

FILE NAME: Insurance Industry (INS)

DATE: 1916

DOC#: INS041

DOCUMENT DESCRIPTION: Trade Journal Article from 'The Modern Hospital' - Prudential Life Insurance Company

ject of safety has been presented at the various meetings by a representative of the American Museum of Safety. Plain talks on personal efficiency have been given by a representative of the Y. M. C. A. efficiency course.

No door of opportunity has been left unopened through which it has been possible to bring to the employee of the Interborough the practical advantages which the Young Men's Christian Association affords. Each year an open invitation is given for any man having a personal problem which he would like to talk over with an older business or professional man to come to the Y. M. C. A. for this interview. Cards are printed explaining this opportunity, and any man can make an appointment by simply signing his name and address and sending his card to the association office. In this way many men have been helped in practical ways, men whom without the private interview plan it would have been impossible to help. Each year a large entertainment has been held at the Y. M. C. A. building, to which all those interested in the shop meetings have been invited to bring their families. The program at these annual entertainments has been furnished partly by the Young Men's Christian Association and partly by the men of the various shops. The subway band held a leading place on the program of one recent entertainment.

The meeting in each shop and recreation room is in active charge of a committee composed of Interborough employees, who are interested in its success. These committees advise with the Y. M. C. A. director regarding music requested and subjects for speeches. Twice each year these committees meet with the director at the West Side Y. M. C. A. in order to discuss plans for the improvement of the meetings. For the building of character and men, these noon meetings are expressly designed.

SUBWAY BAND.—The company has a band of 100 employees known as the subway band, properly uniformed and equipped, which plays at various special and other functions of the employees, and has grown into one of the best musical organizations of the city of New York. While its uses are generally restricted to company affairs, it occasionally participates in patriotic and civic functions, frequently furnishing the musical service at Sunday night church concerts, on which occasions employees generally attend, and for the last three years has acted as escort to the Grand Army to and from their annual church service. The general object sought in the formation of the band was to place at the disposal of such of our employees as are musically inclined means for further study and practice of music, as well as to inspire loyalty and patriotism. Every man connected with the band is taught discipline, and every member is on his honor to carry this discipline study into his every-day life and work, to be courteous to passengers, and to preach the subject of good service to the traveling public and to every other subway employee for whose general benefit the band was created. The company has provided the band with meeting and rehearsal rooms, and, as those rooms are located at one of the important terminals of the company, employees are in the habit of gathering there on rehearsal nights to enjoy the music.

ATHLETICS, OUTINGS, AND OTHER SOCIAL AFFAIRS.—The company has devoted some of its real estate holdings to playgrounds for employees for baseball, football, tennis, etc., with a grandstand for the use of themselves and friends. These grounds are always in great demand during the different seasons. The company has been instrumental in forming a baseball league, with clubs representing the various departments of the service, and between

which there is the keenest rivalry. The officials of the company personally contribute each year a league championship baseball pennant, which is awarded the winning club, and gold medals, suitably inscribed, for the individuals of the champion team, giving at the end of the season a dinner to members of the entire league.

During the different seasons officials of the company encourage employees to arrange picnics, balls, clam bakes, minstrel shows, and other functions of a social nature. During the winter months each department holds its annual ball, as well as its annual dinner, in which affairs all officers of the company participate financially and socially. During the summer months various departments give outings and clam bakes, usually chartering the subway band and a boat for a sail to some of the various nearby picnic resorts.

The object of these social gatherings is to cultivate a closer social relationship and a greater feeling of community of interest between the employees themselves, as well as between officials and employees, to the end that all may become impressed with the idea that officials and employees have but one interest at stake, and both are striving for one common purpose—namely, the general welfare of all.

INTERBOROUGH BULLETIN.—The company publishes monthly and circulates among its employees an illustrated newspaper containing articles of personal and educational interest, and its columns are at all times open to the expressions of employees. In addition to articles of a technical nature relating to traction operation, and articles of a personal nature relating to employees and their families, the paper is also used as a medium for keeping employees informed on rules and regulations of the company and its general operating policy.

FREE TRANSPORTATION.—Effective December 1, 1913, the company presented to the wife of every employee who had been in the service one month or more a pass good for free transportation over the system in which the husband is employed.

SUMMER UNIFORMS.—The company has adopted the policy of furnishing free to all employees of the transportation department of the subway white duck uniforms, which are laundered and maintained without cost to the employees, thereby promoting the comfort of those whose employment keeps them on the underground system during the summer months.

