

APPENDIX A

EVOLUTION OF EMPLOYER-PROVIDED EDUCATION IN THE UNITED STATES			
	Precedents	Decades Following the Civil War	
<i>Employer-sponsored training and education</i>	<ul style="list-style-type: none"> - Railroads use formal apprenticeship - Mechanics diffuse learning through technological convergence – mid 1800s - Educational amenities provided textile mill operatives – early 1800s - Slater hires teacher for day school - 1795 - Apprenticeship and informal pick-up are first training methods 	<ul style="list-style-type: none"> - Four corporation schools by 1900 - NCR salesmen training school – 1986 - Pioneering welfare programs – H.J.Heinz and National Cash Register – late 1800s - YMCA school for secretaries – 1885 - Traditional apprenticeship declines - Experience considered to be best training for managers 	<ul style="list-style-type: none"> - Corporation schools expand to train factory, office, and sales workers - Conference on Welfare Work sponsored on welfare work (1904) - Schuey publishes handbook describing over 80 welfare programs (1900) - Employers join Americanization effort - Management education recognized
<i>Resulting from changing workplace conditions</i>	<ul style="list-style-type: none"> - Railroads – first hierarchical businesses - Armsmaking transformed from craft into industrial discipline or piece work – 1800s - Unskilled women hired as operatives in Boston Company’s mills – early 1800s - Slater hires families to operate mill – 1790s - First manufactory – Jamestown – 1608 	<ul style="list-style-type: none"> - Changing worker demographics include migrants from farms and immigrants - Great inconsistencies in working areas - Work relations become impersonal - Technological results in deskilling - Old skills become outmoded or eliminated - Paternalistic/authoritarian management 	<ul style="list-style-type: none"> - Centralized, functionally departmentalized business structure developed - Working conditions improve - Continuing automation and expansion of workplaces - Immigrants arrive in greater numbers
<i>Influenced by various external factors</i>	<ul style="list-style-type: none"> - National transportation system in place - Armories develop ‘American’ system - Boston Company – first complete factory in Lowell, MA. a company town - 1814 - Slater sets up first spinning mill - 1790 - Industrial Revolution begins late 1700s - Early economy primarily agricultural 	<ul style="list-style-type: none"> - Frederick Taylor publishes <i>Principles of Scientific Management</i> - Sherman Anti Trust Act - 1897 - Major depression – 1893-1896 - Growing mergers and consolidations - Increasing technological innovations - Civil War ends 	<ul style="list-style-type: none"> - Industrial safety movement - Public becomes aware of and more concerned about employees and working conditions - Progressive Era – 1900-1914
Time Period	Prior to Civil War	1865-1899	1900-1914

APPENDIX B

EMPLOYER-PROVIDED EDUCATION BECOMES RECOGNIZED BUSINESS FUNCTION

	World War I	New Era	Great Depression and New Deal
<i>Employer-sponsored training and education</i>	<ul style="list-style-type: none"> - Rapid increase in development of welfare programs - Companies integrate welfare activities and principles of scientific management - Education important in health and safety - Americanization programs increase - Employees become interested in new employee orientation programs - Vestibule training organized to teach skills 	<ul style="list-style-type: none"> - Welfare programs expand through mid 20s - Welfare features include lunch rooms, recreational activities, housing, visiting nurses, pensions, profit sharing, company unions - Increasing education for health and safety - Education for foremen increases - Americanization programs curtailed - Corporation schools continue to develop - Increased education for foremen/managers 	<ul style="list-style-type: none"> - Educational programs decline or discontinued as a result of prolonged depression
<i>Resulting from changing workplace conditions</i>	<ul style="list-style-type: none"> - War emphasis upon hiring and turnover result in innovations in practice – testing, job analysis, employment management - Increasing labor strife and unrest - Businesses experience high turnover rates - Business face assimilating large numbers of inexperienced, untrained workers 	<ul style="list-style-type: none"> - Decentralized business structure developed - Personnel activities returned to foremen - Many personnel areas do not survive early 20s recession - Businesses favor conservative personnel function as opposed to professional, centralized model 	<ul style="list-style-type: none"> - Businesses face unprecedented challenge by government and labor for control of workplaces
<i>Influenced by various external factors</i>	<ul style="list-style-type: none"> - World War I ends 1918 - Government becomes involved in employment management - War results in curtailment of immigration, enlarged government service, and wartime conscription - United States enters World War I – 1917 	<ul style="list-style-type: none"> - High unemployment weakened labor movement and strike activity - Phrase ‘technological unemployment’ coined in 20s - 1920s incorrectly seen as time of prosperity, growth and tight labor markets - Recession – 1920-1921 	<ul style="list-style-type: none"> - New Deal intended to aid recovery - Fair Labor Standards Act – 1938 - Wagner Act – 1935 - National Labor Relations Act - NLRA - 1935 - Quarter of labor force unemployed in 1932 and 1933 - Stock market crashes - 1929
Time Period	1915-1919	1920-1929	1929-1939

