that so radical a departure from the conventional mode of conducting business, and especially one that has developed so successfully as ours, would be accompanied by a certain amount of confusion and misplaced effort, and we confidently expected developments of this character. We were agreeable surprised, however, to note how smoothly the machinery of the new organization worked. Our experience has demonstrated that the real principle involved, that of mutual consideration and forbearance, is a safe *foundation upon which to build.* As announced a short time ago, certain changes in the make-up of Committees had been decided upon for the better handling of the details of our business and the improvement of conditions under which our employes work with us. Instead of two or three general committees, as before, the work will be subdivided between fourteen Committees comprised of employes particularly fitted in each case to properly regulate the duties specially assigned to them. By concentrating efforts in this manner we expect to gain more decisive results, and at the same time have a large number of our employes actively engaged in looking after details necessary to carry on our co-operative plan successfully. All employes are, of course, invited to take most active interest in the perfect success of the plan, and suggestions for the improvement of conditions affecting employes, our product, or the business in any way, should be freely made through the medium of the 'Suggestion and Complaint Boxes.' We have assumed that all whose names appear as members of Committees are 'workers,' but fully understand that there are many more equally entitled to special consideration, and they will be recognized in accordance with their merit and interest in our plan as vacancies may occur for one reason or another from time to time. Following please note arrangement of committees: Management Committees—Executive Committee, general supervision of business and business policy. General Management Committee, to place in effect measures pertaining to the plans and policy of the company; Factory Supervision Committee, the general supervision of the manufacture of goods; Office Detail Committee, the general supervision of the details of office work; Making Committee, the maintenance of the perfect standard of quality of all goods; Packing, Shipping and Receiving Committee, supervision of the packing, shipping and receiving of manufactured goods and raw materials; Mechanical and Building Committee, recommendations regarding new machinery, plans for new buildings and general improvement of facilities; Repairs Committee, the proper maintenance of buildings and machinery, and prompt attention to regular and emergency repairs; Advertising Committee, supervision of the details of publicity. Special Committees—Advance and Educational Committee, the advancement of employes' and employers' interests; Cleanliness and Sanitation Committee, the cleanliness of employes, buildings and grounds; Accident and Relief Committee, the prompt and proper care of injured or sick employes; Fire Department Committee, the proper drilling of fire brigade, care of appliance and precautionary measures; Music Committee, the drilling and maintenance of an organization to furnish good music when desirable. Factory rules, semi-annual distribution of prizes for best suggestions, serving of tea and coffee, records of attendance and errors, and other features of our plan remain the same, except as changes may be made from time to time. We ask your earnest co-operation."

ACME WHITE LEAD MEN AS PUBLISHERS

"Spatters" is Name of a Bright Periodical Issued From the Factory.

It is Full of Pertinent and Gossipy Reading.

"Spattery" is the queer title of the newest monthly magazine. It is a 16-page booklet, published by the Acme White Lead & Color Works, and combines both news and literary features. It is printed on heavy book paper, with half tone illustrations—a fine exemplar of the publisher's art, no less than a striking attestation of the abilities of its staff editors and contributors in the effort to compile a readable and instructive record of this, one of the model factories of the country. It reveals not only what the little world within the purlieus of the Acme plant is doing but, what is of much more interest to outsiders, what it is thinking about. The first issue contains, among other things, an account of the factory fire department, illustrated with a half tone of Chief O. R. Ellis, and a picture of two members of the department fighting a blaze.

One of the most interesting features is an account of the prize competition for suggestions for window displays, the patrons of the company to fall heir to the inventive genius of the employes in the factory. The illustration accompanying the article in that of a "paint man," built of cans of the color manufactured by the concern. The inventors work in a model display window, and their designs are photographed as fast as completed. The news department of the magazine is made up of pithy statements of fact and opinion and has the heading "Spats." This is one item:

"The latest athletic feat being practiced is that of jumping into a barrel and out of it again. One of our coach color makers is the champion, so far as heard from."

Another: "Try to edge in a little reading every day. If you gain a few minutes each day it will make itself felt at the end of the year."

A notable percentage of the "Spats" have to do with the social affairs of the Acme colony. Enough weddings have occurred to guarantee the earnest endeavor of the Acme colony not to lag or falter in the enterprise of boosting the census. The editorial staff appears to be too modest to print the names of its members. But it is suspected that G. H. Fuller is not wholly irresponsible for the makeup of the periodical.

THREE DAYS' SESSION

TRAVELING SALESMEN OF THE ACME WHITE LEAD WORKS.

THE COMPANY TENDERS THEM A ROYAL RECEPTION.

Valuable Papers Read and Speeches Made.

About forty traveling men of the Acme White Lead & Color Works who represent territory in all parts of the globe have been having a 3 days' session this week, known as a "house of representatives" at the factory. It has been lightly termed a school of discussion from reports going out and these intelligent men have developed some valuable ideas relative to the business.

The meetings were held on the second floor of the wing which was completed last week and which will be devoted to the interests of advertising the plant and its products. The room is 60x80, and it was prettily decorated. William Le Baron, president of the firm, greeted the employes. A. M. Woodward, sales manager for the firm, called for responses from the northern, southern, eastern and western portions of the country. Mr. Davies and S. E. Hart also spoke. Several papers were read by A. E. Barron, H. E. Halliday, Thomas Neal, secretary of the firm; T. W. Cooper; R. S. Brown, E. E. Turner and H. V. Deming. All were followed by discussions.

Tuesday evening a banquet and smoker was tendered by the firm at the Russell House. Business sessions were held Wednesday and in the evening a big theater party composed of these gentlemen, their wives and lady friends, to see the Rogers Brothers at the Detroit opera house. Thursday they concluded their business labors, and in the evening indulged in a dancing party at Strasser's academy. At 10 o'clock supper was served, followed by speeches, recitations and songs. Money prizes were given those who handed in the best suggestions for the improvement of the company's business methods, and more money for those who have during the year made the best window displays.

The convention was a profitable one [illegible] such prizes is given the company [illegible] honorable treatment of the

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...RE ENTERTAINED

ACME WHITE LEAD WORKS' "HOUSE OF REPRESENTATIVES."

Smoker at the Russell House Last Night.

The Acme White Lead & Color Works yesterday inaugurated a three-days' session of a "house of representatives" at the factory. Traveling men who represent the firm all over the country were present, to the number of about forty, and a general school of discussion and information was held. The meetings were held on the second floor of the wing which was completed last week, and which will be devoted to the interests of advertising the plant and its products. The room is 60x30, and



A. B. F. WHITE.

it was prettily decorated. William L. Davies, president of the firm, greeted the employes. A. M. Woodward, sales manager for the firm, called for responses from the northern, southern, eastern and western portions of the country. Mr. Davies and H. H. Hart also spoke, and the convention adjourned for luncheon.

In the afternoon technical papers were read by A. B. Farnum, H. H. Halladay, Thomas Neal, secretary of the firm; F. H. Conner, R. G. Brown, H. N. Turner and H. V. Deuel. After the discussion which followed the reading of the papers, the convention adjourned to the Russell House to attend the banquet and smoker given by the firm.

One peculiar thing that occurred at the convention was the receipt of a letter from Canon City prison, Colorado, signed by "Joe Davidson, No. 4,635," in which the writer stated that he was anxious to take advantage of the state parole law, and was trying to raise money to secure his release from prison. He went on to say that he forwarded a cane made of tightly square pieces of paper, pressed together, with a steel core. The cane itself was very interesting. Smooth and polished with a heavy horn handle. And a fac-simile of the firm's label on the handle, it attracted the attention of all the salesmen present. A raffle was held, at which the sum of $9 was raised. This will be forwarded to the prisoner at Canon City for the benefit of convict No. 4,635.

The most noteworthy of the convention of the [illegible] ment of the works consists of a [illegible] suit cube about five inches long [illegible] pounds. Corners and joints top [illegible] X's made of leather, also have [illegible] rings. Inside the cube is the [illegible] system up, consumers of the [illegible] polish use [illegible] with [illegible]

[illegible] and Home Summary. Burleigh again to-day, and this evening a big theater party composed of Chesh gentlemen, their wives and lady friends to see the Rogers Brothers at the Detroit opera house. To-morrow they will conclude their business labors, and in the evening will indulge in a dancing party at Strassburg's academy. At 10 o'clock supper will be served, then will come speeches and recitations and songs. Money prizes will be given those who hand in the best suggestions for the improvement of the company's business methods, and more money for those who have during the year made the best window display.

DRUMMOND DIDN'T WRITE THIS.

Bro. News —— 1/31-1901.

Dan Davies, of the Acme White Lead works, claims to hold the record for catching the largest small mouth bleak bass ever caught. The accident is said to have happened on July 8, 1898, on the famous Lake St. Clair fishing grounds.

A fisher man in Lak ßan Claire,
'Bout ten mile off from shore,
Fished hard for one, two, three, four hour;
By an' by he fained some more.

Some time he fish with old dry bait,
Some time he fish with wet—
He give the dry bait to the fish,
The wet bait—ain't you bet.

Long time, some fish, did never come,
Then one, two, three passed by;
They smell of that old, dead, dry bait
And went the other eye.

By an' by one great big bass come long.
Mebby five, six seven pound weight,
He make nother smell nor see.
He ate that old dry bait.

The fisher man stood very still
An' rested out parts of line—
He worked that poor, old, blind, black bass
So very, very fine.

By an' by the fish begin to pull,
Dey an' by he pull some more.
And then was fun in Lak ßan Claire
'Bout six mile out from shore.

The fish he plunge like one mad horse,
And then he pull like ten—
He towed that boat nine miles an hour—
His boat, and four his men.

He pulled the boat 'bout six feet long.
Maybe he be 'bout seven.
Maybe if not pulled out right quick,
He'd grow to be 'bout 'leven.

By an' by they pull that boat half out,
By an' by they pull him more.
And Lak ßan Claire fell four, five feet
'Bout six mile off from shore.

The Lime Kiln Crossing got so low,
The boats they could not pass;
And Dan he say the river fell
When he pulled out that bass.

The March number of Spatters, issued in the interest of the employes of the Acme White Lead & Color Works, is a 16-page booklet artistically made up and printed. A number of interesting items are found between the covers, descriptive of the Acme's new scheme for serving lunches to the employes, "jolly" communications from employes and suggestions to employers about the proper method of handling details of discipline in [illegible] departments. Spatters is four months old and promises to grow into a useful little magazine.

3/13/01 Detroit Journal

The Acme White Lead and Color Works gave their employes an outing at Belle Isle Park, near Detroit, on June 29. They very kindly sent me a ticket and badge, for which I thank them, feeling very sorry indeed that I could not be present.

PRIZES AWARDED.

[illegible] Lead and Color Works.

The anniversary reception to the employes of the Acme White Lead & Color works was held last night at Strassburg's academy, with a good attendance. There was plenty of dancing, and after a while a supper, at which Thomas Neal presided as toastmaster and called for remarks from W. L. Davies, A. H. Hart, Rev. S. S. Marquis and others. Rev. Marquis spoke on "The man behind the guns." He said in part:

"The day of the domineering boss is fast passing away. He is being compelled to do what the English officers, after a sad experience, have done in South Africa—come down from his high horse, lay aside his gay uniform, don his khaki clothes and take his place in the ranks of the men he would lead. He is asking of the men behind the industrial guns that they give him not mechanical co-operation, but intelligent assistance. He offers a premium for brains. His aim is to train men to command themselves. This leadership, co-operation and brains are coming to be three great elements in modern industrial warfare."

After the speeches President William L. Davies announced the recipients of the several prizes that have been competed for. The first four were prizes of $5, $3, $2 and $1 respectively for the best general suggestions for employes for improvements in the factory. The other ten were for the best suggestions for window displays of goods. The prizes in their order were awarded to the following: Charles Roberts, W. W. Cline, Miss Myrtle Pierson, H. Hattenbers, John Collet, F. Gutenberg, C. Allen and W. Owen (divided), Miss Eirida [illegible], C. Heath and W. Owen (divided), W. Owen and C. Allen (divided), Harriet Dickson, J. Schumacher, T. Fyfield and M. Bayer (divided), and [illegible] Tierney and [illegible] (divided).

Prizes have been awarded [illegible] by the management of the Acme White Lead & Color Works for suggestions for the improvement of the factory. At the anniversary reception to the employes in the Strassburg Dancing academy last night, Rev. S. S. Marquis said the day of the domineering boss has passed and that nowadays the assistance of every corporation's employes is considered premium [illegible].

The Acme White Lead & Color Works are also extensive exporters. "Our foreign trade," said Thomas Neal, "will run all the way from [illegible] $2,000 a year. We send our goods to Germany, Italy, Norway, Sweden, England, France, Australia, Hawaiian Islands and Cuba."

Acme White Lead & Color Works.—"A Preacher Among Paint and Paint Makers" is the title of a booklet issued by the Acme White Lead & Color Works, Detroit, Mich. The story of a visit through the works is entertainingly related by the Rev. E. S. Tipple, of New York.

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President Davies, of the Acme White Lead and Color Works, Detroit, has distributed prizes, amounting to $110, which had been awarded to the employes making the most practical suggestions concerning the betterment of the business of the concern during the past year, as follows: First prize, $20 in gold, Charles Roberts; second, $15, W. W. Cline; third, $10, Miss Elvira Pierson; fourth, $5, M. Rothenberger. There were twelve other prizes, $60 in all, distributed to those making the best suggestions for attractive window displays.

THE DIALECT FISHERMAN.

HE HAS AN EXPERIENCE IN THE STYLE OF MR. DRUMMOND.

From The Detroit News.

Dan Davies, of the Acme White Lead Works, claims to hold the record for catching the largest small mouth black bass ever caught. The accident is said to have happened on July 28, 1896, on the famous Lake St. Clair fishing grounds.

A fisherman on Lak San Claire,
'Bout six mile off from shore,
Fished hard for one, two, three, four hour;
By an' by he fished some more.

Some time he fish with old dry bait,
Some time he fish with wet—
He give the dry bait to the fish.
The wet bait—nit! you bet.

Long time some fish did never come.
Then one, two, three passed by;
They smell of that old dead, dry bait
And wink the other eye.

By an' by one great big bass come long,
'Bout five, six, seven pound weight.
So old he neither smell nor see,
And ate that old, dry bait.

The fisher man stood very still
And reeled out yards of line—
He worked that poor old blind black bass
So very, very fine.

By an' by the fish began to pull,
By an' by he pull some more,
And then was fun in Lak San Claire,
'Bout six mile out from shore.

The fish he plunge like one mad horse,
And then he pulled like ten—
He towed that boat nine miles an hour—
Big boat and four big men.

He pulled like bass 'bout six feet long.
May be he be 'bout seven.
May be, if not pulled out right quick,
He'll grow to be 'bout 'leven.

By an' by they pull that bass half out,
By an' by they pull him more,
And Lak San Claire fell four, five feet,
'Bout six mile off from shore.

The Lime Kiln Crossing got so low
The boats they could not pass;
And Dan he say the river fell
When he pulled out that bass.

NEW-YORK TRIBUNE ILLUSTRATED SUPPLEMENT. SUNDAY, FEBRUARY 10, 1901.

E. M. Hart, of Detroit, representing the Acme White Lead and Color Works, of that city, was in town Thursday, and without doubt will make arrangements with Hawks & Arrand to handle their paints, which are first class in every respect. Hart is a genial nice gentleman and something of a poet.



"SPATTERS"

Jour. Det. Business Review

"SPATTERS" IS UNIQUE

THE Acme White Lead & Color Works, the big white city out at North Detroit, is remarkably prolific in new ideas, and "Spatters" is the latest.

In the October number of the Business Review was given an extended description of the co-operative industrial plan under which this great plant is operated, and the publication has brought hundreds of inquiries from all over the country to the officers of the Acme plant for further particulars in regard to the plan, and one gentleman from a western State, who gives employment to 15,000 persons, wrote to Secretary Neal and said that while in Paris visiting the exposition this summer he had heard of the Acme works and its advanced methods of handling its workmen, and asked for any printed matter available on the subject.



DETROIT :PAYETTE AVENUE

REMINGTON TYPEWRITER CO.



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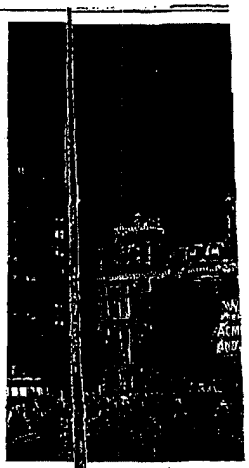
PEARSBURG'S HALL—ANNUAL RECEPTION TO EMPLOYEES OF THE ACME WORKS



Address of Welcome.



WM. L. DAVIES, PRESIDENT.

This gathering, I understand, is styled the "Acme House of Representatives." Such being the case, I presume that it would be proper for me to commence my remarks in some such manner as "Mr. Speaker, and Gentlemen of the Convention." Personally, however, I prefer to refer to those before me as "Our Boys." It is perhaps unnecessary for me to state that it gives us all much pleasure to bid you a hearty welcome to Detroit and the Acme Works. In saying *this I wish to impress upon you that it is not a case* of "jolly" in any particular. You are welcome, and we can assure you that we are extremely glad to see you and have you with us on this occasion. Some of you we see quite frequently—those who are working nearby territories. Others, we see much less frequently; to the extent of possibly only two or three times a year, and a few among you have never before been in Detroit. To those few we trust this visit will be full of pleasure and mutual profit. * * * * *

We thoroughly believe in conventions, and hope that the result of this meeting will be more satisfactory than ever before. The expense connected with bringing you together in this manner, as you must realize, is considerable, and we sincerely trust that we shall all feel quite satisfied with what may be accomplished. There is no question whatever, but that great mutual benefit can be derived from gatherings of this character, if those taking part in same will only enter into the business and discussions energetically and in the proper spirit, with a view of deriving the greatest possible amount of good from same. A careful, close and attentive observer of all [illegible] cannot fail to be much benefitted thereby, and in consequence, better [illegible] or fight for business, than if he had not had an opportunity of attending such [illegible] various kinds, or suggestions that may [illegible] our position in the market can be brought up, thoroughly [illegible] and proper disposition made of same, based upon the combined judgment [illegible] present. As stated, we believe that great mutual benefit can be derived from conventions of this character carried on in the proper spirit and manner, and we sincerely trust that the results derived from this one will be satisfactory in every respect.