CHRISTMAS REMEMBRANCES.—In recognition of the co-operation of employees, the directors of the company the past two years set aside a sum of money from which each employee receiving \$115 per month or less, and who has been in the service for one year or more, shall receive a Christmas present of \$5 in gold.

Prudential Life Insurance Company

BY CHARLES W. CRANKSHAW, M. D.,

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The practice of hygiene and sanitation in business has increased considerably during the past few years, and the solution of hygiene problems in the laboratory has contributed in no little way to the means now used for the protection of those employed in or about the shop, factory, or office of great or small industrial establishments.

The social service worker is helping to solve some of these problems, and greater service can be rendered if a visiting nurse is employed to visit employees at their homes or in the hospital when they are sick or injured. The social service department of the Massachusetts Gen-

eral Hospital serves as a striking example of what we mean by real social service work, and is rendering excellent service, counting mightily for efficiency. In this way prevention and not cure plays the title role.

Preventive medicine is of great value commercially, and this is true conservation of time, money, and physical and mental energy. In industry all education must be turned to practical account. Many of the large and small industrial establishments look after the health and welfare of their employees. As to hygiene provisions of a great life insurance company like the Prudential, where about 4,000 employees at the home office are busily engaged in the conduct of the business, it is quite essential, in order to get the highest efficiency, that everything possible be done to safeguard the health and conserve the lives of those employed in the four large buildings, comprising the group known as the Prudential home office.

The greatest attention, then, should be given to the care and welfare of the most wonderful mechanism ever created—the human body. Some of us try to exercise great care as to the hygiene of our bodies, while others, who think they know better, persist in doing things to the detriment of the mechanism, and it is little wonder that their physical and mental powers become impaired and inefficient long before they should. Nature is patient and long suffering, but she requires a final adjustment of her account.

To begin with, all applicants for clerical positions with the Prudential are required to take mental tests and are subjected to a medical examination. Applicants for positions in the printing and bindery departments, culinary department, engine room, electricians, machinists, elevator men, porters, etc., are required to pass a medical examination before entering the service. In the culinary department, in addition to the examination on entering the service, an examination is made every three months of all those handling the food, dishes, or linen. This includes everybody from the steward and chef to the dishwashers. We pay special attention to diseases of the lungs, heart, throat, skin, etc.

We will refer to the problems of hygiene, safety, and welfare of the employees, worked out and put in operation by the Prudential at the home office, under the following headings:

Ventilation.	Safeguarding machinery.
Lighting.	First aid hospital or infirmary work.
Heating.	Graduate nurses for the infirmary and visiting service.
Drinking water.	Cases referred to rest and recreation room for egg and milk.
Dust removal.	Disability, service retirement, and sanatorium allowances.
Flies, etc.	Office hours, vacation, and special days.
Rubbish disposal.	Rest and recreation.
Washing facilities and toilet arrangements.	Concerts, etc.
Soap.	Field and athletic games.
Towels.	
Lockers.	
Drying room for clothing.	
Umbrellas supplied.	
Telephone exchange.	
Culinary department.	
Kitchen.	
Serving room.	
Dishwashing room.	
Dining rooms.	
Garbage.	

VENTILATION.—Great attention is being given to the matter of ventilation, and in some parts of the building

the air is washed and pumped into the rooms; others have a ventilator connected with each window that can be opened and shut at will, and these are connected with the radiator system, so that in winter the air can be warmed as it comes into the room. Electric fans are installed throughout the buildings, and these, in connection with ventilating apparatus installed and the fact that the buildings are well supplied with windows, insure to the employees an abundant supply of fresh air. The air in each department is sure to be swept clean at intervals throughout the day, as it is the duty of several men to continually go about opening and closing the windows of the different departments for an interval of a few minutes. There may be isolated parts of the building where it may be necessary to pump in air, and in one or two such places a ventilating system has been installed at some expense, but, when it comes down strictly to good ventilation, it is my opinion that an abundant supply from the outside can be secured through the opened windows, as the old-fashioned idea of opening the windows cannot be excelled by any system of washed air, and afterwards,



Fig. 1. Prudential Life Insurance Company, New York. Reception room of infirmary.

pumping it into certain rooms or departments, unless such rooms are some distance from outside walls. In our machine shop and one or two parts of the building, where it is impossible to have a direct connection with the outside air, machines have been installed to pump in fresh air, thus insuring the workmen an abundant supply. As I said before, the problem of ventilation is continually being studied, and, wherever the system can be improved, this is being done. From our present knowledge we know room temperature should be kept as near 68° as possible and then the air to be kept in motion.