APPENDIX C

INSTITUTIONALIZATION OF WORKPLACE EDUCATION AND TRANSITION TO CONTEMPORARY HRD

	World War II	Post-War Boom	Transitional Period
<i>Employer-sponsored training and education</i>	<ul style="list-style-type: none"> - Basic Education included service activities, safety/health education and new employee orientation programs - TWI programs first train-the-trainer programs for supervisors – known as “J” programs for job instruction, job relations, job methods, and job safety training - Special training programs for women - WWII gives impetus to training for supervisors and managers 	<ul style="list-style-type: none"> - Definition of Service Activities similar to that of welfare work in late 1800s - Businesses provide safety/health programs - More attention given to new employees - Greater emphasis upon communications and ‘indoctrinating’ employees - Companies continue to use four-step method (WWI) to train employees - Apprenticeship mainly tied to union shops - Expanded programs for management 	<ul style="list-style-type: none"> - Knowledge, not skill, is critical factor - Technological convergence reappears - Employee education becomes more critical - Knowledge workers require higher levels of education and retraining - Growing awareness of need to provide education and development for the employee as a whole human being - Learning becoming an on-going , unifying focus rather than periodic events
<i>Resulting from changing business & workplace conditions</i>	<ul style="list-style-type: none"> - More employer interest in human relations - Government plays pivotal role in bureaucratizing employment practices - Government sponsors TWI program - Government and business work together to train workers for war production - WWII opens door for women and minorities 	<ul style="list-style-type: none"> - Equal Employment Act increases job opportunities for women and minorities - Business creates “Organization Man” - Increasing bureaucratic/technical control - Women return to pre-war jobs - Service and office workers increase - White- exceed blue-collar workers - 1956 	<ul style="list-style-type: none"> - Business structures become flatter and team based - Shift occurring from autocratic control to internal control (employee empowerment) - Business must adapt to international competition and customer service demands - Plant closings and migrations
<i>Influenced by various external factors</i>	<ul style="list-style-type: none"> - Unions double membership during WWII - Business and government form alliance to in war production effort - WWII brings economic recovery - United States enters WWII – 1918 	<ul style="list-style-type: none"> - Equal Employment Act – 1960 - Electronics Revolution of 50s and 60s - Beginning of post-war boom of 25 years - Employment Act of 1946 commits government to stable economy 	<ul style="list-style-type: none"> - Transition to global, knowledge economy - Computer defines business world - Further automation in industrial sector - Double digit inflation and high unemployment rates in 70s
Time Period	1940-1944	1945-1970	1970 to Present

APPENDIX D

EXAMPLES OF EARLY WELFARE WORK

The following are accounts of welfare programs existing in the time period between the Civil War and World War I, many of them prior to the turn of the century. Contemporary practitioners and business representatives described their welfare programs for the following sources: (1) Edwin Shuey's handbook (1900), *Factory People and Their Employers* describing how at least 80 United States employees provided for the sociological development of their employees through welfare programs; (2) the Conference on Welfare Work held under the auspices of the Welfare Department of the National Civic Federation at the Waldorf-Astoria Hotel in New York City on March 16, 1904; and, (3) 1913 Bulletin of the Bureau of Labor Statistics describing contemporary welfare programs in the United States.

Company and Other Information	Working Conditions	Safety, Health and Other Relief Measures	Recreational and Social Provisions	Educational Opportunities for Workers	Housing and Other Provisions
<u>Acme White Lead and Color Works</u> Detroit, MI (1)	- Lunch rooms			- Class in the chemistry of paints - <u>Thoughts</u> – factory periodical for employees	- A series of employee committees were formed for direction of details in office and factory
<u>American Locomotive</u> Welfare work began Approximately 1903 (2)	- Lunchrooms				
<u>American Woolen Co.</u> 35 woolen mills Mill at Lawrence, MA, probably represents most Welfare work (3)	- Company restaurant - Eight escalators for employees - No special comforts for employees		- Recreation rooms – one for women has piano and magazines and periodicals in both rooms		- 200 apartments for employees

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<p>Atchison, Topeka & SantaFe Railway Co.</p> <p>Railway</p> <p>Motive is to surround employees with educative influences, to develop them and increase efficiency.</p> <p>(3)</p>	<ul style="list-style-type: none"> - Have equipped clubhouses along lines which include sleeping rooms, in some cases restaurants, and shower and tub baths 	<ul style="list-style-type: none"> - Began pensioning employees in 1907 	<ul style="list-style-type: none"> - Reading rooms with motto: "Give a man a bath, a book, and a entertainment that appeals to his mind and hopes by music and knowledge, and you have enlarged, extended, and adorned his life; and as he becomes more faithful to himself he is more valuable to the company" (p. 71) 	<ul style="list-style-type: none"> - Apprenticeship schools - Monthly magazine for employees 	
<p><u>H. Black & Co.</u> Cleveland, OH</p> <p>Clothing factory 700-800 employees</p> <p>Betterment work in hands of a house committee of 15-20 forewomen</p> <p>(3)</p>	<ul style="list-style-type: none"> - Exterior factory architecture and landscaping - Sanitary conditions first under committee but later under nurse - Large lunchroom - Individual lockers 	<ul style="list-style-type: none"> - Nurse in charge of of small hospital 	<ul style="list-style-type: none"> - Social organizations supported by company - Bowling club - Baseball team - Musical club 	<ul style="list-style-type: none"> - <u>Wooltex News</u> is employee magazine - Library 	
<p><u>Bloomingdales</u> New York, NY</p> <p>Department store</p> <p>(3)</p>	<ul style="list-style-type: none"> - Lunch room - Some lockers - Lavatories with janitress in charge 	<ul style="list-style-type: none"> - Mutual Aid Society (1881) 	<ul style="list-style-type: none"> - Vacation fund for female employees 		