Wm L Davies

Our Form of Co-operative Organization.



THOMAS NEAL, SECRETARY.

These of our salesmen who have been with us for some years, certainly must appreciate, as we do, *the improvement in the tone, character and quality* of our output that has taken place during this time, more especially since we became located in our present works. For the eleven years of our existence, our growth was very rapid, but at the same time, in many respects unsatisfactory to us. The whole burden of the work and responsibility rested upon the management. It was difficult to secure at the start competent, capable, and well informed operatives, or office assistants. The wonder to us sometimes is *that we went on and developed as rapidly* and as satisfactorily as we did. Still we were not satisfied, and we were constantly on the lookout for a better way of doing things than the ordinary business methods universally in vogue. During our early experience we were developing talent and drawing around us people who were loyal and possessed *superior ability. As a natural result our business began to round out,* took a definite character and these bright people, or many of them, began to make places for themselves at the heads of departments, and it was at this point we experienced the most difficulty. How to harmonize all these various interests and make a perfect machine—that was the question, and it was not until the present plan suggested itself that we could see daylight ahead.

The plan was very simple. It involved but little change in the usual methods. Our first efforts at the beginning of our business career, as you know, was the getting of a market for our products, and after a number of years close application to details, we built up a magnificent volume of business. Then the next move was to locate ourselves in our present practical, pleasant and extensive factory. All the time, as I stated before, we were constantly on the lookout for a plan that would enable us to enlarge, and at the same time perpetuate this magnificent business. It often happens that many fine businesses are built up by the individuality of one more man, but with their passing away, comes the decline, and possibly the [illegible] *obliteration of their work.*

The more we studied the question, the more firmly we became convinced that if we could only secure more enthusiastic co-operation from our employees, better results could be secured. Finally we concluded that pursuing the old path would not bring it, and that a complete revolution was necessary in order to secure the high ideal we were after. In delving down into the cause for our unrest we found the principal one to be a seeming carelessness, born of ignorance and a lack of interest on the part of our employees, also that under old methods there was existing some petty oppression. A system of fines was in vogue for slight violations of rules, and other objectionable systems, all of which were quite as distasteful to us as they were to *our employees.* We recognized that discipline was necessary, but *we felt it could* be had without coercion. So we concluded the first move to make was to try in some way to overcome any prejudice that might exist between our employees and ourselves. Then to also develop some plan whereby the comfort, happiness and mental, moral



"SPATTERS"—Continued

number, and serve not only to give our readers a general idea of Detroit's only factory paper, but the extent and magnitude of the convention of traveling men of The Acme White Lead & Color Works held in this city last month.

The heads of manufacturing industries all over the country who are interested in the plans of the Acme works to raise the condition of their employes and secure their cordial co-operation in the everyday conduct of the factory will be afforded every opportunity by the officers of the Acme works to study the plan, as they are entirely satisfied with its workings and desire to see its beneficent effects extended.

Sample copies of "Spatters" will be mailed to any address upon application to Secretary Thomas Neal.

BOARD OF DIRECTORS—Continued

used by the next class of manufacturers, or those who worked up the materials produced by the first class into marketable condition for the consumers. Among this second group may be placed the paint, varnish and other similar lines in this city. It is a comparatively easy matter, on an increasing demand with competition practically effaced, to make advances and maintain them to a point where consumption will not be restricted by excessive prices. To those who have been in close touch with market conditions, it is apparent that the first class were enabled to carry out their policy with a reasonably fair degree of satisfaction to themselves. On the other hand, the intermediate manufacturer—or those of the second class—without any consolidation of interests and denied by laws the privilege of entering into agreements to maintain prices, had an entirely different problem before them. Many of them had bought during 1899 fairly large stocks of crude materials, and in return entered the field with not adequate advanced prices for their products, and competition prevented their advancing prices in competition with their steadily advancing costs. To illustrate: Suppose the manufacturer on crude materials advanced 33⅓ per cent and these intermediate manufacturers only advanced 20 per cent. It would remain a problem until the year's business was over, and an inventory taken, just to what extent their profits had been affected; and as it seems to me that while the past year's business has perhaps been bigger in volume than any time in the past, it is hardly probable that the

[illegible] ing the country over, will prove [illegible] generally supposed. However [illegible] stocks have been exhausted, [illegible] ginal plain prices for finished [illegible] nationally advanced in keeping w[illegible] here can be little, if any, uncer[illegible] next year's business. As to th[illegible] business, I look forward to an

We can see evidences of a [illegible] ed, and hope that we can look [illegible] this score.

In these few rambling remarks [illegible] nothing of interest, I beg to rem[illegible]

Yours very truly,

THOMAS

WILLIAM, [illegible]

DAVIS, BROOKS & HINCHM[illegible]
Wholesale Druggists.

Detroit, Mich., December [illegible]

Mr. Carl A. W[illegible] Paint, Detroit:

Dear Sir:—[illegible] responding to you letter of Dec[illegible] would say that [illegible] our jobbing drug business for [illegible]

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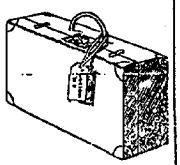
ACME HOUSE OF REPRESENTATIVES

Convention Notes.

Convention Work. To outline in detail the proceedings of the three days upon which the Convention was held would require a volume of no small dimensions. We are therefore compelled to omit much and refer only to those matters which we believe would be of the most interest to our readers. Tuesday, Wednesday and Thursday, December 18, 19 and 20, were Convention days, the meetings being called to order promptly at 9 a. m., adjournment at noon, and the afternoon session being held from 1:30 to 5 o'clock. During these hours "strict business" was the rule, and the program, consisting of the reading of papers by various representatives and the officers of the Company, general discussion of "suggestions for improvement" and matters upon which there might be a diversity of opinion, occupied the entire time.

The Souvenir Program. The Souvenir Program, of which we show an illustration, was in the form of a miniature grip, with check attached thereto, upon which each representative's name was printed. It contained the parchment covered program of events for the three days, the whole being rolled and neatly tied with blue ribbon. The program contained half-tone portraits of all the representatives, officers of the Company and staff. It was prepared in our Advertising Department. Within the grip was also placed a card upon which were printed the "Rules of the Convention."



Lunch Time. Lunch was served in the Convention Hall, and from 12 o'clock to 1:30 business was forgotten. It was when the inner man was satisfied and in the enjoyment of an after-dinner cigar that the faculty possessed by the average travelling representative for "telling a good story" was indulged, and then, also, that the practical joker "put up a job" on his fellow representative, and general good nature and merriment held sway. What a "bunch" of representatives such as were gathered here cannot invent under such circumstances for the purpose of "making fun" is not worthy of consideration.

The Evenings. On the evening of the 18th a banquet and smoker at the Russell House was indulged in by the representatives and officers at the invitation of the Company, and on the following night the representatives reciprocated by inviting the officers and members of the home force, with their ladies, to attend a theatre party. On Thursday evening, the 20th, at Strasburg's Academy, occurred the annual Reception to Employees of the Company, their wives, husbands, sweethearts and friends, on which occasion our "boys on the road" had an opportunity of meeting and becoming acquainted with the "boys and girls" that form the home part of our organization. That all three evenings were thoroughly enjoyed and went far towards strengthening the feelings of mutual esteem and friendship that to-day harmonize to

The Prize Winners.

Our President, Mr. Wm. L. Davies, remarks when awarding prizes were as follow

"I think nearly all those present are familiar with our co-operative organizati or system of management and supervision through committees. We have now be conducting this enterprise under this co-operative system for about one and one-l years, but for the benefit of those who are with us this evening who may not entirely conversant with this feature of our organization, I wish to say that it gi me personally much pleasure to be able to state that all connected with the "Acm are very much gratified, indeed, with the general results. We look upon our ent prise as being a mutual affair, and it is unquestionably not open to argument t the closer the bonds of friendship and confidence can be drawn between the emplo and the employed, the better and more satisfactory will be the results from th mutual efforts as regards the success and prosperity of any enterprise with wh they may be connected. There is no question whatever in our minds but that organization, such as we now have perfected, entered into by all interested in proper spirit of co-operation, is the true and most satisfactory method for all concern of conducting an enterprise such as ours In perfecting this organization and ad ing same to our requirements, we feel that we have made a great step forward solving the problem of conducting a business so that every one connected with it co feel and take a personal interest in same, and have an opportunity of demonstrat their ability and contributing, as far as lay in their power, towards the development success of this, our mutual enterprise. What is required to every business, in or that same be placed in the front rank and developed to the highest point, is earnest, intelligent, and full co-operation of all connected with it, all pulling togeth with the one object in view. In this age of fierce competition, with so many str gling for business, it is only by all pulling their shoulders to the wheel and pull together with one aim in view that success is attained. Through our organization hope and intend to bring out and develop so far as lies in our power all the abi possessed by those connected with us. I now take much pleasure in awarding pri in accordance with our offers:"

For Best Suggestions of a General Character Received Through the Medium of Our Suggestion Boxes.

First Prize—Mr. Charles Roberts, Dry Color Department	$50 00 in Gold
Second Prize—Mr. W. W. Cline, Packing Department	25 00 in Gold
Third Prize—Mr. [illegible], Shipping Department	10 00 in Gold
Fourth Prize—Mr. H. Rothenberg, Receiving Department	5 00 in Gold

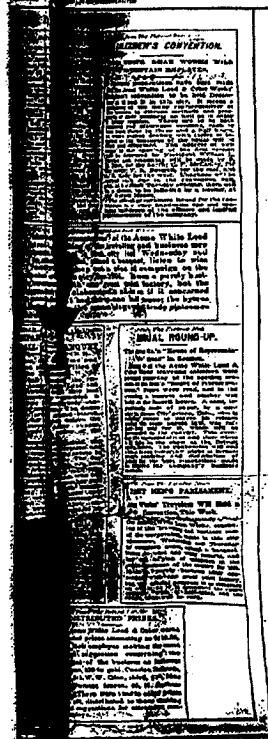
For Best Competitive Suggestions for Window Displays.

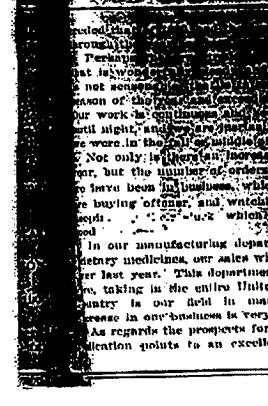
Displays of a Single Line of Goods.

First Prize—Mr. John Collet, Laboratory Department	$10 00 in Gold
Second Prize—Mr. F. Gutenberg, Advertising Department	8 00 in Gold
Third Prize—Mr. G. Allen and Mr. W. Owen, Packing Department	6 00 in Gold
Fourth Prize—Miss Elenda Wilhelm, Advertising Department	4 00 in Gold
Fifth Prize—Mr. C. Huth and Mr. W. Cuss, Shipping and Packing Dept's	2 00 in Gold

Combination Displays.

First Prize—Mr. W. Owen and Mr. G. Allen, Packing Department	$10 00 in Gold
Second Prize—Mr. Herbert Dickson, Advertising Department	8 00 in Gold
Third Prize—Mr. J. Schumacher, Experimental Department	6 00 in Gold
Fourth Prize—Mr. J. Pritchet, Gardener, and Mr. M. Heger, Coach Color Dept	4 00 in Gold
Fifth Prize—Miss Tierney and Miss Anderson, Record and Labeling Dept's	2 00 in Gold





[illegible] received [illegible]. We [illegible] our policy of gov- [illegible] settled, and [illegible] trade—will feel [illegible] on the market their [illegible] policy of the govern- [illegible] We look for a pros- [illegible] for the next two or three years.

[illegible] ASK, DAVIS BROOKS & [illegible] HEMAN SIGNS.

By J. E. DAVIS, Vice-Pres. and Gen. Mgr.

[illegible] WALKER & SON.

[illegible] ers' and Engineers' Supplies.

[illegible] troit, Mich., December 28, 1901.

[illegible] C. R. Warren, [illegible] Also Wayne Savings Bank Bldg., City:

[illegible] Dear Sirs—In reply to yours of the 24th, it is the writer's [illegible] observation that most of the trade interested with building [illegible] industries have [illegible] one-half to two-thirds of what they did in '99, [illegible] we believe, was universal the coun-

try over. The difference in figures is probably accounted for by the great rise in the price of steel, lumber, etc., in '01 and the considerably lower prices in 1900. This "boom" had the effect of cutting off a large amount of construction work that had been contemplated and for which plans had even been drawn. In other lines of trade, however, notwithstanding those connected with supplying the necessities of the people, trade for the present year has been fully up if not beyond that of '99. There was of course in 1900 the usual slackness in business during the presidential campaign. It is our observation, however, that a larger number of people are now employed steadily than there has ever been in the history of the country. They are largely out of debt, are making money and spending liberally. All observations point to a prosperous era of trade for 1902. Buildings are planned on larger scales, and the metal trades seem to have enough business in sight to carry them over the usual slackness of the winter. All these, of course, have their influence on the grocery, provision, clothing and shoe trade, and in fact all business interested in supplying the wants of the people.

If the movement is not carried so far as to endanger a "boom," we see nothing to check the wave of prosperity for several years to come.

Yours very truly,

JAMES WALKER & SON.

Per J. Walker.

(CONTINUED IN NEXT NUMBER)

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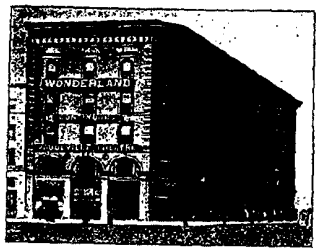

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BELLE ISLE CASINO, C. F. Marschner, lessee; all kinds of refreshments; meals served to order.

CADILLAC HOTEL, Swart Bros., proprietors; rates $3.00 and upwards; 300 rooms; auditorium for conventions in connection. Michigan avenue, corner of Washington avenue.

FRANKLIN HOUSE, H. H. Jones & Son, proprietors; rates, $1.25 to $1.50 per day. Corner of Bates and Larned streets. Only one block from Woodward and Jefferson avenues. Meals, 25 cents.

GRISWOLD HOUSE, Postal & Morey, proprietors; rates, $2.00, $2.50 and $3.00; corner Grand River avenue and Griswold street.

GIES'S EUROPEAN HOTEL, RESTAURANT AND CAFE: 10, 12, 14 Monroe avenue. First-class ladies' and gents' dining room in connection.

KUHN'S, lunches served at all hours. 203 Woodward avenue.

LIBRARY PARK HOTEL, Beamer & Frayer, proprietors; rates, European plan; rooms, 50c, 75c and $1.00.

METROPOLE HOTEL, Clemons & Smith, proprietors; rates, $1.00 and $1.50. 126, 128 and 130 Woodward avenue.

ORIENTAL HOTEL, G. Chiara, proprietor; rates, cafe a la carte. Rooms, $1.00 and $1.50 including shower and plunge baths. Fire-proof. Cobs, Public Library.

RUSSELL HOUSE, W. J. Chittenden, proprietor; rates, $3.00 to $5.00, American plan; $1.50 and upwards European plan. 300 rooms. Convention auditorium in connection.

RANDOLPH HOTEL, J. C. Beutler, proprietor; rates, $1.25 per day; corner of Randolph and Champlain streets. Next door to the Lyceum theatre.

RICHTER HOTEL, Louis N. Krauss, proprietor; European plan; first-class restaurant and cafe attached to the house; 31 State street, opposite Chamber of Commerce. Rates for rooms, 75 cents and $1.

STE. CLAIRE HOTEL, Wm. P. Brown, proprietor; rates, $2.50, $3.00 and $3.50; Randolph street, corner Monroe avenue. Convention auditorium in connection.

VEGETARIAN HOTEL, American and European Plan; rooms 50c, 75c, $1.00; 54 Farrar St.; strictly sanitary.

WAYNE HOTEL, J. R. Hayes, proprietor; rates, American plan, $2.00 to $2.50; European plan, $1.00 to $2.50; 200 rooms. Jefferson avenue, corner Third street, opposite Michigan Central depot.

C. M. HAYES & CO.

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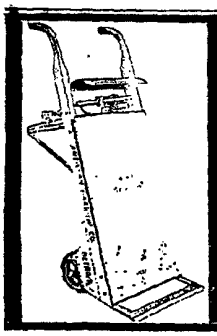

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A wondrous saver of time and work.

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But it costs no more than a common Scale.

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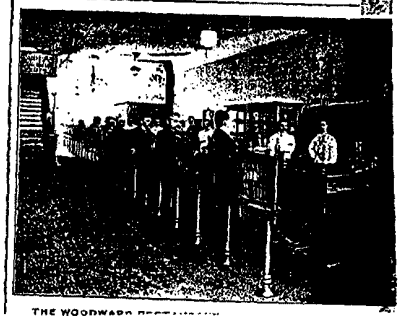

THE WOODWARD [illegible]

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For Detroit's Great Army of Tourists and Convention Visitors

BELLE ISLE PARK—Jefferson Avenue Street Car Line or Detroit. Belle Isle & Windsor Ferry. Fare, round trip, 10 cents.

WATER WORKS PARK—Jefferson Avenue Street Car Line.

PALMER PARK—Woodward Avenue Street Car Line. Take cars marked "Log Cabin."

GRAND CIRCUS PARK—Woodward Avenue Street Car Line.

CAPITOL PARK—Corner of State and Griswold Streets.

CLARK PARK—Baker Street Car.

CASS PARK—Fourteenth Avenue Street Car Line. Public parks, 995 acres; value, $7,000,000.00.