LIGHTING.—The buildings are all well equipped with windows, and there are very few parts of the buildings in which it is necessary for artificial light to be used throughout the day. Proper window shades are hung to each window, so that the light can be properly adjusted to the degree of sunlight outside. In case artificial light has to be used, each desk is properly provided with an electric light, which is held up from an arm which can be swung to the right or left according to the position of the one sitting at the desk. This light can be lowered or raised, as the case may be, and the electric bulb is properly screened with a suitable green shade. In addition, the large blotters which are placed on each desk are of a green color, and these serve to rest the eye to a great ex-

tent. The indirect lighting system is being gradually installed throughout the buildings, and especial attention is given to the lighting of the filing department, vaults, etc.

HEATING.—The buildings throughout are heated with steam, and some of the rooms have automatic adjusters to regulate the temperature.

DRINKING WATER.—One of the most important things for the employer to consider is that of the drinking water supply, and, as we found from the reports received from the city laboratory that it was not safe to use the water from our driven wells for drinking purposes, this supply has not been used except for mechanical and toilet purposes. We use the water which comes from the city mains. This is tested frequently by the city bacteriologist, and, as we are constantly in touch with the board of health chemist or city bacteriologist, we are assured that the water used for drinking is safe. In fact, our bacteria content is lower than the supply direct from the city mains for the reason that we have a filtering plant, and the water passes through the filters and then through a cooling process before it enters the drinking fountains, which are installed throughout the buildings. A recent laboratory report



Fig. 2. Prudential Life Insurance Company, New York. Rest room of infirmary.

showed 25 bacteria per cubic centimeter before filtering and 10 bacteria per cubic centimeter after passing through our filters. Some of the samples after filtering have been sterile. We have never had colon bacilli in any of the samples. The filters are used and cleansed alternately. High-pressure steam is used for cleansing when necessary. Each employee has his own drinking glass, and consequently the chances of infection with any contagious disease by means of the secretions of the mouth or throat of others is very small. Water is so necessary for the various activities of the organs of the body, aiding secretions and excretions, food absorption and carrying away waste products, regulating body temperature, etc., that to encourage the drinking of sufficient water to help these various functions of the body, it is quite necessary that we know the quality of the water supply, and can assure the employee that it may be used as often as is necessary for drinking purposes, with no fear of infection. It is a comfort to know that, as far as bacteria content or colon bacilli are concerned, the water is perfectly safe. In this way one can readily see that fatigue poisons are diminished, and we attempt to prevent diseases that may be caused by impure water or the use of the common drinking cup. It is easy to understand that efficiency is increased

where wholesome drinking water is supplied, and without much study an economist can see the financial value of this side of the question.

REMOVAL OF DUST.—In regard to the removal of dust, absolutely no cleaning is done during office hours, and, as the vacuum service is installed throughout the buildings, the dust from the floors and rugs which is taken up in this manner is all centralized in one container in the basement of the building. A movable cleaner of this sort is now used for books, paper files, etc. The rubber coverings which are used in many of the corridors and aiseways for deadening the sound, and thus relieving unnecessary noise of those having to walk in, through, or to a department, have a sweeping compound distributed over their surface before they are swept. This is used on parts of the floor also. The use of the common duster is discouraged as far as possible, and this is used only where it is impossible to use other means of cleaning which would be practicable. When such dusting of necessity has to be done, the windows are thrown wide open and the electric fans started; no persons but the cleaners are about, and their exposure is slight, as the dust is quickly carried out the windows.

FLIES AND INSECTS.—As to flies and insects of any sort, we are especially interested in keeping these out of the infirmary and culinary departments, and by external vigilance they are kept down in all parts of the buildings by keeping out rubbish and dirt. In the infirmary the screens are kept on the windows throughout the year, and in the culinary department from April to December.

RUBBISH DISPOSAL.—Surgical dressings, wooden tongue depressors which have been used, and other material of like nature from the infirmary, are all subjected to incineration. The basements of the buildings are kept entirely free from all rubbish, which is carted away each day, and the walls are thoroughly whitewashed throughout the corridors and rooms in the basement of the buildings. Some of the basement corridors are painted and the floors are concrete. Notices are posted forbidding spitting.