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<u>Brown & Sharpe Manufacturing Company</u> Providence, RI Manufacturer of machine shop products – skilled labor (3)	<ul style="list-style-type: none"> - Improved shop conditions and comforts for employees - Wash rooms - Shower baths and clothes racks - Retiring room for women employees 	<ul style="list-style-type: none"> - Relief association for pay disability and death benefits 		<ul style="list-style-type: none"> - Library - 4-year apprentice course with special shop school 2 hours a day 	
<u>Celluloid Company</u> Newark, NH (1)	<ul style="list-style-type: none"> - Cycle storage 		<ul style="list-style-type: none"> - Club building with reception, reading and committee rooms, parlors, billiard and card rooms, bowling alleys, and double rifle range 		
<u>Chicago Telephone Co.</u> Chicago, IL Utility – telephone company Promotes betterment work as beign done soley to promote efficiency of service to public and will hear nothing of term ‘welfare work’ (3)	<ul style="list-style-type: none"> - Good workroom conditions - Ventilated workrooms - High-backed stools with foot rests - Free lunches - Rest rooms with comfortable chairs, couches, magazines and books - Clean toilet rooms with soap and towels - Individual lockers - Yards and roof gardens turned into flower gardens with benches and swings 	<ul style="list-style-type: none"> - All employees receive physical examination by a nurse prior to being hired - Chicago Telephone Employees’ Benefit Association for sick, Accident, and death benefits 	<ul style="list-style-type: none"> - Social clubs - Picnics, dances, and various entertainments - Choral society - Employees visit galleries of Art Institute - Athletics - Women plant and tend flowers in yards and roof gardens 	<ul style="list-style-type: none"> - Telephone school to train employees - Lectures on hygiene given twice a week in the school - <u>Operating Bulletin</u>, the monthly magazine for operating force (editor is in charge of social betterment work) 	
<u>Cleveland Axle Company</u> Canton, OH (1)			<ul style="list-style-type: none"> - Clubhouse for both entertainmetn and educational purposes 		

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<u>Cleveland Cliffs Iron</u> Cleveland, Ohio Mining Welfare Work began 1895-1896 (2)	<ul style="list-style-type: none"> - Changing house with shower baths, wash troughs, hot and cold water, drying racks for clothes - Lunches at moderate cost 	<ul style="list-style-type: none"> - Hospital building - Compulsory benefit fund 	<ul style="list-style-type: none"> - Club houses with cigars and refreshments – playing cards, billiards, and other games intended to minimize influence of saloon - Bowling alley 	<ul style="list-style-type: none"> - Monthly meetings with topics connected to coal mining management - Mechanical Club - Library and reading room 	<ul style="list-style-type: none"> - Sold and leased land to employees with low, long-term payments - Offer prizes to employees for well-kept homes
<u>Cleveland Hardward Company</u> Cleveland, OH Manufacturer of machine shop products (3)	<ul style="list-style-type: none"> - Dining room for office and foremen (10 cents for lunch) - Plants in windows and in lounge - Clean aprons provided for office women - Steel lockers - Wash basins with hot and cold water and soap and towels 	<ul style="list-style-type: none"> - Mutual Benefit Association - Emergency hospital and nurse 		<ul style="list-style-type: none"> - Library (first betterment work) 	
<u>Cleveland Twist Drill Company</u> Cleveland, OH (3)	<ul style="list-style-type: none"> - Separate lunch rooms for men and women -- serve food at cost - Well ventilated lockers - Shower baths in hardening room - Washing troughs with warm water and soap for men - Spot lighting in shop 	<ul style="list-style-type: none"> - Mutual benevolent association to care for disabled employees 	<ul style="list-style-type: none"> - Special rest and recreation room for women 	<ul style="list-style-type: none"> - Periodicals and magazines for men 	
<u>Cleveland Window Glass</u> Cleveland, OH (1)			<ul style="list-style-type: none"> - Club rooms for men and women for amusement and reading 	<ul style="list-style-type: none"> - Laboratory for experimenting and testing as well as instruction with regular weekly lessons 	

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<u>Commonwealth Edison</u> Chicago, IL (3)	- Shower baths and wash rooms for power houses (409 men) - Dining room -	- All indoor employees physically examined by company physician	- Annual outing or picnic - Bowling teams	- Assembly or lounging room with periodicals - Library with technical and scientific books - <u>The Edison Round Table</u> published for employees	- Employers' savings fund - Bonus pay plan
<u>Curtis Publishing Company</u> Printer/publisher Mainly women employees, around 1000 Welfare manager and Three assistants in charge of welfare work; welfare manager also looks after promotions (2, 3)	- Curtis Building (1913) is last word in architectural construction - Sanitary work shop - Spacious cloak rooms - Lockers - Umbrella checking system - Arrangement for drying damp clothing - Elevators - Well-ventilated and light workrooms - Toilet rooms with soap and towels - Lunch room and cafeteria	- Curtis Mutual Benefit Society - Completely appointed hospital with nurse - Physician comes to plant every day	- Week's holiday with pay for production workers after one year; two weeks for office workers - Recreation room - Curtis Junior Club – a club for younger office boys - Summer camp	- Suggestion box - Library - Company paper, <u>Ourselves</u> , published monthly for employees	
<u>Eagle & Phoenix Mills</u> Columbus, GA (1)	- Bath and locker rooms -		- Clubhouse under Eagle & Phoenix Club with auditorium seating 600, gymnasium, reception room and parlor, and game and billiard tables	- Library - Evening classes in mathematics, drawing, and management subjects - Company pays Lyceum course which open to employees and families	- Company intends to add apartments for women and classes in physical culture and domestic economy
<u>Eastman Kodak Company</u> Rochester, NY (1)	- Beautified factory exterior			- Suggestion program - Factory periodical	