BOIS BLANC PARK—A beautiful island park at the mouth of the Detroit River. Take Detroit, Belle Isle & Windsor Ferry steamer. Steamer makes two trips daily.

TASHMOO PARK—A celebrated resort in the St. Clair River. Take White Star Line steamer.

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BOARD OF EDUCATION—50 Miami Avenue.

CITY HALL—Woodward Avenue, corner Michigan Ave.

COUNTY BUILDING—Randolph and Brush Streets.

COUNTY JAIL—Corner Clinton and Raynor Streets.

CENTRAL POLICE HEADQUARTERS—Randolph and Bates Street.

FIRE HEADQUARTERS—Corner Larned and Wayne Sts.

HOUSE OF CORRECTION—Corner Alfred and Russell Streets.

POST OFFICE—Fort and Shelby Streets.

PUBLIC LIBRARY—Gratiot Avenue and Farmer Street.

PUBLIC LIGHTING PLANT—Atwater Street near Bates Street.

PLACES OF AMUSEMENT.

DETROIT OPERA HOUSE—Campus Martius.

WONDERLAND—Campus Martius.

DETROIT MUSEUM OF ART—Jefferson Avenue Street Car Line.

METROPOLE BILLIARD PARLOR—123 Woodward Ave

SUBURBAN TOWNS AND RIVER RESORTS.

AMHERSTBURG, ONT.—Detroit, Belle Isle & Windsor Ferry Co. steamer.

GROSSE ILE—Fort Street Car Line.

GROSSE POINTE—Jefferson Avenue cars.

PUT-IN-BAY—Steamer Frank E. Kirby, foot First St.

SANDUSKY—Steamer Frank E. Kirby.

ST. CLAIR FLATS—White Star Line Steamers.

WALKERVILLE, ONT.—Jefferson Avenue car and ferry.

WINDSOR, ONT.—Detroit, Belle Isle & Windsor Ferry.

HURON—White Star Line Steamers.

—White Star Line Steamers.

—Detroit & Cleveland Navigation Co.

ISLAND—Detroit & Cleveland Nav. Co.

ROCHESTER—Detroit, Rochester, Romeo & Lake Orion Railway; Red Car cars Woodward Avenue.

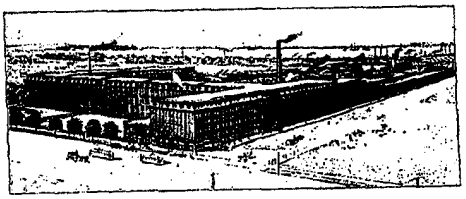
LAKE ORION—Detroit, Rochester, Romeo & Lake Orion Railway.

TROLLEY EXCURSIONS AND CARRIAGE RIDES.

"YOLANDA" PALACE TROLLEY CAR—To see the city in two hours for 25 cents, take car at corner of Woodward Avenue and Cadillac Square.

FOUR-IN-HAND—for outing, side seats for one hundred and conching parties; outed at one outing. Detroit Omnibus Line.

TALLY HO, TRAP, COACHES AND COUPES—Henkel's Livery, 285 Jefferson Avenue.



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LAKE ORION, THE BEAUTIFUL

THE POPULAR SIDE TRIP FOR DETROIT'S CONVENTION VISITORS AND TOURISTS

TAKE CARS ON WOODWARD A...

THE MICHIGAN RAILROAD.

"FISHING AND SHO...

THE CANADI... ...AY

...ections for Window Plant... ...to Line of ... — "HIGHWAY TO THE ORIENT" — ...RUPPOSES THE MOUNTAINS, PRAIRIES AND RIVERS OF CANADA.

THE PERE MARQUETTE:

CONNECTING CHICAGO, DETROIT, MANITOWOC, GRAND RAPIDS, BAY CITY, LUDINGTON, FLINT, TRAVERSE CITY, ALMA, MILWAUKEE, TOLEDO, PORT HURON, SAGINAW, MUSKEGON, MANISTEE, LANSING, PETOSKEY, OTTAWA BEACH, IONIA

TOURISTS WILL FIND THE ROUTE OF THIS LINE THROUGH CANADA UNSURPASSED FOR MAGNIFICENCE AND VARIETY OF SCENERY BY ANY OTHER LINE OF TRAVEL. THE RUGGED WILDNESS OF THE NORTH SHORE OF LAKE SUPERIOR, THE PICTURESQUE LAKE OF THE WOODS, GOLD REGIONS AND THE STATELY GRANDEUR OF THE ROCKIES.

A. E. EDMONDS, G. P. A.

NO. 7 FORT ST. W. — DETROIT, MICH.

UNION MADE

HAMILTON CARHARTT & Co.

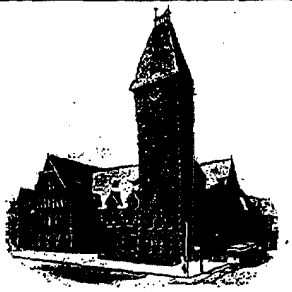
The Firm that is making Union Made Clothing Popular

479 TO 487 MICHIGAN AVENUE — DETROIT, MICH.

WABASH

WABASH RAILROAD

CITY TICKET OFFICE, WABASH RAILWAY COMPANY 9 FORT STREET WEST



DEPOT, MICHIGAN CENTRAL RAILWAY COMPANY.

0007-SWP-042879

0007-SWP-000126470

Detroit Free Press
Jan. 27, 1911.

AUTO GOSSIP

NEAL HEADS THE GENERAL MOTORS

Ability Displayed in Organizing Acme White Lead Works Cause of His Selection.

Thomas Neal, whose activities in connection with the Acme White Lead & Color Works have stamped him as a manufacturer of unusual ability, has been chosen by the board of directors as president of the General Motors company. This action was taken at a meeting in New York and is a compliment to the man and the city for which he has done so much. For three months the directors of the corporation have been considering successful and prominent men to find the certain [illegible] of timber needed and they selected Mr. Neal as the most desirable.

[illegible]

CHOSEN TO DIRECT BIG AUTO COMPANY



THOMAS NEAL.

0007-SWP-042880

0007-SWP-000126471

Farm Implement News.
February 2, 1911

General Motors Company.

Thos. Neal, of the Acme White Lead and Color Works, Detroit, Mich., has been chosen president of the General Motors Company, an organization which represents a consolidation of a number of large automobile manufacturers. Mr. Neal will of necessity devote most of his time to the demands of the General Motors Company and its interests, but on account of his connection with the Acme White Lead and Color Works from its origin, he will continue to serve in an advisory capacity in the affairs of that company. The headquarters of the General Motors Company will be established in Detroit.

0007-SWP-042881

0007-SWP-000126472

Detroit Saturday Night
Jan. 28, 1911

Ability Recognized

FORMAL recognition of the executive and administrative ability of the managing board of the Acme White Lead & Color Works was given this week by the officials of that corporation in an announcement that the board will continue in operation in the manner it has since it was established two years ago. At that time it was decided to insure the stability of the great corporation and also the continuance of the future policy along the conservative yet progressive lines laid down by the heads of the institution, by placing the burden of the management on the shoulders of the younger men in the organization. Accordingly the board of managers was formed and a great mass of detail was immediately lifted from the shoulders of President W. L. Davies, Vice-President H. K. White, Treasurer A. E. F. White and Secretary Thomas Neal. In the nominal reorganization of the working forces a few days ago, the financial policy of the company was left in the hands of a financial board consisting of Mr. Davies, Messrs. White and Mr. Neal. Mr. Neal will also continue as chairman of the executive committee, the managing board to be responsible to the directors through him. This managing board is composed of M. W. Neal, treasurer; A. M. Woodward, secretary; F. R. Dougall, director of general trade sales; Frank Neal, factory manager.

0007-SWP-042882

0007-SWP-000126473

The Record Bass.

Ye sportsmen of two continents,
Come hearken to this tale,
As told by Jean le Babbillard,
How Davies caught the whale.

Though Jean, forsooth, too lightly guiled,
Sets down the thing a bass,
The evidence is here complete—
Jean proves himself an ass.

And Davies, though he's up in paint—
Barytes, lead and zinc—
Is shy on icthyology,
If he would have us think

A micropterus dolomieu
Could kick up such a fuss—
Behemoth—whale—leviathan—
Sure it was this or wuss.

The only true fresh water whale
(The Kraken of the West)
Has now been landed; here we pause
And let Jean tell the rest.

(*Drummond Didn't Write This.*)

Dan Davies, of the Acme White Lead Works, claims to hold the record for catching the largest small mouth black bass ever caught. The accident is said to have happened on July 28, 1898, on the famous Lake St. Clair fishing grounds.

A fisherman on Lak San Claire,
'Bout six mile off from shore,
Fished hard for one, two, three, four hour;
By an' by he fished some more.

Some time he fish with old, dry bait,
Some time he fish with wet—
He give the dry bait to the fish,
The wet bait—nit! you bet.

Long time some fish did never come,
Then one, two, three passed by;
They smell of that old, dead, dry bait
And wink the other eye.

By an' by one great big bass come long,
'Bout five, six, seven pound weight,
So old he neither smell nor see,
And ate that old, dry bait.

The fisher man stood very still
And reeled out yards of line—
He worked that poor, old, blind, black bass
So very, very fine.

By an' by the fish began to pull,
By an' by he pull some more,
And then was fun in Lak San Claire
'Bout six mile out from shore.

The fish he plunge like one mad horse,
And then he pulled like ten—
He towed that boat nine miles an hour—
Big boat, and four big men.

He pulled like bass 'bout six feet long,
Maybe he be 'bout seven.
Maybe, if not pulled out right quick,
He'll grow to be 'bout 'leven.

By an' by they pull that bass half out,
By an' by they pull him more.
And Lak San Claire fell four, five feet
'Bout six mile off from shore.

The Lime Kiln crossing got so low,
The boats they could not pass;
And Dan he say the river fell
When he pulled out that bass.

—*Detroit News.*

Drugs, Oils & Paints, Feb. 1901.

QUESTION OF AUTHORSHIP

Rev. S. S. Marquis Wrote the Verses on Dan Davies's Bass.

The verses published by The News some time ago recording the exploit of Dan Davies, of the Acme White Lead Works, in pulling out a record-breaking bass, is proving to have elements of wide popularity, in spite of its local hit. It appeals powerfully to the friends and acquaintances of all who delight to go away with fishing tackle and rod, and on their return relate their wonderful catches.

This is probably why the verses are going the rounds of the press all over the United States, and why inquiries are coming to The News regarding the author of the quaint fish story in rhyme. There is almost as much anxiety to settle his identity as there was to determine who wrote the "Wreck of the Julie Plante."

To settle the matter beyond all possibility of dispute in the future, The News will now state that the verses were written by Rev. Samuel S. Marquis, rector of St. Joseph's Memorial church, of Detroit. The friends of that witty gentleman, even without this announcement, might suspect that the delicate humor of the Davies fish story came from his pen.

Eve. News 3/5-01.

The fishing exploits of Dan Davies, told in the French-Canadian vernacular in The Evening News a few weeks ago, promise to become as famous as Henry Drummond's "Wreck of the Julie Plante." Davies is a traveler for the Acme White Lead & Color works and the company's advertising man has had the "poem" printed on the back of postal cards and is sending it to all the company's customers from Maine to California and across the seas.

3/27-01

THE FOLLOWING VERSES were sung at the annual convention of the Acme White Lead and Color Works forces in Detroit. The author is Mr. H. S. Hart.

"NEW ERA."

(Tune—"The Old Oaken Bucket.")

How dear to my heart are the shades of New Era
When well-painted houses present them to view;
The Olives, the Yellows, the Drabs, Terra Cottas,
And a great many other fine shades that are new.
They wear well, they cover, look better than all others,
They please when our neighbor's paint fades from the view.
Don't fail to impress upon all, the world over,
That New Era shades will be found ever true.

CHORUS.

New Era has merit,
New Era has beauty,
Its covering strength makes White Lead men feel blue.

This talk of White Lead paints being best for consumers,
When mixed by the painter, *with oil*, is not true.
Zinc Oxide improves it, and none will deny it,
Whose knowledge of paint is not questioned by you;
As for the cheap mixture, with one price a fixture,
Regardless of cost of material in use.
My advice is, refuse it, it don't pay to use it,
If you've best results and economy in view.

CHORUS.

The cost by the gallon should not be the question
When purchasing paint your fine house to renew.
Yards, years and protection should first be considered
In measuring cost with economy in view:
Lead, Zinc, Oil and Dryer, you need look no higher
To the art of paint making, no better is known,
And such is *New Era*, say to all who inquire,
By chemical tests above facts will be shown.

CHORUS.

Drugs, Oils & Pts. March 1901.

Paint Oil & Drug Review
3/6/01

PAINT, OIL AND

Library for Paint Men.

The Acme White Lead and Color Company, of Detroit, has for some time past given special attention to the development of a systematic plan under which not only the conditions in connection with the duties of its employes would be rendered as pleasant as possible, but their moral, intellectual and physical welfare is being considered. The Acme management believe the encouragement of such a plan not only brings employer and employe closer together, and establishes mutual forebearance and respect, but affords opportunities for individual development that would not otherwise occur.

Among other things the Acme Company is trying to encourage an interest in literature, and is inviting prominent people in this country to contribute a book with their autograph, in aid of the establishment of a library. The invitation is extended on the presumption that each one addressed might have some book in his library that could be spared and which would be of benefit to the Acme employes.

A generous response is anticipated.

0007-SWP-042883

0007-SWP-000126474

Benson E. Brown, familiarly known among our fraternity as "Brownie," has severed his connection with the Brown-Lilly Company and returned to his old love, the Acme White Lead Works, of Detroit. The Acme Company has, of course, killed the fatted calf on the return of the prodigal, and it had no other son who was jealous of the reinstatement.

RAILROAD DIGEST

March 1901

[illegible] employes of the Acme White Lead & Color Works took place at noon yesterday in the advertising department of the company's factory. The chief feature was the dedication of a new piano. Short addresses were made by President W. L. Davies and Secretary Thomas Neal and the other numbers on the programme were: Piano solo, Mrs. Adelene Moran Holderness; baritone solo, R. M. Davies; cornet solo, H. Schwandt; chorus, "America," in which the audience joined.

"Spatters" for May is out, and the standard of excellence is greater than ever. It contains 20 pages of spicy news relative to the Acme White Lead & Color Works. Detroit Gazette 5-10-1901

Rev. E. S. Tipple, D. D., pastor of St. James Church, New York city, recently toured the paint manufacturing and distributing establishment of the Acme White Lead and Color Works at Detroit, and was strongly impressed with the methods employed by that up-to-date concern, especially [illegible] the co-operative, "golden rule" ideas of the management. The divine's impressions are published in a booklet entitled "A Preacher Among Paint and Paint Makers," which can be had by addressing the Acme works. 4/17-1901.

CONCERT FOR EMPLOYES IN A GREAT FACTORY

The Acme White Lead & Color Works instituted today at noon a new custom, that of giving weekly concerts for the benefit of the employes. Today's concert, which was given at 12:30, had for its special feature the dedication of the new piano. It was held in the roomy advertising department, and the program arranged by the music committee, which has charge of these weekly concerts, opened with brief addresses by Wm. L. Davies and Thos. Neal, president and secretary of the company. Mrs. Adeline Moran Holderness gave the "Acme" march and two-step as a piano solo; R. M. Davies sang as a pleasing baritone solo, "Over the Harbor Bar," and H. Schwandt, cornetist, played "Evergreen Waltz." The concert finished with the singing of "America," in which the entire audience joined.

NOON-DAY CONCERT.

Acme Lead & Color Works' Employes Enjoyed It This Noon.

The first of a series of weekly concerts, to be given under the auspices of the music committee of the employes of the Acme White Lead & Color Works was held in the advertising department of the company's plant this noon. The particular feature was the celebration attendant on the installation of a new piano. Speeches were made by President W. L. Davies and Secretary Thomas Neal. Mrs. Adeline Moran Holderness contributed a piano selection, R. M. Davies a baritone solo, and H. Schwandt a cornet solo. The whole company joined in singing "America" at the close of the program.

Evening News 4/17-1901

The News is pleased to learn that preliminary conferences seem to have decided upon Mr. Thomas Neal as the next president of the Chamber of Commerce. We are not at all sure that Mr. Neal or any other man can inject enough red blood into the veins of that anaemic organization to make it healthy; but we feel sure that, if anybody can do it, Mr. Neal is the man. He is all the time doing things out at the Acme White Lead Works, where he is one of the controlling spirits, and he doesn't do much talking about it either. When he gets an idea—and he gets one every time there is a full moon, if not a good deal oftener—he just goes ahead and puts it into operation. He has even been known to inaugurate an important and radical policy without having so much as one banquet over it. He has managed to imbue the company's employes with a most unusual spirit of interest and loyalty, and is trying some social and economic experiments that are well worth watching. The selection of such a man is a most encouraging sign, and may mean a new era for the C. of C., an era, perhaps, of something more than eating and resolving. Evening News 4/17-01

FIRST WEEKLY CONCERT

Held Wednesday By the Acme White Lead & Color Works.

The Acme White Lead & Color Works employes have originated another idea. Weekly concerts are now to be held, the first being given last Wednesday noon, under the auspices of the music committee. The exercises on this occasion were the dedication of a new piano recently purchased by the employes to be used in these concerts. The following is the program as rendered:

Addresses—Wm. L. Davies, president; Thomas Neal, secretary.

Piano selection—"Acme March and Two-Step," Mrs. Adelene Moran Holderness.

Baritone solo—"Over the Harbor Bar," Mr. R. M. Davies.

Cornet solo—"Evergreen Waltz," Mr. H. Schwandt.

Chorus—"America."

Detroit Gazette April 19, '01

NEW THING FOR WORKERS

Free Press

FREE CONCERTS ENJOYED BY BY THE ACME WHITE LEAD WORKS EMPLOYES.