LAVATORIES.—As to washing facilities and toilet arrangements, all the washrooms and toilets have marble floors and part of the side walls are marble. These are subjected to a thorough cleansing every day, and at least once a week to a thorough scrubbing with an antiseptic solution containing soap. As we do not advise the use of water in the toilet rooms for drinking purposes, because this water comes from our driven wells, proper notices to this effect are posted, and also notices with reference to the continual flushing of the toilets. Once a week disinfectant is used in each toilet basin throughout the buildings. Soap is provided for use in each toilet room. In some of the rooms liquid soap is used from a container. The roller towel has been replaced with individual towels of linen or paper, according to the needs. Several years ago the company supplied an individual drinking cup to each employee, and as employees enter the service they are given a similar cup. Such provision lessens the chances of skin infection or infection by the secretions of the mouth, throat, or nose. A matron is constantly going about looking after sanitary matters in the women's toilets. These have been supplied with machines for sanitary needs. Many of the toilet rooms are provided with an electric fan.

LOCKERS.—Each employee is supplied with a suitable locker which will hold the necessary articles of overclothing, and they contain the proper arrangements for umbrellas, overshoes, etc. The lockers we are installing now are metal.

DRYING ROOM FOR CLOTHING.—A drying room for

clothes has been installed, so that on very inclement days the clerks need not run any risk of catching cold on account of getting wet. Rooms for rest will be at their disposal, and the clothes returned to them in a few minutes perfectly dry. If any condition is noted tending to impair their health as the result of exposure in coming to the office on such days, the clerk or employee is sent home at once.

UMBRELLAS.—Umbrellas are supplied to the female clerks, if they apply for them, on rainy days.

TELEPHONE EXCHANGE.—The young ladies who do this work have, in addition to their noon lunch hour, an additional twenty minutes' rest period both in the forenoon and afternoon. Their surroundings and comfort are being constantly looked after, as their work is of such an exacting nature and requires the eye and ear to be constantly on the alert.

CULINARY DEPARTMENT.—In the culinary department, which includes the kitchen, serving room, dishwashing room, and dining rooms, great care has been taken to in-



Fig. 3. Prudential Life Insurance Company, New York. Physician's office in infirmary.

stall the latest improved apparatus for washing all the dishes and kitchen utensils. The floors and walls are kept scrupulously clean. All dusting necessary is done with moist cloths, and the table linen receives the utmost care and attention. The refrigerators are cleaned several times daily, and kept scrupulously clean at all times. The windows of the culinary department and dining rooms are all screened. In one dining room more than 1,200 employees can lunch at one sitting. The garbage from the kitchen and dining rooms is disposed of promptly every day. It is not subjected to incineration, but is carted away daily, the cans properly cleaned as soon as they are emptied and afterward subjected to a high-pressure of steam.

MILK AND FOOD SUPPLY.—The milk and food supplied to the employees is a matter which receives great attention. The milk is received from a dairy which has a re-

liable reputation for having the latest devices for cleansing and pasteurizing. This milk is examined bacteriologically at intervals in one of the largest scientific laboratories in New York city, and I endeavor to make frequent inspections of this milk, which is classed as grade A pasteurized. We are assured that all of the cows are tuberculin tested, and we feel perfectly safe that no disease can result from this milk. The meats, poultry, and all food supplies to be served in the dining rooms are selected with great care and put in proper refrigerators as soon as received. This is quite necessary when you think of the number of people served in the dining rooms daily.

SAFEGUARDS, MACHINERY, ETC.—In the engine room, printing and bindery departments, and every place where machinery, electrical devices, etc., of any sort are used, they are all properly safeguarded. Either the protectors have been on the devices when purchased or attached to certain parts of the machinery after they have been installed. In this way accidents have been reduced to a minimum. The gates of all the elevators have proper safeguards and devices for the levers which open and close the doors. For absolute safety, no elevator man is allowed to leave his car during the time he is on duty, except by proper arrangement with the starter. The door of the car is not allowed to be opened until the car is brought to a full stop, and the car is not allowed to start until the door is closed. The elevators have electric appliances which regulate the movements of the car, so that they cannot be started until the doors are closed. The window washers are all supplied with safety belts, and under no consideration are they allowed to wash or clean windows, etc., without using these appliances. The fire captain maintains fire drills, and the necessary appliances in case of fire are placed throughout the buildings. Through the real estate department, efficiency committee, etc., problems along these lines which come up from time to time are given thought, study, and consideration, and our records show that the number of possible accidents have thereby been reduced.