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<u>Edison Electric Illuminating Co.</u> Boston (3)		<ul style="list-style-type: none"> - Social club assists disabled employees when necessary - Sick leave 	<ul style="list-style-type: none"> - Vacations 	<ul style="list-style-type: none"> - Lectures on scientific subjects in assembly room 	
<u>Enterprise Manufacturing Company</u> Philadelphia, PA (1)	<ul style="list-style-type: none"> - Baths for moulders - Ice water in good, clean receptacles - Reduced work hours 			<ul style="list-style-type: none"> - Apprenticeship program - Suggestion program 	
<u>Fels Brothers</u> Philadelphia, PA (1)	<ul style="list-style-type: none"> - Lunch rooms - Reduced work hours 				
<u>Joseph Feis Co.</u> Cleveland, OH Clothing factory Does not use term "Welfare Work"; puts stress on word "spirit" (3)	<ul style="list-style-type: none"> - Sanitary shop conditions - Model factory building - Light and airy - Ventilation - Sanitary lavatories with hot and cold water - Individual lockers - Separate dining rooms for men and women 	<ul style="list-style-type: none"> - Nurses room with matron in charge for rest and for emergency cases - Mutual benefit association for sick and death benefits 	<ul style="list-style-type: none"> - Men's club uses factory consultation room - Baseball team - Sewing clubs 		<ul style="list-style-type: none"> - Clothcraft Penny Bank intends to develop economy among women employees
<u>Filene's Sons Co.</u> Boston Retailer Welfare work began about 3.5 years ago – welfare work through employee association, Filene Cooperative Association (2)	<ul style="list-style-type: none"> - Lunch room 	<ul style="list-style-type: none"> - Health committee cares for health of employees and has charge of rest room and medical rooms - Company-paid nurse in attendance - Filene Cooperative Association for Disability and death Benefits 	<ul style="list-style-type: none"> - Smoking room with tables and games for men - Dancing room - Entertainment committee has charge of social gatherings of members - Athletic committee tries to further athletics and games - Basketball teams - Classes in dancing - Choral club 	<ul style="list-style-type: none"> - Library - Lecture committee provides lectures on educational topics - Publication committee puts of <u>Echo</u>, store paper - Library committee supervises library - Suggestion program 	<ul style="list-style-type: none"> - Arrangements made for wholesale coal for employees - Cooperative store committee sells dry groceries to employees at cost - Profit sharing plan - Minimum wage scale

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<p><u>Forbes Lithograph Co.</u> Boston, MA</p> <p>Printer/publisher</p> <p>Welfare manager in charge of welfare work</p> <p>(3)</p>	<ul style="list-style-type: none"> - Ventilated work areas - Clean shops - Proper toilet equipment - Individual lockers - Suitable chairs - Restaurant - Rest room 	<ul style="list-style-type: none"> - Relief association - Insurance and pension system - Bed in Massachusetts General Hospital endowed for employee accidents and for family members 			<ul style="list-style-type: none"> - Loan and savings bank for employees - Recommend employees take advantage of Massachusetts savings bank
<p><u>Gimbel Brothers</u> Philadelphia, PA Department store</p> <p>Social secretary in charge of welfare work comes in touch with employees in every capacity – work, sickness, and play, besides organizing their entertainments</p> <p>(3)</p>	<ul style="list-style-type: none"> - Lavatories - Lockers for hats and coats - Lunch room - Roof garden 	<ul style="list-style-type: none"> - Mutual Aid Society - Emergency hospital 	<ul style="list-style-type: none"> - Recreation room with piano for women employees - Orchestra - Various clubs - Baseball teams - Basketball teams 	<ul style="list-style-type: none"> - Social secretary teaches in school for employees 	
<p><u>Gorham Manufacturing</u> Providence, RI</p> <p>2000 employees -- high grade of skilled labor</p> <p>President initiated Welfare Work; there is no welfare secretary, rather committee of Employees and members of company</p> <p>(1, 2, 3)</p>	<ul style="list-style-type: none"> - Grounds landscaped with lake - Built Casino with dining room (1899) so men could have change of air at noon 	<ul style="list-style-type: none"> - Two benefit associations employing physician and surgeon - Pension Plan adopted 1903 for employees of satisfactory record – for employees of ill health or on account of age 	<ul style="list-style-type: none"> - Casino has lodging rooms, bicycle rooms, and free evening entertainments for employees - Orchestra - Piano provided - Large athletic field 	<ul style="list-style-type: none"> - Library - Reading room - Annual conference with dinner and entertainment to bring managers and foremen together 	<ul style="list-style-type: none"> - Families are included in entertainments - Gorham Savings Bank incorporated 1900 to provide mortgage loans to employees

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<p><u>Greenhut-Siegel-Cooper</u> New York, NY</p> <p>Special secretary in charge of welfare work</p> <p>Management policy: Secretary should not seek to help unless employees want help in order not to encroach upon employee independence (small fund at her disposal)</p> <p>(3)</p>	<ul style="list-style-type: none"> - Maid in charge of lavatories - Employee lockers disinfected every day - Lunchrooms with free lunches to young employees 	<ul style="list-style-type: none"> - Emergency hospital - Employees' association for employees who are ill or in distress 	<ul style="list-style-type: none"> - Recreation room with comfortable chairs and books - Paid vacation 	<ul style="list-style-type: none"> - Maintain branch of New York Library - Chief duty of secretary is to aid employees in increasing efficiency; a list of employees at bottom of list of their department is sent to her, and she endeavors to bring about personal relations as previously existed in small business 	
<p><u>H. J. Heinz</u> Allegheny, PA</p> <p>Foodstuff factory</p> <p>Welfare work reported (1913) as beginning over 80 years ago</p> <p>Philosophy: Better care of factory means better care of employees</p> <p>(1, 3)</p>	<ul style="list-style-type: none"> - Sanitary conditions imperative - Clean uniforms and white caps - Manicurist tends nails of women employees - Separate dining room - Dressing room - Wooden lockers - Soap and towels provided 	<ul style="list-style-type: none"> - Free medical care from women physician - Sick-benefit association 	<ul style="list-style-type: none"> - Annual picnic - Pretty roof garden for lunch hours - Natatorium with needle, shower, and tub baths - Saturday outings to river - Large convention room for entertainments - Vaudeville shows, lectures, and dances, plus Christmas party 	<ul style="list-style-type: none"> - Auditorium with seating for 2500, used for lectures - Drawing classes - Cooking and sewing classes 	
<p><u>Hotel Astor</u> <u>New York, NY</u></p> <p>800 employees of whom 400 are women</p> <p>(3)</p>	<ul style="list-style-type: none"> - Dormitories for women who sleep in building - Comfortable bathrooms and special laundry - Several dining rooms for various social grades 	<ul style="list-style-type: none"> - House physician who attends sick servants 	<ul style="list-style-type: none"> - Employees seek pleasures and recreation outside of hotel 		