Management Extends Noon Hour to Enable Employes to Enjoy the Novel Feature—Library for Those Employed at the Works.

Probably the most unconventional feature in the factory routine of any local industrial concern is the free concerts for employes provided by the management of the Acme White Lead & Color Works. These concerts, which have become a regular part of the Acme weekly time schedule, are held in an extension of the noon hour granted by the firm to all of its several hundred employes. At the first concert, held a week ago last Wednesday, a new piano, purchased with a fund to which the management made a large contribution, and to which employes themselves subscribed, was dedicated. The program at the second concert last Wednesday included a piano, violin and mandolin selection, by Miss Emma Manadeld and Misses Maud and May Rumsey, and a soprano solo by Miss Cecile Campoton, and bass solo by Will Dickson that were especially admired. The program ended with a chorus by the entire assembly. The music committee express confidence in their ability to continue the concerts with talent chosen exclusively from the Acme force. Concerts are held in one of the large apartments of the factory building.

The library of standard literature which this firm provides for its employes now approximates 1,000 volumes. The independent fire department, for which the recent blaze at the Murphy plant shows the necessity, has been organized a little over a year, and has been brought to a high state of efficiency. About a dozen persons are employed as printers, pressmen and in other capacities in connection with the promulgation of a voluminous "Acme" literature. Credit for the many novel features showing real enterprise and much originality, which have been developed in the history of this industry, is due to the very active executive committee, composed of Thomas Neal and W. L. Davis, the managing directors, and A. M. Woodward, G. B. Fulford and Frank Neal, heads of departments.

Mrs. Charles Roberts wishes to express her heartfelt gratitude to the Acme White Lead Company, her late husband's fellow-employes, and numerous friends and neighbors for their great kindness and sympathy in her bereavement. Free Press 4-21-01

Prof. Alfred H. White, instructor in chemical technology, of the University of Michigan, visited the Acme White Lead and Color Works with his class yesterday. Free Press 4-26-01

Prof. Alfred H. White, instructor in chemical technology at the University of Michigan, visited the Acme White Lead and Color Works with his class yesterday. Free Press 4-26-01

0007-SWP-042884

0007-SWP-000126475

HELPS DETROIT

Chamber of Commerce Advertises Its Advantages All Over the Country.

Annual Meeting and Dinner at the Cadillac—Work Accomplished During the Year.

The annual meeting of the Detroit Chamber of Commerce and Convention league was held this noon at the Hotel Cadillac, being preceded by a free dinner, the cost of which was provided for from the funds of the association. Carlos E. Warner, the retiring president, is in a critical condition at Harper hospital. He was operated upon last Saturday, and the first operation not proving successful, another operation will be performed in a few days. Mr. Warner's annual report, however, had been placed in the hands of the secretary, and was read this noon. Among other things Mr. Warner said:

"Never in its history has the association been on a better or more stable basis than it is at the present time. The present year closes the first year of the present organization and the tenth year from the inception of the original organization of the old Chamber of Commerce in 1891, which the present organization succeeded.

"The work has verified the reason and necessity for its existence. There is no organization in the city possessing the scope and general purpose of this organization. In a city the size of Detroit questions are continually presented involving its prosperity and its welfare. The presentation of its beauty and attractiveness, its desirability for homes, its advantages for manufacturing purposes and its general business, social and moral advantages, need to be presented and promulgated.

"I am glad to be able to state that during the past year these questions, as they have arisen, have been taken hold of and considered by your board of directors, and loyalty to the best interests of our city has been manifest.

"Much work has been done in the direction of securing tourists and conventions and more work in this line has been done during the present year than in any previous year, and with better results. More printed matter, advertising the advantages of the city, has been distributed than in all previous years combined.

"Too much praise cannot be given for the efficient work of our secretary during the year. He has been attentive to his duties and has brought a measure of prosperity to the organization which it has never before enjoyed. The Business Review, edited and published under his direction, has been a means of substantial financial profit and advantage to the association.

"Let us not refrain from making our influence felt as an effective force and power for good in this city. Let us speak boldly and decisively on all questions affecting the prosperity and welfare of the city."

ADVERTISING DETROIT.

Secretary J. F. Walsh in his annual report said the condition of the association at the close of its first fiscal year is gratifying to the officers and directors. The April issue of "Detroit Convention Dates," accompanying the report, shows that the work of securing conventions for Detroit has not been allowed to lag under the new conditions, and that the city has a busy season before it.

"Without this large number of national conventions booked for Detroit this summer, our local firms that depend on summer travel would have suffered to a great extent," said Mr. Walsh, "as the Buffalo exposition will undoubtedly turn the tide of summer travel that has set in so strongly to-

brought to Detroit last year, aside from convention visitors; than ever before in the history of the local transportation lines, but this year the city will do well to hold its own.

"The association has distributed over 17,000 pieces of printed matter, advertising Detroit as a manufacturing, tourist and convention city, during the past year. A large part of the secretary's work is preparing illustrated articles about Detroit for newspapers in all parts of the country. Over 800 papers have published illustrated stories about Detroit since the first of the present year. More have applied for matter than could be supplied, owing to the lack of suitable illustrations.



THOMAS NEAL.
The new president of the Chamber of Commerce.

"The report of the treasurer shows that the organization is in excellent financial condition, but it should have at least $6,000 a year to do all that ought to be done in the way of setting forth the advantages of Detroit to the world."

The annual report of A. F. Wolfschlager, the treasurer, was very brief. He said: "Since the consolidation of the Detroit Chamber of Commerce and the Detroit Convention and Business Men's league, in March, 1900, the receipts from all sources have proved ample to carry on the work of the organization, which is chiefly to advertise Detroit throughout the United States as a manufacturing, tourist and convention city, in a conservative though thoroughly effective manner." The accompanying financial statement shows total funds collected, $6,944.39; balance May 1, 1901, $.

The election resulted in the choice of the following officers: President, Thos. Neal; vice-presidents, F. H. Smith, W. A. C. Miller; directors, one year, John Russell, Henry Williams; directors, two years, A. E. F. White, John Walker, Geo. M. Black, Jos. S. Hall, W. A. Pungs, D. U. Delamater, A. P. Sherrill, H. W. Walker, Carlos E. Warner, C. F. Bielman, F. T. Caughey, H. L. Pierson.

OFFICERS AND DIRECTORS.

Officers were elected by the Detroit Chamber of Commerce and Convention League at its annual meeting at the Hotel Cadillac yesterday noon. Thomas Neal was chosen president; first vice-president, F. H. Smith; second vice-president, W. A. C. Miller; directors for one year, John Russell and Henry Williams; directors, two years, A. E. F. White, John Walker, George M. Black, Joseph S. Hall, W. A. Pungs, D. C. Delamater, A. P. Sherrill, H. W. Walker, Carlos E. Warner, C. F. Bielman, F. T. Caughey, H. L. Pierson.

The secretary and treasurer will be elected by the board of directors. It is almost a certainty that Secretary Walsh and Treasurer Wolfschlager will be re-elected. President Warner, although confined to his bed by sickness, sent in his report in which he highly commended the present secretary for his efficient work, which, he said, was greatly responsible for the present flourishing condition of the organization.

Never before in its history, said President Warner, had the Chamber of Commerce been in such good condition, and never had it done so much work in advertising Detroit as in the year just past. Secretary Walsh's report showed that much was being done in the way of spreading knowledge of Detroit. The treasurer's report showed a balance May 1 of $[illegible]. There were more than sixty at the dinner which was served before the meeting.

TRIBUTE TO "TOMMY" NEAL.

A subscriber after reading the editorial announcement that followed the election of Thomas Neal to the presidency of the Chamber of Commerce, dropped into poetry and sent the following to The News:

O Tommy Neal, O Tommy Neal,
In you at last we really feel
We have a president
Who, at a pinch, and without strain,
Can reinforce with blood and brain
A carcass that's forespent.

Can put a Caesar "turned to clay"
Upon his feet and make him pay
In profit, cent per cent;
Can put a dead horse in the ring,
And make him trot like anything,
To suit a sporting gent.

Form a Chamber paralyzed
Of Commerce can be vitalized
By you and got to work.
For why, Dear Tom! you do not talk;
You merely think, and in a walk,
You beat the chaps that shirk.

I've often thought were things reversed,
Were more things done, never rehearsed,
The world would be improved.
This world is stocked, and stocked too well,
With folks that write or talk too well,
And some should be removed.

The world's in need of Tommy Neals
Who think and act, sans kicks or squeals,
And do the stunt in sight.
Should heaven exchange the other kind
For ours of them, we soon should find
T. All business would go right.

E. M. News Ptr. 01.

0007-SWP-042885

0007-SWP-000126476

FIRE DEPT

SUCH IS THAT OF THE ACME WHITE LEAD & COLOR WORKS.

Full Details of How "The Boys" Get to the Front in Case of a Fire in the Buildings—Some Hazards That Should Make the Boys Prosit.

The Acme White Lead & Color Works, corner Railroad and St. Aubin avenue, has a well organized fire department of its own. The organization was completed early in 1900 and perhaps no more worthy enterprise could ever have been conceived. The necessity of such an undertaking was absolute, owing to the fact that the works lay outside of the city limits and in a sense helpless of any aid from the city department.

The roll is made up with employes and officered by a Chief and Assistant Chief. They assume the responsibility of maintaining a fire company that is prepared to fight fire on the premises at an instant's warning—night or day. What they say about fire protection "goes." They make precautionary rules and regulations by which all employes are guided in this respect. There are a force of "regular" and "auxiliary" fire fighters. They are prepared to do the fighting at whatever point may be indicated by the alarm signal—and do it quick. The auxiliaries are a reserve force in training to take place of absent regulars and assist night watchman in case of emergency.

In addition to the "fire fighters," employes in all departments are organized to take prompt precautionary measures regarding escape from buildings and protection of property. At any instant a department is apt to be startled by the signal that means "fire drill" and the suddeness with which fire extinguishers, hose, sand pails, and axes are "ready for business," machinery shut down, windows closed, and employes lined up for a quick and orderly exit, is surprising. Forty-five seconds from the time the alarm is sounded is the average time it takes the "regulars" to have two streams playing on different buildings. This is not bad when you consider that they must get into their "harness" of rubber coats, hats and belts, before reporting at fire station indicated by alarm. These stations are located at various points on the grounds and each contains from 100 to 200 feet of hose.

It is also the duty of the regulars, who are selected from all the departments of the factories, to examine and make written reports to the chief weekly of the condition of fire apparatus in every department. The hose, fire extinguishers, sand pails, pike poles, fire axes, ladders, lanterns, buckets, belts, extinguishers, hose and hydrant wrenches, etc., must all be in place and ready to do service at a second's notice.

[illegible] electric signals to the [illegible] every evening, which is [illegible] thousand gallons [illegible] through the automatic sprinkler system.

The sprinkler system practically covers the premises with an automatic sprinkler, to about every eight square feet of area. The sprinklers are sealed with soft solder that will melt at a temperature of about 155 degrees so that a fire in the vicinity of one or more of these immediately starts them working. The fire pump, with a capacity of 750 gallons per minute, supplies the sprinkler system automatically in accordance with volume of water being used. The supply is drawn from an underground tank or cistern with a capacity of about 40,000 gallons, which in turn is replenished by the city water works. The fire pump is reinforced by a tank containing 15,000 gallons, located at the top of the tall water tower, which automatically assists the pump, should the demand be beyond its capacity. This automatic sprinkler system is on duty night and day, Sundays and holidays.

Night watchmen are employed under the control of the department, whose duty it is to make regular rounds through the factory and premises. Stations have been located at various parts of the works, which they must visit at regular intervals, and from which electric signals are sent in and recorded upon a time detector, and thus their actual movements are accurately recorded on a dial placed in engine room. As an extra precaution, a member of the fire department is detailed to visit the factory at an unusual hour of the night, not less than once a week. The object of this visit is to see that the men on duty have everything "snug and secure."

The watchmen are provided with blank forms which must be turned in each morning, upon which a complete report must be made of any thing out of order that may have come under their notice during the night. As a further protection, all overalls and jackets are kept in an iron receptacle outside of the building and properly hang on a numbered hook, which is checked off every night, so that each garment is accounted for, thus avoiding the danger of having any clothing of this nature left inside the building after business hours.

Auxiliary fire alarm boxes are located in the different departments, from which an alarm can instantly be sent to the headquarters of the city fire department, which signals the nearest station, and within a remarkably short time the benefit of this excellent organization is derived.

0007-SWP-042886

E LEAD & COLOR WORKS

...ding Interview with W. P. Wiggins of the Big Detroit Firm

We glean some interesting information concerning the extent and operations of the paint business in this country from Mr. W. P. Wiggins, local representative of the Acme White Lead and Color Works of Detroit, Mich., one of the largest of the kind in the United States. When it is known that this company employs an army of 1,500 men in its home operations, and that their plant includes ten acres under roof, some idea may be gleaned of the extensiveness of their operations. The business of the company is to produce white lead, varnish, dry colors and everything in the paint line. Wholesale druggists and hardware firms, 78 in all, are the distributors of the product of the Acme people, in all parts of the nation. The Alexander Drug Co. of this city are distributors of this section of the southwest, and when not engaged in promoting the interests of his goods in other towns, Mr. Wiggins makes his headquarters with the Alexander drug house, corner of Robinson and First streets.

He informs us that the Acme company has just begun the operation of a new varnish factory with an annual capacity of a half million gallons. General business of the Acme company has increased 100 per cent in this district the past year, due no doubt to the excellence of the product and the energy with which the business has been pushed by the distributors and salesmen.

A novel and interesting feature introduced by the Acme White Lead and Color Works is a system of organizations known as "Ti-Ki clubs," composed of officers of the company, heads of departments and their traveling men. The object of these clubs is to further the interests of the business by closer social and business relations, their meetings being held once a month, smokers and banquets enjoyed and the affairs of the firm discussed relative to the past month's transactions. These club meetings bring about closer relations and better understanding between employers and employes and are beneficial in an interchange of ideas, resulting in furthering the interests of all concerned.

A Ti-Ki club has recently been formed by the officers and employes of the Alexander Drug Co. of this city, with fourteen members, and will no doubt prove profitable, pleasant and beneficial to all.

Mr. Wiggins has resided here for several years and not only takes a commendable pride in promoting the interests of his company in all parts of the territory, but he is known among the progressive young citizens of Oklahoma City in every worthy public enterprise.

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Rounding Out a Business

By THOMAS NEAL

Secretary,
Acme White Lead & Color Works,
Detroit, Michigan



THE REASON for this article is based upon a desire to present my ideas upon the subject of Co-operative Factory Management that I have frequently been requested to outline. The thoughts expressed apply more particularly to the organization of the Company with which I am connected, but the fundamental principle which we have tried to observe of "doing as we would be done by" is a safe foundation upon which to build, and with minor details regulated to harmonize with same and to conform to the characteristics of various organizations, is sure to result successfully.

It is the hope of the writer that the views expressed may meet with approval and further a sentiment in favor of such movements.

THE STARTING POINT.

IN the early stages of a business—the period that might properly be termed "laying the foundation"—it is both proper and necessary that the person, or persons, most vitally interested in its growth and proper development, should personally perform, or closely scan and direct, the numerous details that shape its policy and course. This is essential for many reasons, the principal of which are:

First. Economy demands it. No matter what amount of capital a company, firm, or individual may commence with, the ratio of expense is bound to be high at the beginning and the strictest economy must be observed, and no one will guard your interest in this particulor so well as yourself.

Second. The establishment of proper and systematic methods renders it necessary. Those who are most vitally interested in the development of a business are naturally in the best position to establish details for its proper shaping and handling.

The man who has "been through the mill" is better able to instruct others and inculcate those habits of thrift and systematic attention to details that result in a constant lowering of the ratio of expense as the business increases in volume.

At this stage it is particularly necessary that the greatest care should be exercised in the selection of assistants, for if your business succeeds, the "mere details" you place in their charge, will be transformed in time to "departments" that will require "executive ability" to regulate properly. Integrity, ability and faithfulness are the chief attributes you are looking for, and you must be able to "mould" these to fit into your business plan to a nicety.

THE "ROUNDING OUT" PROCESS.

AFTER the experimental stage has been passed and the volume of business has expanded to such an extent as to make it no longer possible to individually watch every detail, it becomes necessary to "round out" an organization, and preferably on lines that will be self-regulating and admit of and encourage expansion. In order to do this, utilize the talent that has grown up with the concern.

The next question is: How can this be accomplished?

I know of but one satisfactory way, and that is along the lines adopted by our Company. There may be other and better ways, but if so, we have failed to find them.

A business must, of course, be divided into departments according to the manner in which the work can be best classified. The trusted employees whom you have trained personally can now be utilized to good advantage by assuming responsibility for details that formerly required your personal supervision. This is usual and necessary, and also one of the most critical periods in the history of any progressive business. Right here is where you should be careful not to *separate* your business, but *unite* it more firmly than ever. Do not permit the idea to prevail that separate departments are entirely distinct and that the head of each and employes in same are rivals of all others, each set striving to make the best record from a purely selfish standpoint.

When you were personally looking after the details, the business *as a whole* was considered. To succeed the policy must continue. A bird cannot fly with a broken wing, neither can a business prosper that is conducted only *half* rights.

Co-operation should exist between departments to such an extent that the welfare of the business *as a whole* will be considered. When you discontinue looking after the established details of the business you placed the responsibility of performing those details properly with two or more persons with definite instructions. If conditions did not change they might handle those details entirely independent of each other and work as smoothly as any other machine you can set in motion.

But conditions *do* change. You relieved yourself of detail work because the business was growing and you wanted to use your brains to better advantage in planning for its advancement.

Is it not just as necessary that the men who stepped in your shoes, as regards detail work, should use *their brains* under changed conditions? And if they took your place how are they going to use their brains intelligently unless they get together and consider their work from all standpoints, just as you did when you were in their place. This is what I mean by Co-operative Management.