INFIRMARY WORK.—All cases of sickness or accident are sent to the infirmary immediately. In order to facilitate this work, the company has recently set aside more room, and we now have one room for an infirmary and rest room for female employees, another for male employees, and another room which is used entirely for first aid, the consultation and examination of employees, and disability cases. Another room is used for the doctor's office, where the stenographer keeps disability and office records. The infirmary staff now consists of a physician and four graduate registered nurses. One of these nurses has been on duty a greater part of the time as a visiting nurse. In case of a very severe injury we arrange to have such cases taken immediately to the hospital to which the one injured may desire to go. In cases of sickness, if the ailment is such that there is extreme suffering and it is plainly seen that the patient is not going to get better speedily, he is sent to his home, or, if he desires, arrangements are made to take him to the hospital. Any case which has not recovered sufficiently to go home unaided is accompanied by some one from the office, and, if necessary, a private auto conveyance is arranged for, and in extreme necessity we have arranged that a private autoambulance is at his disposal and can be dispatched at short notice. Every attention, as far as possible, is given to the slightest detail for the comfort of those who are sick or sustain an injury, and the fact that their welfare is looked after so carefully along this line is greatly appreciated. Occasionally cases come before us where, for some reason, they are not able to assimilate their food, and other cases, which have com-

pletely convalesced after surgical operation or serious illness in their homes or at the hospital, are strong enough and desirous of resuming duty, but have slight pallor. If they so desire, it is arranged that, on the order of the physician or nurse, they may go to the rest room at 10:30 in the forenoon and 2:30 in the afternoon for egg and milk, or milk alone, as they desire. One of the nurses is detailed to give personal attention to these cases daily, and by frequent observations she can note the weight, general appearance, etc. The results in some of these cases are extremely gratifying. Some have gained as much as ten and twelve pounds in weight and the quality of their blood is better. There is the joy of feeling well, not being fatigued nearly so easily, and their efficiency has been greatly increased thereby. In addition to the extra nourishment afforded, there is, of course, the additional rest, and the fatigue toxins do not get a chance to diminish the vitality of such cases. We can thus see that the infirmary is a clearing house for practically all cases of illness or injury, and acts in the same capacity in reference to quarantinable diseases. Since the disability plan has been in operation, such cases naturally are taken care of by this department. All employees in the office who have any infectious or contagious diseases at home are to report same to the heads of their department immediately, and they are in turn referred to the infirmary, so that we can determine whether they should absent themselves from the office. In this way we are doing much to conserve the health and lives of those who are conducting the business at the home office. The visiting nurse carries good cheer and a kind word to those who are absent on account of disability. She is able to advise in many cases what is the best course of procedure so that they will soon be restored to health, and in addition she is encouraged by the physician in charge to keep him in touch with any complications or data which will aid him in giving proper consideration to any given case. In our infirmary and disability work we have the most cordial relations with the hospitals and sanatoriums, and also with the attending physicians, specialists, and dentists. In many cases the family physician asks us to cooperate with him in order to effect a cure. Where we find cases of incipient tuberculosis of the lungs, they are referred immediately to their family physician, and in return we are asked to cooperate in any sanatorium or other treatment which they decide on. Our experience in handling this class of cases has been very satisfactory, and today a number of cases which at one time were those of open or active tuberculosis have had the disease arrested and been restored to health, so that they could safely return to duty.

The following figures will give some idea of the work done during the last four years, showing the actual number of cases. The figures are considerably larger when the number of visits and treatments subsequently made are included:

	1912	1913	1914	1915
Sickness cases	2,984	3,946	4,344	4,396
Accidents on duty	432	291	280	275
Accidents off duty	163	334	332	426
Total cases treated.....	3,579	4,571	4,956	5,097
Cases referred to visiting nurse....	390	844	858	1,087
Visits made by visiting nurse.....	575	982	1,017	1,306

The grand total of visits and treatments for 1915 was 10,627.