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<u>Huyler's</u> Foodstuff factory (3)	- Lunchrooms	- Cases of sickness and illness cared for on case of own merit	- Summer vacation with pay		
Interborough Rapid Transit Co. New York City 10,000 employees (3)	- Lunch rooms - Exceptional toilet facilities and shower baths	- Maintains greatest welfare work is voluntary relief department	- At terminals, company has constructed buildings equipped with smoking rooms and recreation and pool rooms	- Reading rooms	
<u>International Harvester Company</u> Manufacturer Regular department was recently organized (1913) which is comprised of superintendent and assistant. Welfare department promotes protection against injury, for sanitation and health; the company conducts other welfare work independent of the Welfare Department such as old age pensions, industrial accident insurance, and the employees' benefit association (3)	- Sanitary factories with proper heat, ventilation, toilet facilities, shower baths (where necessary) - Standard lighting adopted to prevent accidents - Washrooms with matrons for women - Pure drinking water - Lunch rooms - Protection against injury through safety measures -- machinery guards, glasses for eyes, congress shoes and hard cloth trousers, and safety inspector - Fire escapes - Pamphlet of rules and instructions printed in 10 languages	- Two physicians in emergency hospitals and where necessary a visiting nurse - Pension system inaugurated 1908 - Employee Benefit Association (1908) is mandatory – covers Sickness, injuries, death - Safety inspector in each plant - Pamphlet of rules and instructions for printed in 10 languages for employees	- Pianos and gramophone in some rest rooms - Clubhouses at some of the works with recreation centers, ladies rooms, reception hall, smoking room, pool room, bowling alley, gymnasium, and assembly hall - Foremen organized club promotes social life – annual picnics, entertainments, dances, baseball teams, athletic associations, and tenpin clubs	- Apprenticeship with 4-year indentures and instruction in shop mathematics for 2 hrs a week - Deposit station of Chicago Public Library - <u>Harvester World</u> – a monthly magazine for employees	- Welfare workers take interest in welfare of neighborhood – work to establish kindergartens
Lever Brothers (1)	- Shorter hours				

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<p><u>Lowe Bros. Co.</u> Dayton, OH</p> <p>Paint factory</p> <p>(3)</p>	<ul style="list-style-type: none"> - Women's lunch room with free coffee - Individual lockers - Soap and towels - Ventilation - Women's aprons and men's overalls laundered by company 	<ul style="list-style-type: none"> - Relief association 	<ul style="list-style-type: none"> - Annual outing - High Standards Club organized 1902 for all women in employ (40) to promote sociability and further interests in literature and music - Piano in dining room 	<ul style="list-style-type: none"> - Ohio Federation of Women's Clubs provides programs with lectures on travel, hygiene, books, reviews, great men, literature and music 	<p><u>Unique feature of welfare work:</u> President who died left stock in company in trust with provision that for 10 years dividends be paid to employees</p>
<p><u>Lowney Chocolate Co.</u> Mansfield, MA</p> <p>Foodstuff factory</p> <p>(3)</p>	<ul style="list-style-type: none"> - Factory building with ventilation and lighting - Comfortable washrooms with free soap and towels - Company launders overalls and aprons - Most employees go home for lunch 		<ul style="list-style-type: none"> - Clubhouse - Bowling alleys - Pool tables - magazines 		<ul style="list-style-type: none"> - Company tenement houses with low rentals - Room for small vegetable garden
<p><u>Ludlow Manufacturing Associates</u></p> <p>Manufacturer</p> <p>Welfare work began approximately 1894; Charles W. Hubbard, Treasurer and trustee in Charge of program (1914)</p> <p>(2)</p>	<ul style="list-style-type: none"> - Restaurant (reported as not successful) 		<ul style="list-style-type: none"> - Men's gymnasium - Athletic field 	<ul style="list-style-type: none"> - Town library provides different newspapers in various languages - Girls' Institute gives classes in cooking, sewing, dressmaking, in addition to classes in physical culture (athletic sports) 	<ul style="list-style-type: none"> - Built and own company town, including church - Company-owned cottages for rent to workers - Company store which allows credit
<p>R. H. Macy & Co. New York, NY</p> <p>Department store 5000 employees</p> <p>(3)</p>	<ul style="list-style-type: none"> - Spacious wash rooms in charge of matron - Individual lockers - Lunch room 	<ul style="list-style-type: none"> - Equipped emergency hospital with nurse in attendance - Physician in charge of all employees - Mutual aid society organized (1885) 	<ul style="list-style-type: none"> - Large recreation room with stage and piano - Summer vacation house - Annual ball 	<ul style="list-style-type: none"> - Weekly lectures - Nurse in charge of library 	

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<p><u>Marshall Field & Co.</u> <u>Chicago, IL</u></p> <p>5000 women employees</p> <p>Welfare work not organized although ideas have been adopted—avoidance of term welfare work for fear of being construed as paternalistic; such as office established (1910) but without name</p> <p>(3)</p>	<ul style="list-style-type: none"> - Ventilation - Lunch room - Restrooms with comfortable chairs and a pianola - Toilet room - Individual lockers 	<ul style="list-style-type: none"> - Two medical rooms in charge of nurse 	<ul style="list-style-type: none"> - Choral society - Baseball teams - Paid holiday pay - Annual picnic 	<ul style="list-style-type: none"> - Reading room with periodicals, newspapers and several cases of books - Chicago branch of Public Library - Y.M.C.A. provision 	<ul style="list-style-type: none"> - Employees paid for practicable suggestions
<p><u>J. H. McFarland's Printing House</u> Harrisburg, PA</p> <p>(1)</p>	<ul style="list-style-type: none"> - Beautified factory exterior 				
<p><u>Metropolitan Life Insurance Co.</u> New York City</p> <p>3000 clerks</p> <p>(3)</p>	<ul style="list-style-type: none"> - Suitable lavatories - Individual lockers - Large dining rooms for men, women and officers - Women clerks get free hot lunch 	<ul style="list-style-type: none"> - Metropolitan Staff Savings Fund induces habits of thrift, life insurance and a lump pension 			
<p><u>National Biscuit Co.</u></p> <p>Foodstuff factory</p> <p>Objects to term "welfare work but provides a number of comforts for employees</p> <p>(3)</p>	<ul style="list-style-type: none"> - Bacs provided on workers' benches - Company launders overalls and aprons - Rest periods for women - Dressing rooms - Two lunchrooms – one for office for and one for factory employees 	<ul style="list-style-type: none"> - Trained nurse in charge of completely equipped emergency hospital - National Biscuit Employees' Association for sick and death benefits 		<ul style="list-style-type: none"> - Library - Reading room 	<ul style="list-style-type: none"> - Plan established (1901) where employees could purchase stock