If you *separate* your business into parts with the sole aim of each to "attend to their own business—nothing more and nothing less" you are placing a premium on stagnation and failing to take advantage of the latent ability of many an employe that would be brought out under proper conditions.

Co-operative Management involves very little change from regular methods as regards the handling of details, but it obtains more enthusiastic service and consequently better results.

A system in which every employe is invited to take an interest removes causes of unrest and dissatisfaction and removes carelessness due to ignorance and lack of application. I do not believe in levying fines or systems of a similar character, for slight infractions of rules. An employe who is habitually careless or neglectful will obtain very little sympathy from his fellow workmen, under our system, particularly those upon whose department his work is a reflection.

When we started our present plan we concluded we could secure co-operation and maintain a perfect system without coercion, and at the same time overcome all prejudice that might exist between our employes and ourselves.

The fact must not be lost sight of that *all advances* must come from the Company *on the start*, and confidence must be thoroughly established. This cannot be done in a moment. You can, however, demonstrate your good intentions by your good works, and that can best be done by adopting methods or plans for the comfort, happiness and mental, moral and social condition of those in your employ. In doing this you create a bond of sympathy, and as a result the value of your employes' labor will certainly be enhanced.

The satisfaction derived from knowing that you are making the lives of others happier and more useful is worth much, and alone stamps our plan a success, but when regarded purely from the practical business standpoint of dollars and cents, it will be found equally successful, as experience has demonstrated that more and better goods can be made, with the same expenditure for labor, than under old conditions.

Visitors to your factory will be impressed with the spirit of good fellowship existing between employer and employe, your salesmen will become enthusiastic and tell their customers your wares are superior because you combine brains with your other materials in making them. Your sales will increase without additional expense. That is real prosperity. Just as soon as you realize this, do still more for your employes. You can afford to do it. Give them the greatest possible latitude to help you, you will be astonished at the interest they will take. Ask their advice and listen to their counsel. Their ideas may be, and probably are, better than yours.

Place Suggestion and Complaint boxes about your plant, and ask your employes to offer suggestions or report their grievances. The result will astonish you, please you in many cases, and sad but true, humiliate you in others. Investigate carefully all suggestions and complaints. Show your employes you are in earnest in all you have undertaken, and be prepared to be surprised at results.

Encourage the beautifying of your plant and grounds; it is expensive at the start, but like all good things, economical in the end. Tidy and tidy people can stand the light of day. Slovenly, shiftless people cannot. You soon have competition for positions in your plant, and as a consequence secure the choicest help.

Do not compel your employes carry their lunch baskets to some dark, dismal corner to eat their lunch. Provide them with folding tables and chairs, have plants to beautify the inside; the young ladies in your factory will care for them. Furnish a suitable lunch room, if possible. If you cannot afford to give more, provide plenty of fresh water and clean glasses to drink from. If you feel you can do more, give good hot coffee, include soup if you can, and, better still, a good hot lunch at your expense. You take good care of your live stock, you buy good coal for your boilers; why not provide good fuel to your employes? Good food in their stomachs is the same as good fuel under the boiler. It makes energy. Try it and you will see I am right.

If it is possible arrange for individual lockers for each employe; provide baths as well, they do not cost much and will be highly appreciated.

Start a library, and when you enlarge your factory as you must do in time to accommodate a growing business, enthusiastically managed and operated by a spirit these suggestions will engender, do not forget that you want a club room, gymnasium, dining room, kitchen and any other conveniences your employes can help you earn.

In these things reasonably and you will find the "walking delegate" or labor unions will have a poor field of labor in your plant, but on the other hand you will gain the good will of labor advocates.

Encourage the organization of a Mutual Benefit Association among your employes, contribute something at the start to help swell the treasury.

It is along these lines the labor problem will be solved, at least such is my opinion. The elevation of the conditions surrounding employes, their recognition as human beings who have their cherished ideals and plans as we have—the advancement possible to them through self-culture and interest in their work. These things will bring about the solution of problems that Labor Unions cannot fathom.

At the start the change will be so radical your employes will become bewildered. They will probably start off enthusiastically, be greatly interested, and need Rule, If any, urging. Then possibly friction will arise and some of the enthusiasm wane. Do not let that discourage you; the seed will have been sown and the harvest will come in time. Each individual mind will be aroused and gradually interest will begin to awaken. Men in your employ you never heard of, and do not even know by name, will begin to use the Suggestion boxes. The competition for prizes is one of the most fruitful sources of encouragement to employes. Offer liberal awards for suggestions.

Some of your oldest employes, those you expected the most of, will be the slowest in awakening to new conditions. Probably because they are perfectly contented now. But that condition will not last long; in time they will become just as earnest and enthusiastic as others.

A change of this kind may even create friction, or jealousy. This will not last long, but will wear away naturally. Some of your employes may even doubt your good intentions. You must expect that, but do not let it discourage you. It will be more than offset by the consciousness that you are doing right, and for every soul so small as to harbor a thought of that kind, you will have hundreds who will be enthusiastically appreciative and grateful.

Never forget that you have determined to win your employes confidence: you must do this by acts of simple justice and consideration.

My remarks, so far, have been directed along the line that should be pursued by employer in the treatment of employe, and now I shall say a few words regarding the duties of employe to employer.

Always remember this: If your employers conclude to adopt and make this new system a part of your business organization, it will be your fault if success is not attained. Grasp the opportunity if it comes to you, because it means happiness, opportunities for self-culture, more beautiful surroundings, and we will hope, greater prosperity, all of which will contribute to make you better citizens, with higher ambitions and greater opportunities for advancement.

And now I think I hear you ask:—How are we to go about it in order to establish such a system? This is not an easy task for me to answer, because I am not sufficiently familiar with the details of your present organization to advise intelligently, so I will simply explain the method under which we work, assuming that it may be of assistance in formulating a plan of your own.

We have adopted the Committee system and I will briefly explain its formation and the titles and duties of the various committees.

In the first place the active management of our Company is delegated by the Board of Directors to two officers of the Company, the President and Secretary.

It remained for them, therefore, to organize to suit our particular business and requirements. After one or more trials the following Committees were formed and are in operation:

EXECUTIVE COMMITTEE.

COMPOSED of the President and Secretary of the Company, the Manager of the Sales and Advertising Departments, the Manager of the Credit and Purchasing Departments, the General Supervisor of Factories.

This Committee meet at lunch every day and review and pass upon matters of business policy. Details and ideas are carried out through the next named Committee. Every communication through the Suggestion and Complaint boxes come directly to this Committee, and, where desirable, are treated in a strictly confidential manner.

GENERAL MANAGEMENT COMMITTEE.

COMPOSED of the Manager of the Sales and Advertising Department, the Manager of the Credit and Purchasing Department, the General Supervisor of Factories.

You will notice that here the officers of the Company drop out of the active management, thus placing greater responsibility upon their chief assistants, who are expected and encouraged to manage the business so far as carrying out the general policy (previously outlined by the Executive Committee) is concerned, according to their best judgment. It is the combined judgment of three trained men. If they are not unanimous on any subject before them, they bring the proposition to the Executive Committee for their judgment. All other Committees are subordinate to them.

FACTORY SUPERVISION COMMITTEE.

COMPOSED of the General Supervisor and Three Assistant Supervisors.

They meet only occasionally to take action on subjects referred to them by the General Management Committee.

MAKING COMMITTEE.

COMPOSED of Supervisors, Chemist and Foremen, or Heads of Departments in the Factories.

They conduct experimental work; maintain a strict supervision and watchfulness over the product; look after the investigation of complaints, and attend to suggestions. They meet each day and report to the General Management Committee.

In addition to the foregoing we have Committees composed of mixtures of Managers, Supervisors, Foremen and employes, the appointments being made according to the fitness of employes, to serve on such Committees.

Their duties are probably sufficiently defined by the titles. They report to the General Management Committee.

Office Detail; Mechanical and Building; Advertising; Fire Department; Music; Packing, Shipping and Receiving; Repairs; Advances and Educational; Cleanliness and Sanitation; Accident and Relief.

This Committee System is so simple and at the same time so effective that we have no hesitancy in recommending any one contemplating adopting a method of management similar to ours, to work along about the same lines as we do.

If entered into with a determination to carry out the work as outlined, the plan is so reasonable and so humane, that it must be apparent to anyone that nothing can stop its progress; not even the jealousies of individuals or cliques of workmen, or scarcely any combination of circumstances you can think of. For any one workman, or several for that matter, opposing its onward course, would be like a man with a broom attempting to sweep back an incoming tide.

I repeat, the plan is so humane, it makes the mass of employes loyal to their employers, whom they know to be their friends, and I cannot emphasize this fact too strongly, the strength of the structure is based upon a foundation that will never let it topple or fall.

It is the opportunity offered to the individual employe to develop to the fullest extent. It assures him, or her, equal justice and liberty, and to the individual with ambition and brains, an opportunity for advancement.

This paper is the first of a series of articles by Mr. Thomas Neal that will undoubtedly prove of absorbing interest to every employer of labor in this country.—[Editor].

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DETROIT CREDIT MEN'S ASSOCIATION

THE regular April meeting of the Detroit Credit Men's Association was held April 23rd, at the Cleveland Hall of the Russell House. About 50 members were present. Minutes of last meeting were read and approved. The president reported the names of seven new members secured since the last regular meeting.

A letter from the national secretary was read requesting us to elect delegates to the June Convention at Cleveland, but it was decided to postpone the election until the May meeting.

A letter from President Stahl was read which again urged subscriptions to the fund for the prosecution of fraudulent failures and an appeal was made to the members present to assist in this good work. The sum of $125 has already been sent or from individual members of the Detroit Association. A letter was read from the secretary of the Buffalo Credit Men's Association announcing the preparations made by that association to entertain Credit Men who may visit the Pan-American Exposition, and extending a cordial invitation to us to enjoy their hospitality. Travel on file.

A letter was read from Mr. F. C. Kennedy calling attention to the system of reporting delinquent debtors now in use by the Hardware Association, which had been recommended by the national secretary some time since. Laid over until next meeting.

The regular business being thus disposed of, Mr. F. H. Blackman, a prominent insurance agent of this city, was introduced to read a paper on Fire Insurance, which was full of interesting facts and figures and showed the debt owing by merchants and their credit men to the insurance companies.

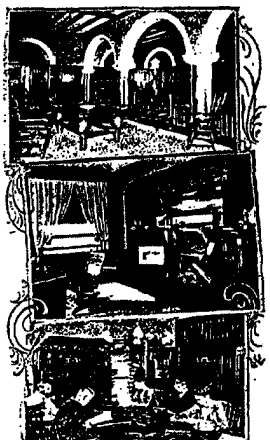
Mr. Chas. H. Sawyer was then introduced to read a paper on "The Relation of Fire Insurance to Credit Risks." It was, he stated, a credit man's view of the question and pointed out how necessary it was for a credit man's peace of mind to know that his customers were thoroughly and properly insured. His witty references to the credit man's position on this question were heartily applauded and enjoyed.

Mr. Jno. J. Crowley had been announced to speak on this subject also, but illness prevented him from being present.

Mr. W. T. Donaldson, of the Michigan Inspection Bureau, then read an able and interesting paper on "Electricity as a Fire Hazard." This was an electrician's explanation of the absolute necessity for careful supervision of the electric appliances in every store or factory. He had a large number of specimens of defective apparatus, which he had taken from various places, and demonstrated by them how easily an ignorant and incompetent man could endanger lives and property. It was a most valuable contribution to the knowledge of the members, many of whom were not posted upon these dangers.

After due thanks to the speakers of the evening and a few remarks by President Fuller, the meeting adjourned and all were invited to partake of a light lunch, served in genial harmony, and with the object of cultivating closer acquaintance among the members.

It was announced that the next meeting would probably be the largest & social session to which the ladies would be invited.

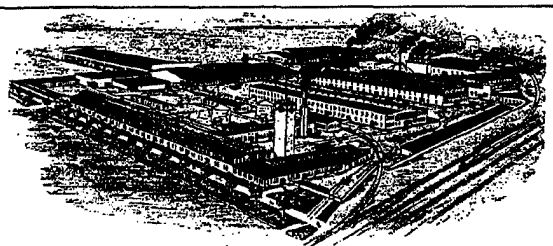


Jefferson Views Y. M. C. A.



THE MICHIGAN STOVE CO.'S WORKS

GARLAND STOVES AND RANGES
The World's Best
The largest makers of Stoves and Ranges in the World
DETROIT CHICAGO BUFFALO



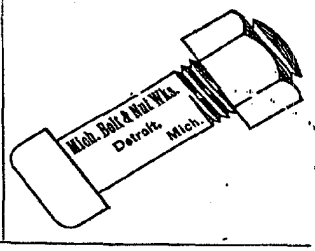
ACME WHITE LEAD AND COLOR WORKS
ST. AUBIN AVENUE AND M. C. R. R.

JEROME B. RICE SEED CO.

WHOLESALE SEEDS

45-51 W. WOODBRIDGE ST.

DETROIT, MICH.



A GREAT CONVENTION AND TOURIST CITY



THE officers and members of National and State Conventions everywhere are interested to consider the claims of "Detroit, the Convention City of the World," when the important question of "where shall we meet next year" is raised in their meetings.

It is a positive fact, easily established, that more national and state conventions have held their sessions in Detroit during the past five years than in any other city in the United States, and consequently, in the world, as in no other country is the convention habit so pronounced.

Conventions ranging from the largest to the smallest have held meetings in Detroit during the past few years, and the largest found ample accommodations and the smallest certain attention.

It is no hazardous experiment to bring a large gathering to the Convention City, because we have been often tried and have never been found wanting. Our hotel accommodations are entirely adequate and satisfactory, and several conveniently located Auditoriums complete our equipment for large gatherings.

Satisfactory railroad rates are always assured, and the large number of meetings booked for Detroit makes it always easy for small gatherings to pitch their dates so that they can take advantage of low rates offered for larger organizations.

Everything that is needed for a successful meeting is supplied by the organized business men of the city—information committee rooms, attendants, etc., etc., and the city welcomes all organizations by an especial illumination of our principal public buildings.

Among the leading conventions that visited Detroit in 1900 were the following:

The Commercial Teachers' Federation.
The American Historical Association.
American Wheat Brokers' Association.
The American Baptist Missionary Union.
National Association of Boot and Shoe Workers.
The International Press Union.
The American Pharmaceutical Union.
National Association of Railway Agents.
National Railway Master Blacksmiths' Association.
The National Letter Carriers' Association.
National Association of Master Bakers.
National Brick Manufacturers' Association.
Reunion of the Army of the Tennessee.
The Combined Masonic Convention.
Architectural League of America.
Women's Whist Congress.
National Foundery Association.
National Retail Coal Dealers' Association.
National Wholesale Saddlery Association.
Switchmen's Union of North America.
American Association of Opticians.
U. R. Knights of Pythias, Supreme Lodge.

The following are a few of the principal organizations that will meet in Detroit during 1901:

Grand Chapter, Royal Arch Masons.
The Lake Carriers' Association.
National Retail Grocers' Association.
Dryfock Association of the Great Lakes.
Grand Lodge, Free and Accepted Masons.
Retail Lumber Dealers' Association.
The National Association of Manufacturers.
L. C. B. A., National Convention.
Catholic Order of Foresters.
The National Social and Political Conference.
National Photographers' Association.
The National Educational Association, and seventy-five other state and national conventions.

Officers of national conventions can secure full information about Detroit and its accommodations by addressing a letter of inquiry to the Secretary of the Chamber of Commerce, and local delegates trying to secure meetings for Detroit will be supplied with any quantity of printed literature about Detroit as a convention city free of cost by this association.

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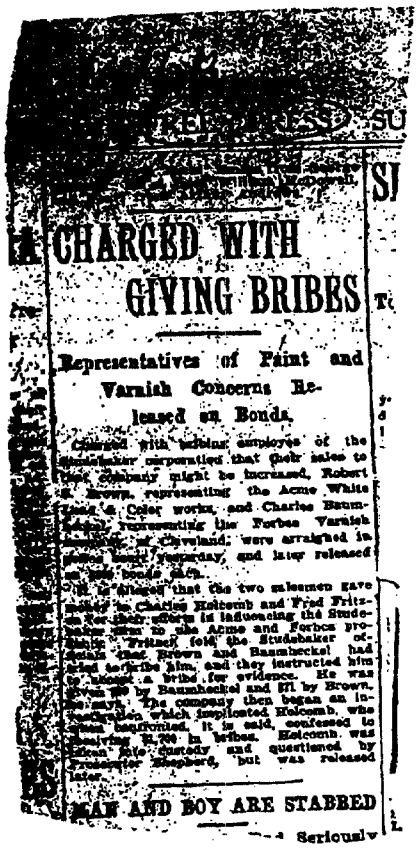

CHARGED WITH GIVING BRIBES

Representatives of Paint and Varnish Concerns Released on Bonds.

Charged with bribing employes of the Studebaker corporation that their sales to that company might be increased, Robert E. Brown, representing the Acme White Lead & Color works, and Charles Baumheckel, representing the Forbes Varnish company, of Cleveland, were arraigned in police court yesterday, and later released on $500 bonds each.

It is alleged that the two salesmen gave cash to Charles Holcomb and Fred Fritzman for their efforts in influencing the Studebaker firm to use Acme and Forbes products. Fritzman told the Studebaker officials that Brown and Baumheckel had tried to bribe him, and they instructed him to accept a bribe for evidence. He was given $50 by Baumheckel and $5 by Brown. The company then began an investigation, which implicated Holcomb, who, it is said, confessed to receiving $1,700 in bribes. Holcomb was taken into custody and questioned by Prosecutor Shepherd, but was released later.

MAN AND BOY ARE STABBED

Seriously

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Journal
3-16-12

THE WEATHER—
Saturday night and Sunday, generally fair and warmer; moderate variable winds.