DISABILITY, SERVICE RETIREMENT, AND SANATORIUM ALLOWANCES.—In case employees are disabled, they are paid according to their length of service. No contribution is required from them, but their regular compensation is continued as usual on account of disability, according to the plan which was announced by President Dryden in December, 1913. As to service retirement, this is also ar-

anged for according to age and length of service. Pamphlets have been printed giving the entire plan of the disability, service retirement, and sanatorium allowances in detail. The following data will give some idea as to the methods and results as worked out for the, approximately, 4,000 home office and 13,000 industrial field employees:

ALLOWANCES DURING DISABILITY

Home Office Employees

For absences on account of disability not exceeding twelve days in the year, employees receive their regular compensation. For absences of six consecutive days or over, they receive the following allowances:

Length of service in complete years	Regular compensation paid	Disability allowance paid
1 year.....	2 weeks	2 months
2 years.....	3 weeks	3 months
3 years.....	4 weeks	4 months
4 years.....	5 weeks	5 months
5 years.....	6 weeks	7 months
10 years.....	11 weeks	18 months
15 years.....	16 weeks	29 months
20 years.....	21 weeks	40 months
25 years.....	26 weeks	50 months
30 years.....	26 weeks	56 months

The disability allowance is at the rate of 35 percent of the regular compensation, but never less than \$20 nor more than \$125 a month.

The company, in addition to the service disability allowance, will in its discretion, when desired, provide tuberculous employees who have been at least three years in the company's service, treatment at the nearest suitable sanatorium for a period not exceeding twenty-six weeks, and also pay traveling expenses to and from the sanatorium.

Industrial Field Employees

During the first four weeks of disability, employees who have served more than one year receive their regular compensation, after which they receive the allowances shown in the following schedule:

Length of service in complete years	Disability allowances paid	Length of service in complete years	Disability allowances paid
1 year.....	2 months	10 years.....	18 months
2 years.....	3 months	15 years.....	29 months
3 years.....	4 months	20 years.....	40 months
4 years.....	5 months	25 years.....	50 months
5 years.....	7 months	30 years.....	56 months

The rate of disability allowance is \$40 per month to agency organizers and assistant superintendents and \$30 to agents. Tuberculous employees who have been at least five years in the company's service may, if they so prefer and with the company's approval, receive, in place of the service disability allowance, qualified treatment in the nearest suitable sanatorium.

In the case of married tuberculous employees receiving sanatorium treatment, the company, in addition to the payment of the cost thereof, may pay to the wife or dependent children of the same, or both, such portion of the service disability allowances otherwise payable to the employee as in the judgment of the company would be justified by the special circumstances of the case.

SERVICE RETIREMENT ALLOWANCE

After twenty-five years' service, employees of the home office and industrial field forces may retire on arriving at the age of 65 (age 60 for females). The retirement allowance is at the rate of 1 percent for each year of service rendered, computed on the average annual earnings during the last ten years of service. In no case, however, is the retirement allowance less than \$30 nor more than \$100 per month. The amount of retirement allowance paid is shown by the following schedule:

MONTHLY RETIREMENT ALLOWANCES

ON THE BASIS OF AVERAGE ANNUAL EARNINGS FOR THE LAST TEN YEARS OF SERVICE

Length of service	\$600	\$1,000	\$1,500	\$2,000	\$2,500
25 years	\$30.00	\$30.00	\$31.25	\$41.67	\$ 52.08
30 years	30.00	30.00	37.50	50.00	62.50
35 years	30.00	30.00	48.75	58.33	72.92
40 years	30.00	33.33	50.00	66.67	83.33
45 years	30.00	37.50	56.25	75.00	93.75
50 years	30.00	41.67	62.50	83.33	100.00

INSURANCE ON THE LIVES OF FIELD AND HOME OFFICE EMPLOYEES.—On July 17, 1916, President Dryden announced to the industrial field staff and the home office force that the company would insure the lives of its employees without any cost to them, whether on the active or on the retired list, for the amounts indicated in the following schedule, and that on the death of any such employee while in the service of the company there will be paid, in one or more installments, to the person or persons appearing to the company to be equitably entitled thereto, the sum so insured:

When the length of service of such employee has been less than one year	\$ 500
When the length of service has been one year, but less than five years	1,000
When the length of service has been five years, but less than ten years	1,250
When the length of service has been ten years, but less than fifteen years	1,500
When the length of service has been fifteen years, but less than twenty years	1,750
When the length of service has been twenty years and over	2,000

Except in the cases of employees on the retired list, the foregoing shall apply only to persons whose whole time is given to the service of the company.