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<p><u>National Cash Register</u> Dayton, OH</p> <p>Manufacturer 3000 male employees</p> <p>Welfare Department with man in charge and three assistants</p> <p>Men's Welfare League formed to look after factory and family conditions – working for betterment of public schools which would incorporate manual training</p> <p>(1, 2, 3)</p>	<ul style="list-style-type: none"> - Beautiful factory surroundings - Bicycle sheds for employees - Attention given to hygiene in factory - Large windows for light and sunshine - Heat and ventilation with air changed every 15 minutes - High back chairs and foot stools for women - Free baths – 2 per week in summer and 1 per week in winter – on company time - Women's area has curtains at windows, pictures, plants, and quotations on the wall - Lunches furnished at actual cost - Supper furnished when overtime required 	<ul style="list-style-type: none"> - Concern for health of employees - Four-room hygiene department under charge of physician - Pre-employment - First aid - Relief association 	<ul style="list-style-type: none"> - Advance Club Hall with seats for 400 – open to employees and people of neighborhood where Pleasant Sunday Afternoon group meets - Club activities - Dancing and sewing classes for women - Tennis courts - Baseball fields 	<ul style="list-style-type: none"> - Suggestion program - Free libraries - Free lectures - Women's Welfare League gives cooking, sewing, and dancing classes to young women - Women's Century Club for young women reads papers and discusses various topics of interest - Quarterly magazine published by Women's Welfare League - Company's apprentices have evening classes in mechanical drawing - Agents Training School for salesmen 	<ul style="list-style-type: none"> - Garden plots and seeds with instructor for neighborhood boys - Prizes for gardeners - Mother's Club organized to carry work into employees' homes - N.C.R. House established for teaching children of neighborhood – settlement worker provided for work and classes
<p>Niagara Falls Power Co.</p> <p>(3)</p>		<ul style="list-style-type: none"> - Employees' beneficial association for sick and disability benefits - Company endowed a bed in local hospital for use of disabled and sick employees - Company pension fund (1911) 			<ul style="list-style-type: none"> - Company houses with lawns and electricity now (1913) being sold to employees

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<p><u>Natural Food Company</u> Niagara Falls, NY</p> <p>Manufacturer 500 employees of which 150 were women</p> <p>Welfare work objective was to surround employees with ideal working conditions in order to create desire for better things in home as well as in factory.</p> <p>Wages not considered to be part of welfare work</p> <p>E. F. Olmstead in charge of welfare work</p> <p>(3)</p>	<ul style="list-style-type: none"> - Light, airy working area - Ventilation through fan system - Regulated, heated temperature in winter - Use of tobacco prohibited in building - Dining rooms where lunch is provided free of charge to women and for 10 cents to men - Baths and lockers - Well cared for factory environment with force of 12 janitors - Rest periods - Foot and back rests on chairs for girls - Drinking water - Women's longing room - Caps and aprons for women 	<ul style="list-style-type: none"> - Competent company physician - Employee relief association with voluntary membership providing sickness, accident, and funeral benefits 	<ul style="list-style-type: none"> - Grand piano in dining room - Singing and dancing in women's dining room - Bicycle racks - Auditorium for lectures and entertainment - Employee organization International Sunshine Society - Baseball club - Band - Riverside Tennis Club 	<ul style="list-style-type: none"> - Reading room with magazines and newspapers and games such as dominoes and checkers and writing material - Circulating library - Suggestion box - Cooking school for employees - Foremen's Club which discusses business subjects at meetings - Addresses to employees by distinguished people at noon 	<ul style="list-style-type: none"> - Fire protection and drills
<p><u>New England Telephone & Telegraph Co.</u> (Associated with American Telephone & Telegraph)</p> <p>Utility – telephone company</p> <p>Term 'welfare work' is considered objectionable; 'efficiency work' is substituted; starting point of work is company's dependence on human machine for good service</p> <p>(3)</p>					<ul style="list-style-type: none"> - Stamp Savings Society of Boston may have station in offices to encourage saving—no interest paid

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<u>New York City Railway</u> 15,000 employees Provides rooms, light, heat, and material features, and pays salary of welfare secretary (3)	<ul style="list-style-type: none"> - Boarding facilities in Club House 	<ul style="list-style-type: none"> - Mutual benefit society provides health and life insurance - Physicians available 	<ul style="list-style-type: none"> - Club house with pool hall 	<ul style="list-style-type: none"> - Club house with library 	<ul style="list-style-type: none"> - Library is family affair – will order books for family members
<u>New York Evening Post</u> New York, NY Printer/publisher (3)	<ul style="list-style-type: none"> - Unique among newspapers in provisions made for employee comfort - Kitchen and lunch room with separate lunch room for women - Lavatories - Individual lockers - Shower baths - Smoking balconies - Ventilated work shops 				
<u>New York Telephone Company</u> Utility/telephone company (3)	<ul style="list-style-type: none"> - Retiring room - Lunch rooms with free tea, coffee, and cocoa 	<ul style="list-style-type: none"> - Medical examinations for employees - New York Telephone Company Employees' Mutual Benefit Society For male employees 		<ul style="list-style-type: none"> - Women employees in traffic department have school - New York Telephone Society for men Interested in scientific and commercial aspects of telephoning - <u>The Telephone Review</u> published monthly for employees 	