TH

TWENTY-NINTH YEAR. * * *

ALLEGED BRIBERS OF EMPLOYES TRAPPED, SAY MOTOR OFFICIALS

The not unusual custom of traveling men and sales agents giving gratuities to the employes offirms with whom they deal is responsible for the arrests of Robert S. Brown, who is a city salesman for the Acme White Lead & Color works; Charles Baumhaeckel, who acts ina like capacity for the Forbes Varnish Co., of Cleveland, and Charles Holcomb, an employe of the Studebaker corporation.

Usually, the gratuities given by salesmen take the form of a box of cigars, a pair of gloves, a piece of furniture or an elaborate dinner at one of the leading cafes.

In the cases of the Studebaker corporation, however, the gratiuity, it is alleged, was cold cash, equivalent to a certain percentage of the value of the goods sold.

By the terms of a law passed in 1906 all these gratuities were classified as bribes, and the parties to the transaction held liable to a fine of not more than $500 or one year's imprisonment, or both, in the discretion of the court.

In view of the general practice the invocation of this statute against Brown and Baumhaeckel has evoked much surprise in business circles.

FRITZEN CONFESSED.

The development was brought about by the confession on the part of Fred Fritzen, in charge of the trimming department at plant 1 of the Studebaker Co.

Mr. Fritzen told that he had been approached first by Brown and sub-

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quently by ... mhaeckel with the opposition that if he would see to it that the products of their firms were used in his department, he would receive from them in cash 10 per cent of the amount represented by the bills bought and be paid regularly once a month.

Mr. Fritzen was advised by his superiors to accept the proposition and see if it was carried out. According to these instructions Fritzen made the purchases and, it is alleged, drew $30 from Baumhaeckel and $71 from Brown.

Following these revelations the managers of the corporation started an investigation and discovered, they assert, that Brown and Baumhaeckel also, sold their paints and varnishes to plant 2, and thus Charles Holcomb, the superintendent of the trimming department of that plant, came under suspicion. A watch was set over his home and when one evening Brown was seen to enter there the suspicion almost became conviction.

SAY $5,000 IS INVOLVED.

Holcomb was called on the carpet, it is alleged, made a full confession. He said that he had thus far received in gratuities the sum of $1,700, but the company places the amount nearer to $5,000.

After ascertaining these facts, the corporation laid the facts before the prosecuting attorney, with the result that Baumhaeckel, Brown and Holcomb were arrested charged with bribery. There are four complaints altogether against the paint and varnish salesmen. They were released last night, Barney Everitt, the motor car manufacturer, going on their bond.

This morning, on their arraignment before Justice Stein, Wm. G. Metzger, another motor car manufacturer, became their bondsmen to guarantee their appearance in court for March 24. Attorneys Fraser, Griswold and Slyfield have been retained in their defense.

"The practice of paying foremen in motor car factories for good sold the firm is almost universal," said a large dealer to The Journal. "Paint and varnish salesmen are at the mercy of the foremen and competition is sharp. We may place our product on trial and furnish the finest of articles, yet fail flat on the transaction of any business, because the foreman is 'knocking.'

"We must have the good will of the foreman or the superintendent to do any business at all and this good will can in most cases be secured only by giving a rake-off. All paint concerns realize this and the salesman who can pay the highest rake-off secures the biggest business.

"This evil, which is entirely due to competition, is not confined to foremen and superintendents alone. It goes up much higher and includes some managers and general managers, who thereby add to their salaries annual incomes almost equal to their princely wages."

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News LATEST EDITION

EEN PAGES. DETROIT AND SUBURBS, ONE CENT; IF DELIVERED, SEVEN CENTS A WEEK; ELSEWHERE, TWO CENTS.

ONE PAINT FOREMAN GRAFTED OVER $5,000 IN PURCHASING MATERIAL FOR AN AUTO CO.

Acme Company Says Officials Have No Knowledge of Plan

Charges that Robert S. Brown, representative of the Acme White Lead & Color Works in Detroit, paid a bribe to an employe of the Studebaker [illegible] for using his influence to [illegible] business to Brown's firm, came to the ears of officials of the Acme [illegible] this morning.

A. M. Woodward, secretary of the Acme White Lead & Color Works, to whom Mr. Brown reports, arrived in the city this morning from an out-of-town trip. He was greatly surprised when he heard of the warrant.

"I cannot believe that Mr. Brown is guilty of this," he declared. "Of course, I have not had time to acquaint myself with all the facts, but I will continue to believe that the charge is utterly unfounded until I have positive proof the other way. [illegible] Brown has been with the firm



a great many years. He is one of our most trusted men and I place implicit confidence in him, not only in his business ability, but in his absolute integrity.

"If these methods have been employed, you may say that as far as this firm is concerned, they have been

Made Statement This Morning in Prosecutor's Office in Explaining Size of His Bank Account.

One Representative of Paint Concern Picked Wrong Man, Who Reported "Offer" to His Firm; A Watch-out Was Kept, Resulting in Arrests.

ILLEGAL TO MAKE AGREEMENT FOR BONUS TO GET BUSINESS

The law under which arrests are being made declares that it is illegal to give any employe a bonus, discount or commission for the purpose of influencing the employe to give orders for materials.

This is held to apply to any sort of business concern as well as industrial plant.

It applies also to purchasing families, supplies or goods of [illegible]

THE LAW THAT MAKES IT [illegible] FELONY TO GIVE OR [illegible] BONUS

Act No. 310 of the Public Acts [illegible] act is now in force, provides as [illegible] gives, offers or promises to an agent [illegible] or servant any gift or gratuity whatever, with intent [illegible] his action in relation to his principal's, employer's or [illegible] business, or an agent, employe or servant, who corruptly [illegible] or accepts a gift or gratuity or a promise to make [illegible] an act beneficial to himself, under an agreement or with an understanding that he shall act in any particular manner in relation to his principal's, employer's or master's business, or an agent, employe or servant, who, being authorized to procure materials, supplies or other articles either by purchase or contract for his principal, employer or master or to employ service or labor for his principal, employer or master, receives directly or indirectly, for himself or for another, a commission, discount, or bonus from the person who makes such a sale or [illegible] or for, [illegible] materials, supplies or other articles, [illegible] a person who renders such service or labor; and any [illegible] who gives or [illegible] ises such an agent, employe or servant [illegible] or bonus, shall be deemed guilty of [illegible] thereof shall be punished by a fine of [illegible] than [illegible] imprisonment in the state prison for a period of [illegible] one year, or by both such fine and [illegible] the discretion of the court.

A young man in Prosecuting Shepherd's office this morning explained why his bank account is so large.

This particular young man came to Detroit a few years ago with scarcely a dollar. His salary is $1,800 a year, and yet during that time he has deposited between 35,000 and 36,000, in the bank and his bank book disclosed it.

The man is foreman in the painting department of one of the large auto-

pany's materials used and continue to have them used.

Paid in the Bank.

It is a very easy matter for a foreman to report any paint as unsatisfactory and to manipulate the paint so as to produce unsatisfactory results if it comes to a show down.

A purchasing department with confidence in the company's foreman takes the foreman's word for the quality of materials, and seeking the best ma-

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for legislators or other public officials. Xaver with checks. After the recipi or an agent some one representing the company selling the material calls on the man who recommends the goods, the man who recommends the goods, meeting him privately in his home, or in a cafe found somewhere, passes him bills for his percentage.

The latest yesterday of two paint men, Charles Baumhecker, of the firm of Baumhecker, Co., and Robert Perbos Varnish Co., and Robert Brown, of the Acme White Lead & Color Works, charged with unlawfully paying money to employes of the [illegible] plants, is said to be but a start at the revelations to be brought out.

An agent of one of the varnish companies is said to have approached the night man for his new paint. The night man on receiving the offer of a commission immediately reported to his employer, and detectives were put on the trail of any against whom suspicion was directed, resulting in the arrests.

The law itself is a revelation to many manufacturers as well as lawyers, few having any idea that giving or taking a bonus or commission is a felony.

[illegible] sorts of purchases. [illegible] statement of a well-known lawyer, a grocer who gives a servant a commission for turning trade his way may be liable as well as persons connected with industrial plants.

Not long ago the owner of a boat in Detroit got notice that a plumber with whom he had done business unknowingly for years was going to sue him for [illegible] like [illegible] the work done.

[illegible] was several times that I [illegible] ron just as soon as [illegible] K the bill. [illegible] lumber, when [illegible] am going to sue."

"What do you mean?"

"I mean that that captain of yours will never O K the bill until I give him 10 per cent. I'll never give him the 10 per cent because I would have to add it to the bill."

The owner took the hint. Investigated, found that nearly everyone [illegible] furnished supplies for his boat, [illegible] whether ice, meat, groceries, oils or what not was giving the captain his 10 per cent.

The captain was discharged and the plumber bill settled without the 10 K.

James E. Spencer, who appears for Gludebaker corporation as the commanding witness in all of the four bribe cases, declares that Malcomb, who is alleged to have received bribes from the representatives of [illegible] Furnace company, may be arrested.

Malcomb was taken into custody last night by Detective Kunkel and cross-examined at the central station by Prosecutor Shepherd and Assistant Prosecutor Jaenecke. He was released afterwards and the officers have little to say concerning his detention.

Mr. Spencer, however, declares that three years ago Malcomb was without means and that since that time he has accumulated a bank roll of several thousand dollars and lived high.

Baumhecker and Brown were arraigned before Justice Stein this morning and released under bonds of $500 for each charge. William H. Metzger acted as surety for each. The hearing was set for March 24.

GIRL SAFE WHILE ALL POLICE JOIN SEARCD FOR HER

(Continued from Preceding Page.)

"bright as a dollar," but had a spirit which was too much for her to curb, she being somewhat of an invalid.

Thursday one week ago Friday, Martha was sent back to the Blackman home. They are a young couple and both work. But Martha was promptly shipped back to the Engel home, along with a note saying that she had been admonished to be a better girl and threatened with being sent to Coldwater, where her little sister, Alice, is.

She came to the Engel home about 7 o'clock and asked: Mrs. Engel, may I come in?" Mrs. Engel, who is kindhearted, said of course she could. The second trial found Martha lacking the gentleness that Mrs. Engel demanded and the woman asked the waif if she would not like to go to the House of the Good Shepherd.

Now, Martha has been there with Mrs. Engel to see about laundry. She had seen some girls "keeping house" and said: "Yes, yes."

Last Saturday morning she was sent to the sisters at the House of Good Shepherd, but they told her her case could not enter without an order from Judge Sinbery, of the juvenile

WHITE DIVORCED, BUT CAN'T MARRY FOR TWO YEARS

JUDGE CODD SCORES AUTOMOBILE MAN IN GIVING WOMAN DECREE.

"FILED BILL SOLELY TO GET RID OF WIFE," SAYS COURT.

"When He Got Good Position She Wasn't Good Enough for Him;" Will Appeal.

Lee M. White cannot marry for two years, Judge Codd signing the divorce decree carrying this inhibition this morning, holding that the suit begun by White against his wife, Florence L., was merely for getting rid of the woman who had helped him while poor, but "wasn't good enough for him when prosperity and automobiles came."

Judge Codd had given his opinion that the decree should go to Mrs. White on Feb. 7, and at the announcement, Mrs. White fainted in court. Two years is as long as such a prohibition could be made by the court, who expressed the opinion that he wished the law gave him the power to extend the time.

Mrs. White was not in court, but White was, with a big fur-collared overcoat and an expression of supreme [illegible] on his face. He also showed [illegible] and informed his attorney, Lewis Wolfe, that he would carry the matter to the supreme court.

"This is a case where a man was happy in his married life until he got a good position," said Judge Codd, after Allan F. Cox, who had represented Mrs. White, and Attorney Wolfe had presented the matter. "When he got a good position this wife, useful in the past, was not good enough for him.

Lack of Appreciation.

"His sole desire in filing this suit was to get rid of his wife, showing an utter lack of appreciation of the efforts she made for him in the humbler days. When an automobile came into his life, he wanted to put his wife into the discard.

"It is my duty to interpose. If I could keep him from remarrying longer, under the law, I would do so. I believe the testimony of the witness that told how she had helped him when he was poor."

"But the testimony showed she ran around in autos with other friends," interjected White's attorney.

"Yes, she did, and his allegation against her for that, under the statutes, could be construed as cruelty."



Mrs. White [illegible]

"How Winter Belle



Trees caressing the ground, of [illegible] smoothing the summer-time [illegible] beneath conquests by embracing close-[illegible] by avenues of white and byways all [illegible] but obliterated: Belle Isle a silvery [illegible] solitude. Over all the silence of winter, the silence that Amundsen encountered when he reached the spot, [illegible] where every direction was north, [illegible] broken only occasionally by a report [illegible] that told of a limb unable longer to [illegible] bear the weight of snow.

So chattering of squirrels, no [illegible] ing wolves the deer standing in little [illegible] grouze and watching the storm of the afternoon not even padding about [illegible] in the snow carpet. Only the polar [illegible]

cannon in the Cabanas are firing half hourly guns.

Wreck Toward to Sea.

While the burial service was going forward naval tugs were getting the hulk of the Maine under headway.

The naval cortege in addition to the Maine and its convoy of United States ships, consisted of Cuban warships, revenue cutters and launches, all dressed with flags at half mast. The procession was three miles long and moved with majestic slowness.

When the burial spot was reached the convoying ships formed a hollow square with the Maine in the center. Gen. Bixby and Major H. H. Ferguson boarded the hulk and threw open the seacocks of her bulkheads. In order to make sinking certain their lighted fuses attached to the two heavy charges of dynamite in the Maine slowly sank from view the [illegible] noon on the surrounding waters bowed forth in a deafening salute and taps was sounded.

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3-27-12

THE DETROIT JOURNAL

MANAGER TOOK PUNCH BOWL FROM AGENT

TELLS IN BRIBE TRIAL OF COSTLY GIFTS SALESMEN GAVE.

ALLOWED BY E-M-F HEAD

SUPERINTENDENTS PERMITTED TO ACCEPT SMALL GIFTS, BUT [illegible] WAS BARRED.

[illegible] uities, dinners [illegible]

Forbes varnish. Fritzen apparently accepted the offer, and on a later occasion got $30 from Baumhaeckel as his share of a sale of 300 barrels of varnish at $3 a barrel. Fritzen took the money and marked it, and it was now produced in court; four $20 bills and one bill of $10. On his visits to [illegible] Fritzen testif[illegible] the shades. On one occasion Baumhaeckel also told Fritzen, according to his testimony, that one man, Smith, in plant No. 2 of the Studebaker corporation, was on Baumhaeckel's payroll, and had been looked after for over a year.

A. H. Smith, the works manager, testified that the Forbes varnishes had been used by the firm a long time before Baumhaeckel's alleged deal with Fritzen, and that he himself and not Fritzen made the purchases. Fritzen did not even recommend or suggest a particular brand of varnish.

This case, too, went over until Friday.

PLANS LAW TO

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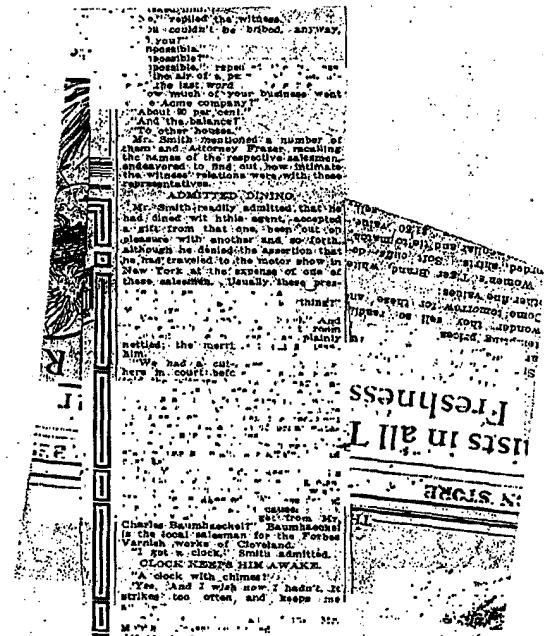

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3-27-12

DETROIT NEWS

A Reasonable Plea For the Stomach

If Your Stomach Is Lacking in Digestive Power, Why Not Help the Stomach Do Its Work?

Hopefully When It Costs Nothing to Try.

Not with drugs, but with a reinforcement of digestive agents, such as are naturally at work in the stomach? Scientific analysis shows that digestion requires pepsin, nitrogenous ferments, and the secretion of hydrochloric acid. When your food fails to digest, it is proof positive that some of these agents are lacking in your digestive apparatus.

Stuart's Dyspepsia Tablets contain nothing but these natural elements necessary to digestion and when placed at work in the weak stomach and small intestines, supply what these organs need. They stimulate the gastric glands and gradually bring the digestive organs back to their normal condition.

Stuart's Dyspepsia Tablets have been subjected to critical chemical tests at home and abroad and are found to contain nothing but natural digestives.

Chemical Laboratory. Telegraphic address: "Difficile." London. Telephone No. 1268 Central. 24 Cullum St., Fenchurch St., E. C.

London, 9th Aug., 1905.

I have analysed most carefully a box of Stuart's Dyspepsia Tablets (which I bought myself at a city chemist's shop for the purpose), manufactured by the F. A. Stuart Co., 59 Clerkenwell Road, London, E. C., and have to report that I cannot find any trace of vegetable or mineral poisons. Knowing the ingredients of the tablets, I am of opinion that they are admirably adaptable for the purpose for which they are intended.

(Signed)

John B. Brooks, F. I. C., F. C. S.

There is no secret in the preparation of Stuart's Dyspepsia Tablets. Their composition is commonly known among physicians as is shown by the recommendations of 40,000 licensed physicians in the United States and Canada. They are the most popular of all remedies for indigestion, dyspepsia, water brash, insomnia, loss of appetite, melancholia, constipation, dysentery and kindred diseases originating from improper dissolution and assimilation of foods, because they are thoroughly reliable and harmless to man or child.