The plan announced above should not be regarded as taking the place of any personal insurance which the employees of the company may wish to carry, and does not apply to the officers or directors of the company.

OFFICE HOURS AND VACATIONS.—The office hours during each working day are from 8:30 to 12 and 1 to 4. Saturday is a half holiday during the entire year. Vacations are arranged for according to the length of service, and only in very few instances—those of beginners—are vacations less than two weeks. Some of the older employees enjoy as much as four weeks. In addition, a special day is granted every thirteen weeks for promptness, punctuality, and special care and attention to their duties.

REST AND RECREATION.—As to rest and recreation, the general welfare of the employees is being considered, and, in addition to those who have the privilege of going to the rest or recreation rooms, it is desired as far as possible that all employees should absent themselves from their desks or departments during the entire lunch hour, from 12 to 1, so that they have sufficient time for luncheon and a short walk in the fresh air and sunshine, or for any other diversion which may be of benefit to them. Each working day the clerks enjoy a recess at 10:30 a. m. and 2:30 p. m., so that no period during the day is longer than one and one-half hours, excepting the first period, from 8:30 to 10:30 a. m. During the past year a recreation and game room has been fitted up for and is thoroughly enjoyed by the men. The women's recreation room is well equipped, and the many delightful appointments make the room very popular. One-half of this room, which is 144 feet long, is reserved for dancing. In the balance of the space calisthenics, games, etc., may be indulged in. Rest and recreation are very important, as they tend greatly to reduce fatigue toxins and efficiency is thereby increased.

CONCERTS, ETC.—During the noon hour concerts are arranged for in the assembly hall on inclement days, and there are regular features several times each week, movies, etc. The company usually arranges for a series of

entertainments during the fall and winter months. These are given on Fridays at 4:15 p. m., according to schedule.

FIELD AND ATHLETIC GAMES.—The company's athletic association has charge of all the athletic and recreative sports, and, in addition to tournaments, cross-country runs, athletic meets, and games which are held at different times during the year, has at least once a year a field day, and the entire office force is given the privilege of enjoying this outing. This association has over 1,300 active members, and they are doing a great deal to help themselves along the lines of hygiene and health, and are receiving the active cooperation of the president and other officers of the company.

I have attempted in a very hurried manner to give you an outline of some of the things which the officers of the company have worked out for the general well-being and physical welfare of the employees. In view of the fact that all applicants for positions are now subject to a medical examination, we are able to safeguard the health of the employees to begin with, and, as they are taught from time to time both by personal contact in the infirmary, by health articles which are printed in pamphlet form and by other matters of hygiene interest which appear in the *Home Office News*, the young men and women are beginning to learn more about the laws to be observed as to the care of their bodies and what it means to have a sound mind in a sound body. It has been said that "life is not only to live, but to be well." How true this is and what joy there is in work, mental or physical, when we feel strong and well. Preventive medicine is, therefore, true conservation, and this adds to the efficiency of those who are actively engaged in any kind of industry or line of business.

Pierce-Arrow Motor Car Company, Buffalo, N. Y.

The Pierce-Arrow Motor Car Company has been conducting "welfare work" since moving into its present plant in 1906, and the spirit and scope of the plan has grown with the years. The factory buildings, now comprising some 1,219,094 square feet of floor space, are practical examples of what may be accomplished in providing the maximum of light, fresh air, and comfortable temperature in all seasons to the end that employees may perform their work in pleasant, sanitary, and healthful environment. The buildings are of reinforced concrete construction, and the entire outside walls of the four-story buildings, aside from the columns and a small area beneath the sills, are made up of windows. This, coupled with the fact that none of these buildings is over 62 feet wide and that there is an open court almost as wide between buildings, insures ample light during the daytime, and satisfactory artificial light is, of course, provided for use during the short winter days and at night.

The plant engineers have given considerable attention to the heating and ventilating problems. The old buildings are heated by forced hot air circulation, with underground ducts leading to the different floors to supply them with hot air, and the new buildings are heated by direct radiation, using forced hot water, which is heated by exhaust steam from the power house.

An interesting sight is the serving of over 900 men at one time in the large dining room. The meal is rightly termed "noon dinner" instead of "noon lunch," as it is the contention of the company that men who work hard need a good dinner at noon and not merely a light, cold lunch. The charge for the meal is 15 cents, but this does not cover the cost. The meal consists of soup, meat, potatoes, vari-