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<p><u>Patton Paint Company</u> Milwaukee & Newark</p> <p>Manufacturer with 2000 employees (600-700 Poles, 600-700 French & remainder Scotch, Irish, German)</p> <p>(2)</p>	<ul style="list-style-type: none"> - Improved appearance of plant - Plant cleanliness a vital feature - Free overalls and laundry - Separate lunch rooms for men and girls with free coffee, tea, and soup 		<ul style="list-style-type: none"> - Query Club for social amusement and recreation - Sun Proof Lunch Club, a self-supporting club providing employee lunches 	<ul style="list-style-type: none"> - Query Club appoints members to read own papers of educational interest and asks others to present materials for betterment of workers' capabilities - Library, which is a station of Milwaukee public library 	<ul style="list-style-type: none"> - Volunteer fire brigade
<p><u>Plymouth Cordage</u> North Plymouth, Mass.</p> <p>Manufacturer/mill 1200 employees</p> <p>Welfare Work began 1899</p> <p>W.E.C. Nazro (no title given) in charge of welfare</p> <p>(2)</p>	<ul style="list-style-type: none"> - Sanitary appliances in toilet rooms - Ventilation system - Clean drinking water - Attractive mill exterior - Dining hall with 'good cheap meals' - Work stools for women 	<ul style="list-style-type: none"> - Room equipped for injured and sick - Trained nurses 	<ul style="list-style-type: none"> - Band concerts - Dances - Social Club - Bathing beach with bath houses - Company sponsored ball team - Labor Day Fair 	<ul style="list-style-type: none"> - Library with trained librarian - Education in American Ways for foreigners - Classes for young women in sewing, English and Italian - Evening classes in Sloyd, basketry, cane seats for boys and girls - Industrial classes for men in machine & carpenter shop (3 year course) - Periodicals in 3 languages 	<ul style="list-style-type: none"> - Tenement houses for workers - Kindergarten - Cooking school for children after public school
<p><u>Pope Manufacturing</u> Hartford, CT</p> <p>(1)</p>	<ul style="list-style-type: none"> - Beautified factory exterior - Lunch counter 		<ul style="list-style-type: none"> - Allow use of room for social purposes 		

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<p><u>Pocasset Worsted Co.</u> Near Providence</p> <p>Welfare work has not evoked interest on part of employees to warrant large expenditure</p> <p>(3)</p>	<p>- Like most textile mills without provisions for employees clothes – no individual lockers, washrooms, etc.</p>		<p>- Welfare work started with a club to compete with saloons</p> <p>- Company built clubhouse (1906) with reading rooms, billiard rooms, bowling alleys, piano and auditorium</p>	<p><u>Special Note:</u> Company believes clubhouse not successful because of operatives who are foreigners would not let daughters go to club in evening.</p>	<p>- Company housing for employees</p>
<p><u>Potter Printing Press Company</u> Plainfield, NJ</p> <p>Manufacturer 3000 male employees</p> <p>(2)</p>					
<p><u>Proctor and Gamble Company</u></p> <p>(1)</p>	<p>- Reduced work hours</p>				
<p><u>Riverside Press</u> Cambridge, MA</p> <p>(1)</p>	<p>- Beautified factory exterior</p>				
<p><u>Sears Roebuck & Co.</u></p> <p>Mail order house 9000 employees</p> <p>(3)</p>	<p>- Landscaped grounds</p> <p>- Spacious, light, well-ventilated offices</p> <p>- Toilet rooms supplied with soap and towels</p> <p>- Individual lockers for one-third of employees</p> <p>- Large dining room and cafeteria</p>	<p>- Physician in charge of medical department</p> <p>- Small emergency hospital or rest rooms with several nurses</p> <p>- Mutual Benefit Association</p>	<p>- Tennis courts</p> <p>- Baseball diamonds</p> <p>- Athletic teams</p> <p>- Track and field meet</p>	<p>- Small company fiction library</p> <p>- Branch of Chicago public library</p>	<p>- Employee savings department</p>
<p><u>Shepherd Company</u> Providence, RI</p> <p>(2)</p>	<p>- Lunchroom</p>		<p>- After two years, two weeks with pay and help planning a vacation – boarding places and cost</p>	<p>- Reading room</p> <p>- Advice and help</p>	

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<p><u>Sherwin Williams Company</u> Cleveland, OH</p> <p>Paint factory</p> <p>(1, 2, 3)</p>	<ul style="list-style-type: none"> - Sanitary conditions - Good light - Ventilation system - Shower baths with clean work clothing twice a week for men - Dining room for men - Lunch room for women employees and office force - Pure drinking water 	<ul style="list-style-type: none"> - Mutual benefit association - Red Cross chests for emergency health care 	<ul style="list-style-type: none"> - Club rooms - Top Notch System – a point system with cash awards 	<ul style="list-style-type: none"> - Libraries - Monthly employee meetings to read papers - Annual banquet for all employees with talks on different topics - Periodicals in men's club room - <u>Chamelon</u> is factory periodical for employees 	
<p><u>Siegel-Cooper Company</u> NYC</p> <p>Retailer 3000 to 4000 employees</p> <p>Isabelle F. Nye Social Secretary</p> <p>(2)</p>		<ul style="list-style-type: none"> - Doctor in attendance who goes to employee homes - Employee's Benefit Association with compulsory membership collects funds for death, illness, or loans 	<ul style="list-style-type: none"> - Week's vacation at company-owned cottage after one year (no other vacation) - Squared Club for men 		
<p><u>Solvay Process Company</u></p> <p>2500 employees</p> <p>Welfare work started almost with business – over 25 years ago for children of employees</p> <p>Company pays welfare superintendent in charge of work, but work under direction of King's Daughters, wives and sisters of company officers</p> <p>(2, 3)</p>	<ul style="list-style-type: none"> - Restaurant and dining room - Sanitary arrangements 	<ul style="list-style-type: none"> - Small hospital room for emergencies - Lectures on first aid in Guild Hall - Employee's mutual benefit society and relief fund - Day nursery at Guild Hall for children of widows 	-	<ul style="list-style-type: none"> - Train workmen's children rather than workman 	<ul style="list-style-type: none"> - Classes for children from 3:30 into evening include cooking, dancing, and gymnasium classes