Stuart's Dyspepsia Tablets are at once a safe and powerful remedy, one grain of the active principle in these tablets being strong enough (by test) to digest 3,000 grains of steak, eggs and other foods. Stuart's Dyspepsia Tablets will digest your food for you when your stomach can't.

Ask your druggist for a fifty cent box, or send to us direct for a free trial sample package and you will be surprised at the result. F. A. Stuart Co., 150 Stuart Bldg., Marshall, Mich.

HOW THIN PEOPLE MAY PUT ON FLESH

Great Discovery by Eminent Specialist.

Judging from the countless preparations and treatments which are continually being advertised for the purpose of making thin people healthy and plump, and [illegible] thousands [illegible] Keenly feel [illegible] it is therefore a real pleasure to publish herewith a simple prescription which, by correcting faulty metabolism and stimulating the activity of certain sluggish vital organs, quickly produces a marvelous transformation in the appearance, the increase in weight frequently averaging from 4 to 5 pounds the first week, and very rarely less than 2. This increase in weight also carried with it a real improvement in the health. Catarrh, dyspepsia and nervousness, which nearly always accompanies excessive thinness, all gradually disappear; dull eyes become bright and pale cheeks glow with a bloom of perfect health.

The prescription, which contains no dangerous drugs and is absolutely harmless, calls for 2 oz. Tincture Cardomona Compound, 2 oz. Fluid of Saltonyx, 2 oz. Elixir of Calisaya and enough water to fill an 8-oz. bottle, and can easily be prepared by any druggist. One or two tablespoonfuls should be taken about 30 minutes before each meal. Eat all you want, but chew your food thoroughly.

Inquiry develops the fact that this prescription is frequently filled at the Central Drug Co. in this city, and by other prominent central city druggists, and we are led by these statements to add the following:

CAUTION: Although the above prescription is unequaled for relieving nervousness, indigestion and catarrhal troubles, it should not, owing to its remarkable flesh growing properties, be used by anyone who does not desire to put on flesh.—Advertisement.

No More Constipation —WHEE!

It's Ma for Olive Tablets

That is the joyful cry of thousands since Dr. Edwards produced Olive Tablets, the substitute for calomel.

Dr. Edwards, a practicing physician for 17 years and Calomel's old-time enemy, discovered the formula for [illegible]

GIFTS ARE NOT BRIBES, SWEARS E-M-F WITNESS

A. E. SMITH TELLS OF RECEIVING PUNCH BOWL FOR CHRISTMAS.

FACTORY MANAGER ON STAND IN THE FRED FRITZEN CASE.

Defendant Tells How Salesman Chas. Baumheckel Slipped $50 Into His Hand.

Presents given to employes, and glass punch bowls, boxes of cigars, etc., all figured in the case of Robert Brown, of the Acme White Lead & Color Works, charged with giving a bribe to Fred Fritzen, a superintendent employed by the E-M-F company, in police court yesterday afternoon. Attorney Fraser, appearing for the defense, argued that, while he did not charge there was any act of bribery, it was no worse to take a $70 punch bowl than $70 in money. He asked for a dismissal of the case on the ground that no corrupt intent was shown by the prosecution. The motion was heard and the case marked submitted. The court will dispose of it Friday.

There were four cases to be heard yesterday, but the one against Brown alone was finished, owing to the lengthy and searching cross-examination of Attorney Fraser, who introduced no witnesses of his own, relying on what he could extract from the men who appeared for the prosecution. The case against Charles Baumheckel, a salesman employed by the Forbes Varnish Co., of Cleveland, Ohio, held on a similar charge, was begun, but was not concluded and it and the other two cases, which involve Brown and Baumheckel, will be taken up Friday.

A. E. Smith, works manager of E-M-F plants No. 2, No. 1 and No. 3, for the last two years, testified that Fritzen wrote copies of requisitions and sent them to him, he, as manager, making out the requisitions and procuring the goods.

On cross-examination, Mr. Smith said he did not always dictate what materials should be used, but did in the case of the Acme, buying about 30 per cent of the paints used from that concern.

Brown Gave Him Nothing.

"Did Mr. Brown have to give you anything to get his material in?" he was asked.

"No, sir."

"Never bribed you?"

"No, sir, couldn't."

"No?"

"No, sir."

"Ever make you a gift?"

"Yes, a punch bowl at Christmas."

"You don't call that a bribe?"

"No, sir, our employes are allowed to take presents at holidays."

"How many glasses?"

"I don't know; it was returned."

"You took it back?"

"My wife did. She didn't want it. She exchanged it for something she wanted. I don't know what she got."

"The foremen are allowed to take little remembrances, a box of cigars or something like that. I got authority——" he said.

"Who gave you authority?"

There was an objection to this question on the part of the prosecution, but Mr. Fraser insisted, saying that he proposed to show all the facts. The court ruled with him, saying that the revelations would undoubtedly be news to many manufacturers, especially to those not familiar with the statute governing the giving of gifts to employes to influence trade.

Smith Peppery Witness.

Mr. Smith then changed his answer—he was a peppery witness and showed a disposition to enquire whether the court ruled he should or should not—and said he didn't mean he had been given authority to allow the men to receive gifts, but had told the general manager that they were receiving them and no remonstrance had been made.

C. H. Booth Not Questioned.

Mr. Fraser then asked C. H. Booth, manager, to take the stand, but concluded not to question him when he stepped forward.

Assistant Prosecutor Verheis, handling the case, asked that Brown be held to the recorder's court for trial, but Mr. Fraser objected, saying there was no testimony that a commission had been paid Fritzen to recommend the purchase and use of the Acme products.

"He never said Brown asked him to recommend his goods," said Fraser, "there was nothing wrong in a man getting the good will of Smith

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HOW THIN PEOPLE MAY PUT ON FLESH

Great Discovery by Eminent Specialist.

Judging from the countless preparations and treatments which are continually being advertised for the purpose of making thin people healthy, developing the arms, neck and bust and replacing ugly hollows and angles by the soft curved lines of health and beauty, there are evidently thousands of men and women who keenly feel their excessive thinness and it therefore gives us real pleasure to publish herewith a simple prescription which, by correcting faulty metabolism and stimulating the activity of certain sluggish vital organs, quickly produces a marvelous transformation in the appearance; the increase in weight frequently averaging from 5 to 15 pounds the first week and very rarely less than 5. This increase in weight also carries with it a general improvement in the health. Catarrh, dyspepsia and nervousness, which nearly always accompanies excessive thinness, will gradually disappear, dull eyes become bright and pale cheeks glow with a bloom of perfect health.

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(CAUTION: Although the above prescription is unequaled for relieving nervousness, indigestion and constipation, it should not, owing to its remarkable flesh growing properties, be used by anyone who does not desire to put on flesh.)

Advertisement.

No More Constipation —WHEE!

It's Me for Olive Tablets

That is the joyful cry of thousands since Dr. Edwards produced Olive Tablets, the substitute for calomel.

Dr. Edwards, a practicing physician for 17 years and Calomel's old-time enemy, discovered the formula for Olive Tablets while treating patients for chronic constipation and torpid livers.

Dr. Edwards' Olive Tablets do not contain calomel, but a healing, soothing laxative.

No griping is the "keynote" of these little sugar-coated tablets.

They cause the bowels and liver to act normal. They never force them to unnatural action.

It is easy to compel bowel and liver activity for a time with calomel, and nasty, sickening, griping castor oil, but the after effects are dangerous, and the real cause of the trouble is often not even touched.

Dr. Edwards' Olive Tablets are so easy to take that children do not regard them as "medicine" at all.

If you have a "dark brown mouth" now and then—a bad breath—a dull, tired feeling—sick headache—torpid liver and constipated, you'll find quick, safe and only pleasant results from one or two little Olive Tablets at bedtime. They're perfectly harmless.

Thousands take one every night just to keep right. Try them.

10c and 30c per box.

The Olive Tablet Company, of Columbus, O.

ORRINE

CURES DRINK HABIT

As uniformly successful has ORRINE been in restoring the victims of the "Drink Habit" into sober and useful citizens, and so strong is our confidence in its curative powers that we want to emphasize the fact that ORRINE is sold under this positive guarantee. If after a trial you are not benefited, your money will be refunded. ORRINE costs only $1.00 per box. Ask for Free Booklet.

Central Drug Co., 213 and 20 Woodward ave., 19 Grand River ave.

Fritzen [illegible] and [illegible] ger, making out the requisitions and procuring the goods.

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"He never said Brown asked him to recommend his goods," said Fraser, "there was nothing wrong in a man getting the good will of Smith by giving him a punch bowl. I don't deem as bribes such gifts as [illegible] supplying [illegible] a year."

There was testimony that complaint had been made that [illegible] goods were doctored. Therefore, a man may not only have to be on good terms with Smith, a manager, but with a superintendent as well.

I don't see anything improper in Brown giving Fritzen a commission and telling him not to let things go wrong. I don't think anyone can say he corruptly promised a reward to induce him to advocate his goods."

Implicates Baumbackel.

Fritzen was also the man who received the money, according to his testimony, in the pause against Baumbackel. He said the salesman came to his home at 20 Figuette avenue about 8 o'clock on the night of Feb. 12. Baumbackel he said, told him he had wanted to see him for a long time.

The next time he saw him it was March 13, the witness fixing the date by the superstition connected with the number. He came to the house again and was taken to the den.

Money Passed in Hand Clasp.

While Fritzen closed the folding doors, he pulled down the shades and seated himself before Fritzen could reach across the table to shake hands. When Fritzen pulled his hand back he found a roll of bills had been left behind.

"I didn't count it then, but we sat and talked and I asked him if he would have a bottle of beer," said the witness. "He said no, but we smoked cigarettes, and becoming anxious to know how much I got, I excused myself, saying I was going out to get me a bottle of beer. Out of the den, I counted the roll and found $60.

Commission for Mona.

"I made a record of the serial numbers of the bills. I asked him what the money was for and he said on the business of the last month—10 per cent on 300 gallons of varnish at $5 a gallon. He told me he would try and get me something for the [illegible] brought. I told Mr. A. E. [illegible] this the same evening, and day we went to Mr. Booth's office.

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GME OFFICIALS ARE CITED IN BRIBE INQUIRY

DAVIES AND WOODWARD TO APPEAR BEFORE GRAND JURY

ASK FOR COMPANY'S BOOKS

QUESTION OF 'ENTERTAINMENT' FUND TO BE SETTLED BY PROSECUTOR.

Wm. L. Davies and A. M. Woodward, president and secretary of the Acme White Lead & Color Works, have been subpoenaed to appear before the grand jury investigating Justice Stein, tomorrow afternoon. The testimony sought to be elicited from them by Prosecutor Shepherd will be the opening wedge for what the prosecutor considers a housecleaning in the commercial world. The books of the company will be produced and the account, be it called "expense" account or "entertainment fund" subjected to a close scrutiny. When the matter of the grand jury investigation came up for discussion in the police court yesterday afternoon, Attorney Allan B. Fraser attempted to belittle it as a "fishing expedition."

However, Prosecutor Shepherd only smiled at the insinuation. He has well-mapped out plans and is acting on definite information. In this connection it is interesting that a great deal of knowledge of the graft existing in the paint, color and varnish trade is supplied the prosecutor by competitors of the Acme White Lead & Color Works, and especially by the representatives of one firm.

REPRESENTATIVE ACTIVE.

Throughout the hearing of Bob Brown and Charles Baumhaeckel, paint and varnish salesmen, an elderly representative of that firm made himself conspicuous in the court room. He would address everybody familiarly by their first name and talk to them as though he had known the person addressed for a long time, although he was a perfect stranger to him. And he has been very busy handing out inside information on the tricks of the trade. By clever exploitation of this business jealousy and trade rivalry Prosecutor Shepherd expects to expose to [illegible] private business that is as rotten as ever anything has been in public business. Indications are, too, that the investigation will not be confined to the Acme White Lead & Color works alone, but bring within its scope other large local concerns.

Thus have the cases against Brown and Baumhaeckel assumed greater proportions than was first thought of.

Brown represents in this city the Acme White Lead & Color Works; Baumhaeckel is the city salesman for the Forbes Varnish Co. of Cleveland. Both men, who seem to have a working agreement among themselves, are likable young men and enjoy great popularity with the big men in the local motor car industry. Wherever they have done business they have distributed presents with princely generosity and, not always with felonious intent. There is many a magnificent dining room clock with chimes, such as the "incorruptible" works manager of the E.-M.-F. plants, A. R. Smith, got, in the palatial homes of more than one general or assistant general manager of this or that concern that uses paint or varnishes. Sumptuous dinners and suppers were of frequent occurrence and in the art of royal entertaining Brown and Baumhaeckel had no peers.

JUST GOOD FELLOWSHIP.

To claim that they did all this as a matter of bribery would be far fetched and an injustice. The spirit of their action was that of good fellowship, to ingratiate themselves with the powers with whom they were doing business, to fasten their hold upon trade that they had already obtained.

But it is in their dealings with the little managers, such as A. E. Smith, the third-rate powers, the superintendents, that their generosity gets another aspect and which brought them into court.

In the Studebaker corporation, where graft has been especially rampant, there were a number of smaller bosses who wanted money. Thus Charles Holcomb, superintendent of the paint shop in plant 3; Bob Smith, another little boss, was on the payroll of Brown and Baumhaeckel. Holcomb admitted that in 18 months he drew $1,400 on that side. The chances are the amount was twice that admitted. Propositions to place him on the pay roll were made to Fred Fritzen, superintendent of plant 1, by Brown and Baumhaeckel. But Fritzen was "loyal to A. R. Smith," who was general purchasing agent, and a trap was set for the city salesmen, who, unsuspectingly took the bait with neatness and dispatch. Now both find themselves charged with bribery; bribery of Holcomb and Fritzen. From these cases have developed the disclosures which called forth the grand jury investigation which will begin tomorrow afternoon.

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CITY GOVERNMENT BY COMMISSION

Discussed by the League of American Municipalities.

GOVERNMENT BY THE PUBLIC

The Goal of American Democracy, Declares W. H. Allen, of New York City, and Not Government by a Few or Many Officers.

Norfolk, Va., September 19.—Today's sessions of the eleventh annual convention of the American League of Municipalities were devoted almost exclusively to the discussion of municipal government by the commission versus mayor and council."

An address was made by Rear Admiral Francis E. Chadwick, United States navy, of Newport, R. I., who took a decided stand against municipal government by commission.

James M. Head, of Boston, Mass., formerly mayor of Nashville, Tenn., heartily approved of the new Des Moines, Iowa, charter for commission government.

Some Facts About Commission.

William H. Allen, secretary of the Bureau of Municipal Research, New York city, declared that the cities of the United States owe a debt of gratitude to Galveston and Des Moines for having caused the country to consider seriously the defects of existing city charters. But *it should not be forgotten that the advocates* of government by commission have heretofore failed to recognize three fundamental facts:

1. Misgovernment in a democracy is due primarily to ignorance on the part of the general public as to official acts and community needs.

2. Misgovernment by commission is possible because the commission plan of itself does not insure intelligence on the part of the general public as to government results and community needs.

3. Hundreds of communities in the United States, including New York city, are now being misgoverned by commissions.

The goal of American democracy should be government by the public and not by a few or many officers. Government by the public is impossible and always will be impossible wherever government is uninformed or misinformed. Unless the commission plan provides for an intelligent electorate, it will misgovern. An uninformed electorate gives autocracy, socialism, corruption, Equal rights can extend no further than equal intelligence. Special privilege always has existed and always will exist, wherever intelligence in the control of government is monopolized by the few. No matter how intelligent a com-

WANT GEN. WHEELER'S RANK IN CONFEDERATE ARMY ON HIS MONUMENT AT ARLINGTON

Decatur, Ala., September 19.—(Special.)—Alabama congressmen will be requested by friends of the late General Joe Wheeler and by friends of the Wheeler family to prevail upon the United States congress to allow the confederate rank of General Wheeler to be engraven upon his monument at his grave in Arlington national cemetery at Washington, D. C.

The monument to General Wheeler's grave in Arlington has just been completed. It was erected to his memory by his daughter. On one side of the monument are two blank lines, where it was the wish of the general's daughters that his confederate rank should be carved, but the war department objected, hence the two blank lines. This objection on the part of the war department at Washington was not only a sad disappointment to the son and daughters of General Wheeler, but it was a disappointment and surprise as well to the many friends of the late noted general in this section of Alabama, the section where General Wheeler spent the better portion of his life.

At the time of General Wheeler's death it was the desire of his daughters to see him laid away in the family burying grounds at Wheeler station, nineteen miles west of Decatur on the Southern railroad, but the war department insisted that he should be buried at Arlington because he was a general in the United States army.

It was the eighth Alabama district, the district in which Decatur is located, that General Wheeler represented so ably in the halls of the United States congress for twenty long years and the people here feel that congress should grant this one simple request of the Misses Wheeler and allow the general's confederate rank to be carved on his marble monument. There is nothing in the national laws or the rules of the war department to prohibit this inscription being carved on his monument and the people of this district are at a loss to know why the request was refused.

FATHER AND PRODIGAL SON ARE RECONCILED IN COURT

New York, September 19.—Father and son, the former a wealthy physician, the latter a prisoner in the night court on a charge of burglary, have been reconciled as the result of the young man's examination by Magistrate Breen. The father is Dr. Charles A. Whitney, a member of the Sons of the Revolution, the St. Nicholas Society and other organizations. The son, who *has lost a leg* and has been away from home for a year, owing to differences with his parents, is Lloyd Whitney, 22 years old. Magistrate Breen, who obtained the young man's story, remanded him to the prison connected with the court, and thither the father drove early this morning to obtain the son's release. When Dr. Whitney informed the magistrate that he was willing to take his son home, Magistrate Breen signed the discharge papers. Then father and son met. They were closeted for nearly an hour and when they opened the door they and when they opened the door they were arm in arm. Father and son left the court room, got into a cab and went home together.

FROM PUYALLUP TO GOTHAM IN A "PRAIRIE SCHOONER"

New York, September 19.—A team of oxen drawing a "prairie schooner," the driver of which was a rugged-looking old man who wore typical garb, including a sombrero, attracted great crowds on Broadway. The vehicle and the driver were not only in striking contrast with the jam of automobiles and carriages on the "Great White Way," but they were a decided novelty in New York. The driver was Ezra Meeker, a pioneer of the Oregon trail, who had returned over the trail he followed to the west half a century ago. All along Riverside drive, from Grant's tomb to Seventy-second street, Meeker was followed by an interested and curious throng. When Broadway was reached the crowd was so dense that the ox*en*, which the hale old man afterwards described as Dave and Dandy, had a hard time to make any headway. Meeker's trip ended at last at the *Battery*. He had come all the way from Puyallup, Wash., to New York in 426 days. Meeker's object in making his unique journey is to persuade the government to build a national highway from east to west.

BIG BOND ISSUE

BEFORE BOARD

GREEN CONSULS

ARE UNDER BAN

CEMENT FILLED WATER MAINS

Serious Charge Against An Augusta Plumbing Contractor.

HE IS NOW LODGED IN JAIL

But for Discovery of Contractor's Alleged Machinations It Is Said the Government Would Have Lost Twenty-five Thousand Dollars.

Macon, Ga., September 19.—(Special.)—W. O. Berry, an Augusta plumbing contractor, was taken into custody this afternoon on a charge of [illegible] works of the new post-office building and is now lodged in the county jail. The result of a cleverly worked investigation that led to his being accused of loading the pipes in the big heating plant with cement so as to prevent the operation when the new building is completed under inspection.

The authorities found eight mains uncapped and filled with cement so that it would have been impossible to operate. It was charged that the man had become enraged when he failed to get the control for running the steamheating plant and sought revenge.

He was charged in placing the water connections at the time the charge was brought against him. It was said on the ground that Berry waited until the apparatus had been placed and capped and then did his work. But for the discovery at the early time the government would have lost $25,000 in ripping out the pipes after the building was completed. He will have a hearing before Commissioner Erwin tomorrow. Authorities refused to give out any statement regarding the prisoner.

MONEY FOR LOT AND MILITARY

Aldermanic Board Concurs on Two Important Papers From Council.

Acme Quality Paints

The Best Paints in the World

We Are Atlanta Agents For Them

Acme Quality Paints are the highest quality paints made anywhere in the world.

And the line embraces paints, stains, varnishes and finishes for everything that has an exterior or interior finish of any kind.

With this complete line at its command and Jacobs' Pharmacy is better prepared to serve the paint wants of the man who has a back porch or a contractor with a fourteen story building to finish, than any other paint store in the whole south.

Behind the paint department stand the same indisputable sound principles of buying and selling, that are dominant in all the Jacobs' business.

BUYING ONLY THE VERY BEST
IN THE LARGEST QUANTITIES
GETTING THEREBY THE LOWEST PRICES
GETTING THE MOST EXTENSIVE STOCK
DOING THE GREATEST VOLUMN OF BUSINESS.
SELLING A BETTER ARTICLE FOR LESS MONEY THAN SMALLER DEALERS.

Mr. A. R. Driscoll, in charge of our Paint Department, is a practical paint man with years of experience in Pittsburg and in Atlanta.

He is here not only to sell paints but to advise, suggest, help you select colors and to figure prices for you.

Big Contracts

With this line of Acme Quality Paints coming to us in car lots we are in position to figure upon the largest painting contracts.

Paint for everything—everywhere.









NEW ERA PAINTS, ACME QUALITY.

Made from pure white lead, zinc oxide and the best paint pigments obtainable. Tinted with the finest colors, ground to the last degree of fineness in pure, refined linseed oil, to which is added turpentine and turpentine dryer. *Regular colors.*

5 Gallon Cans.. .. .. $1.55
1 Gallon Cans.. .. .. $1.60
1-2 Gallon Cans.. .. .. 85¢

ACME QUALITY BARN AND ROOF PAINT.

For painting barns, roofs, sheds and outbuildings, fences, mills, factories—wherever an economical paint is needed, but one that will stand great exposure.

5 Gallon Cans.. .. .. 80¢
1 Gallon Cans.. .. .. 85¢

MICHIGAN SEAL WHITE LEAD (ACME QUALITY).

In large packages. An exceptionally fine white lead, ground with extra care in refined linseed oil.

7 1-4¢ *Per Pound.*

ACME QUALITY VARNISH.

Acme Quality Varnishes are carefully made from gums of known value, selected by experts who know how. All are carefully tested before leaving the manufacturer's laboratory.

They embrace varnishes of every sort for everything that varnish is put upon.

ACME QUALITY PAINT AND VARNISH REMOVER.

Removes .. .. ish or shellac .. .. allure, window .. .. clean and ready for refinishing.

1 Gallon $2.50
1-2 Gallon Cans.. .. .. $1.25

ACME QUALITY CRACK AND CREVICE FILLER.

For filling cracks and crevices in old or new hard or soft wood floors. Makes floors smooth for painting or varnishing.

1 Pound Cans.. .. .. 20¢

FLOOR WAX.

For producing a hard, even finish upon floors, furniture or woodwork. A brilliant finish not easily marred or scratched.

Colonial (Acme Quality), per lb.. .. .. 40¢
Johnson's, per lb.. .. .. 40¢
Butcher's per lb.. .. .. 50¢

ACME QUALITY KALSOMINE.

Prepared especially for the interior decoration of public buildings, theaters, schoolhouses, churches and private residences. Mixed with hot or cold water. An unexcelled product; all colors.

5 Pound Packages.. .. .. 35¢

NEAL'S ENAMELS (ACME QUALITY).

For finishing or refinishing furniture of every description, woodwork, etc., metal surfaces, earthenware with a genuine enamel finish.

Pints.. .. .. 50¢
1-2 Pints.. .. .. 30¢
1-4 Pints.. .. .. 18¢

ACME QUALITY INTERIOR ENAMEL.

.. wall and .. better for steel ceilings.. .. ..

Commissions and Graft

...is our belief that an efficient and economical city government could be accomplished more with a small commission than with a large, unwieldy commission. The commission idea will prove helplessly inefficient unless all cities adopting it add to their program, as has Des Moines, a system of accounting and recording and publishing the facts of governmental that will enable the general public to decide upon the efficiency of the commission and to choose between politics that it may propose.

In the absence of Commissioner West, of the District of Columbia, his ardently favoring commission government, was presented to the convention by the secretary.

Addresses were also made by Mayors W. D. Harris, Fort Worth, Tex., and Emerson Coatsworth, of Toronto, Canada, who advocated government by commission; Mayor R. G. Rhett, of Charleston, who opposed it; John R. Davies, chairman of the finance committee, board of aldermen, New York, and Hugo B. Grosse, city statistician, Chicago.

National Prison Congress.

Chicago, September 19.—Preventive and reformatory work in prisons and prison discipline were comprised in the program for the closing session of the national prison congress today. The speakers were John L. Whitman, of Chicago; R. W. McClaughrey, of Leavenworth, Kas.; Rev. F. E. Lyons, of Chicago, and Rev. H. H. Hartley, of the National Children's Home Society.

Saved by Good Food

Read a Doctor's words about

Grape-Nuts

"A short time ago I was called to a patient who had been given up by his physician.

His stomach would not bear food, and consequently he got no nourishment and was slowly dying from exhaustion.

He was reduced to skin and bones. I immediately put him on Grape-Nuts food and Postum Food Coffee. He could keep both articles on his stomach and neither caused him any pain. He has been using both the food and the cereal coffee and has gained rapidly.

The reason a delicate stomach can take Grape-Nuts food is that it is predigested by natural means during its preparation, and even a small baby can handle it as it makes no heavy work by the stomach and digestive apparatus; on the contrary, being predigested, it is quickly assimilated into blood and tissue.

Grape-Nuts, as well as Postum Food Coffee, contains elements selected from the grains of the field that are of great importance to the human body in nour-

BIG BOND ISSUE BEFORE BOARD

Atlanta Telephone Asks Permission to Make $2,000,000 Loan.

The Atlanta Telephone and Telegraph Company, of which Jerome Giddings is president, has with the railroad commission of Georgia a petition to be allowed to issue a $2,000,000 bond issue.

The commission on yesterday acknowledged the petition and set Thursday, September 26, as the date on which the petitioners should be heard as to why, or why not, this petition should be granted.

This is the first petition for a bond issue yet filed with the company and any action taken upon this matter will set a precedent for future and similar petitions.

Under the recently enacted Candler-Overstreet laws, enlarging the powers of the railroad commission, jurisdiction over all public utility corporation bond issues was granted and the commission has the right and power to grant or deny these petitions. The law very carefully states for what specific purposes, only, can a bond issue be made.

The petitioners ask that a bond issue of $2,000,000 be granted, but that for the present only $1,000,000 is contemplated. It is stated that a part of this amount will be used as a refunding issue to cover the $650,000 mortgage bond issue, of which $435,000 are outstanding, and the remainder in the treasury of the corporation. With the other money it is proposed to build up, construct, enlarge and maintain this public system of telephoning, both local and long distance.

The action of the commission on this first bond petition will be watched with interest.

MUST CONNECT ON EDGEWOOD

Ordinance Passed About Street to be Paved With Wood Blocks.

The city council held a called meeting yesterday afternoon to act upon an ordinance in connection with the paving of Edgewood avenue with wood-block from Peachtree street to the Boulevard.

Councilman Pomeroy introduced an ordinance, which instructed the superintendent of public works to notify the owners of property on Edgewood avenue between Peachtree street and the [illegible] and water mains and sewers within ten days. The ordinance further declared that the wood-block pavement after being laid shall not be disturbed for five years. The street car company will be notified under a section of the ordinance to make all repairs to its tracks and to place the same on a proper grade before the paving is done.

The ordinance was put upon a second reading and passed by a unanimous vote.

GREEN CONSULS ARE UNDER BAN

No More Will be Sent Abroad By the United States.

Washington, September 19.—No more green consuls are to be sent abroad to represent America, if the plans of the state department which have just been put in practice, realize expectations. Ever since the establishment of the consular service it has been customary to allow a newly appointed consul thirty days with pay before leaving for his post. A room in the department has been equipped as a complete working American consulate suitable to transact the business of an American consul in any part of the world. Outlines of the civilized.

Appointees are no longer permitted to spend that thirty-day period in their own way, but are required to report every day at the state department for duty and, to spend a certain number of hours in this model consular office, receiving instructions and acquainting themselves with every practical detail of a consul's daily work. The best of instruction is provided.

J. G. DODD SUES FOR $20,000

He Lost an Eye as the Result of a Lubricator Gauge Breaking.

The bursting of a lubricator gauge, which is claimed to have caused the loss of one eye, and seriously impaired the other, of J. G. Wood, a hostler of the Southern railway, caused a suit to be entered against the company yesterday morning to recover $20,000 damages. Dodd alleges that while working on an engine belonging to the Southern railway, the lubricator gauge either exploded or bursted, the hot oil spurting into both of his eyes, putting one out and impairing the other so that sight is defective. The plaintiff is represented by Attorneys Berzer, Smith & Hastings.

S. A. L. PUTS ON FAIR RATE

Carroll and Morgan Counties Will Make Big Exhibits at the Fair.

The Seaboard Air Line railroad, through its general passenger agent, C. B. Ryan, has notified Secretary Frank Weldon, of the Georgia State Fair Association, that his road will put in the usual state fair rates.

This means that from all points in Georgia and those cities in Alabama, Florida and South Carolina which enjoyed a rate of a cent and a half a mile, each way, last year can get the same rates this year. Low rates will be on by all the railroads. The state road and the Atlanta and West Point, while not reducing their fares are offering tickets during the fair, as at all times, for two-cents a mile each way.

Secretary Weldon yesterday received a notice that Carroll county would make an exhibit at the fair, as would the Morgan County Farmers' Union.

Press Humorists Name Houston.

Los Angeles, Cal., September 19.—The American Association of Press Humorists who have been holding their annual conven-

VIADUCT OPEN ON WASHINGTON

New Bridge Across Town Now Open For Traffic.

The Washington street viaduct will be formally thrown open to the public today. It was opened two weeks ago to pedestrians, and has been used by the public of the Boys' and Girl's High schools. From today vehicles will be allowed to use the bridge. It will be several days before all the finishing touches are put on.

The viaduct was begun about eighteen months ago. It cost about $120,000, and was built by Grant Wilkins, of Atlanta, who put up the south span, and the Oliver Company, of Knoxville, which built the north span.

It begins on the south side at the foot of Washington street, opposite St. Philip's episcopal church, and ends at the corner of Courtland and Gilmer streets on the north side, directly opposite the Boy's High school.

It will give direct connection across the city with the two high schools and with the auditorium-armory.

SUNDAY SCHOOL "AT HOME"

Grace Methodist Church Will Be the Scene of a Rally Tonight.

The Sunday school of Grace Methodist church will be "at home" to the members and friends of the church and school at 4:46 o'clock this evening.

There will be a musical and literary program and short talks by Dr. S. R. Belk, Hon. James L. Mayson, Major R. Preston and the pastor, Rev. C. C. Jarrell. These exercises will be followed by refreshments and a general social rally around the church family fireside.

This school has had splendid growth in the last year, and now has an attendance of nearly 500. The three superintendents are faithful and efficient, and credit is due the growth of the work. They are W. A. Albright, of the Grieson Grocery Company; William D. Thomson, of the law firm of Candler, Thomson & Hirsch, and Mrs. W. A. Albright.

The church is at the corner of the Boulevard and Highland avenue.

GREAT LYCEUM COURSE.

For painting and varnishing all close grained woods such as pine, poplar, birch, whitewood, cherry etc.

1 Gallon Cans..... $1.20
1-2 Gallon Cans..... 65¢

NEAL'S CARRIAGE PAINTS (ACME QUALITY).

For repainting carriages, buggies, carts, bicycles, flower stands, boats, iron fences, lawn and porch furniture.

Quarts..... 60¢
Pints..... 35¢

NEAL'S CARRIAGE TOP DRESSING (ACME QUALITY).

For renewing the finish of leather and rubber tops, dashboards, satchels and leather goods of all description.

1-2 Pints..... 25¢

ACME QUALITY VARNOTILE.

A varnish for floors, steps and similar surfaces. After testing all the high-grade floor varnishes, we have no hesitancy in saying that Acme Quality Varnotile is the most perfect finish.

1 Gallon Cans..... $2.25
1-2 Gallon Cans..... $1.25
Quarts..... 75¢

ACME QUALITY VARNO-LAC.

For finishing old or new pine or hardwood floors, furniture and interior wood work to perfect imitation of expensive woods. Highest grade made.

1 Gallon Cans..... $2.25
1-2 Gallon Cans..... $1.15
Quarts..... 60¢
Pints..... 35¢
1-2 Pints..... 20¢

GRANITE FLOOR PAINT (ACME QUALITY).

For interior floors, steps and all similar surfaces. Especially prepared for use where quick drying and durability are essential. It brightens up the kitchen floor, makes work easy and wears like iron.

1 Gallon Cans..... $1.35
1-2 Gallon Cans..... 70¢

For steel ceilings.
1 Gallon Cans..... $1.75
1-2 Gallon Cans..... 85¢

For producing a hard, durable, sanitary finish for bath, foot tubs, sinks or any surface subject to moisture, hot or cold water.

Pints..... 50¢
1-2 Pints..... 30¢
1-4 Pints..... 20¢

ACME QUALITY PORCH FURNITURE ENAMEL.

For finishing porch chairs, settees, lawn swings, flower stands, iron railings, etc.

Imparts a tough, durable, handsome, lustrous finish that prevents rust and decay.

Quarts..... 75¢
Pints..... 45¢
1-2 Pints..... 25¢

ACME QUALITY ALUMINUM ENAMEL.

For radiators, registers, steam pipes, gas ranges, automobiles engines, signs, letter boxes, etc.

1-2 Pints..... 18¢

ACME QUALITY IRON ENAMEL.

A brilliant jet black for enameling or renewing the finish of stove pipes heating drums, etc. Brush included.

1-2 Pints..... 15¢

ACME QUALITY HOUSEHOLD PAINTS.

Acme Quality Household Paints are made especially for "touchingup" the hundred and one things about the house.

1-2 Pints..... 12¢

ACME QUALITY CAR AND COACH COLORS.

Quick Drying Paints for cars and coaches.

MASTER PAINTER'S COLORS.

ACME QUALITY GRAINING COLORS.

ACME QUALITY BULL FROG GREEN.

Especially adapted for iron work, window blinds or shutters, lattice work, ornamental iron work, etc. A brilliant green of heavy body.

ACME QUALITY DRY COLORS.

Property owners who let Painting Contracts should insist upon Acme Quality Paints. They will last from a third to a half again as long as any others.

Jacobs' Pharmacy

TWO MEN KILLED BY SEWER GAS.

Two Others Narrowly Escape in Effort to Rescue.

Baltimore, Md., September 18.—Peter Joyce and Howard Smith, the latter a negro, lost their lives this morning at the bottom of a deep hole being dug to make a sewer connection. Joyce entered the excavation first and was instantly overcome. Smith, seeing Joyce's plight, immediately went to his rescue, only to be similarly overcome. In succession two other workmen risked their lives in the hope of saving the two at the bottom of the hole. Each of these was lowered into the excavation by ropes, and each just succeeded before losing consciousness in attaching a rope to one of the first two who had gone into the pit, both of whom, however, were dead when brought to the surface.

Improvement Club Organized.

Columbus, Ga., September 19.—(Special) At a meeting of citizens of Wynnton tonight an improvement club was organ-

$17.75

Washington, D. C. and Return

VIA

SOUTHERN RAILWAY

Tickets on sale Sept. 21, 22, 23, 24 25, Limited September 30, 1907.

Ticket Office No. 1 Peachtree Street, Phone 142
Depot Ticket Office, Terminal Station, Phone 4900

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