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<p><u>Shredded Wheat Co.</u> Niagara Falls</p> <p>(3)</p>	<ul style="list-style-type: none"> - Factory building with landscaping - Sanitary conditions - Ventilation - Clean toilet rooms - Free soap and towels - Individual lockers - Tub baths for women - Showers and tub baths for men - Rest Periods - Lighting in factory - Company supplies white caps and aprons - Lunch room for women with adjoining rest room 	<ul style="list-style-type: none"> - Relief association - No emergency room but employees either sent home or to hospital I carriage at company's expense 	<ul style="list-style-type: none"> - Annual outing and Christmas party - Large auditorium with piano used for dances - Various clubs and social gatherings - Periodicals, games, and amusements in rest room 		
<p><u>Stanley Electric Company</u> Pittsfield, MA</p> <p>Manufacturer 1000 employees, skilled labor who are unionized</p> <p>(3)</p>	<ul style="list-style-type: none"> - Newly built factory - Attention given to sanitation, ventilation, and heating 		<ul style="list-style-type: none"> - Social room/hall in new building - Attempted to organize club for employees - Football team - Baseball team 		
<p>Steel Works Joliet, IL</p> <p>Works Club is for the promotion of healthful recreation and social intercourse among members and offering opportunities for physical, intellectual, scientific and moral culture</p> <p>(1)</p>			<ul style="list-style-type: none"> - Works Club building erected (1889) with gymnasium, baths, swimming pool, hand ball court, bowling alleys, reception rooms, amusement rooms - Musical societies - Song services 	<ul style="list-style-type: none"> - Works Club has reading rooms, library, and hall seating 1100 people - Classrooms with free instruction 	<ul style="list-style-type: none"> - Kindergarten

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<p>John B. Stetson</p> <p>Welfare work intended to obtain a higher order of workmanship than it was possible to obtain at that time</p> <p>(1)</p>				<ul style="list-style-type: none"> - Education Plan - Evening classes - Lecture classes - Library 	
<p><u>Swift & Company</u> Chicago, IL</p> <p>Stockyards</p> <p>(1)</p>	<ul style="list-style-type: none"> - Lunches furnished for 2000 employees 				
<p><u>Talbot Mills</u> North Billerica, MA</p> <p>Woolen mills</p> <p>(3)</p>	<ul style="list-style-type: none"> - Lunch room - Individual lockers 	<ul style="list-style-type: none"> - Company inaugurated pension system (1908) - Attempts to interest employees in Massachusetts Savings Bank Insurance and Pension System 	<ul style="list-style-type: none"> - Thomas Talbot Memorial Hall founded 1891 for entertainments with assembly hall, supper room, and kitchen 	<ul style="list-style-type: none"> - Mill library and reading room 	<ul style="list-style-type: none"> - Company-owned houses for 200 employees - Prizes for best-kept houses
<p><u>Thomas G. Plant Co.</u> Boston, MA</p> <p>Manufacturer – shoes and miscellaneous</p> <p>5000 employees</p> <p>(3)</p>	<ul style="list-style-type: none"> - Well-lighted factory - Ventilated workrooms - Sanitary lavatories - Individual lockers - Separate elevators for women - Landscaped factory grounds 	<ul style="list-style-type: none"> - Woman physician - Emergency hospital with regularly employed nurse - Relief fund 	<ul style="list-style-type: none"> - Roof garden - Dance hall - Pool room - Bowling alleys 	<ul style="list-style-type: none"> - Reading room - Maintain branch of public library 	
<p>Thomas Manufacturing Dayton, OH</p> <p>Mail order house 100 employees</p> <p>(3)</p>	<ul style="list-style-type: none"> - Dining room and kitchen - Rest room for women employees with rocking chairs and piano 		<ul style="list-style-type: none"> - Annual picnic - Employee Thomanco Club holds social meetings and dances 		

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<p><u>Union Pacific Railroad Co.</u></p> <p>(3)</p>	<ul style="list-style-type: none"> - System of railway clubs in operation located at convenient points for layovers - Baths and bedrooms rent at nominal figure - Restaurants 	<ul style="list-style-type: none"> - Pension fund - Hospital fund administered by company out of which medical aid supplied to employees - Benefit association for disability and death benefits 	<ul style="list-style-type: none"> - Railway clubs provide recreation rooms, libraries, billiard rooms 	<ul style="list-style-type: none"> - System of libraries - Company pays Y.M.C.A. fees 	
<p><u>United Shoe Machinery Company</u> Beverly, MA</p> <p>Manufacturer of machine Shop products</p> <p>No welfare department by Name</p> <p>(3)</p>	<ul style="list-style-type: none"> - Individual lockers - Wash rooms - Bathtubs - Soap and towels furnished - Restaurant with food at low prices - Company runs farm to supply vegetables to restaurant 	<ul style="list-style-type: none"> - Company pays secretary of United Shoe Machinery Mutual Relief Association which pays sick, disability and death benefits - Encourages employees to join Massachusetts Savings Bank Insurance and Pension System 	<ul style="list-style-type: none"> - Recreation room with couches and pianos for women employees - Various social clubs – musical club, band, football team, cricket and baseball teams - Handsome company clubhouse with auditorium; bowling; card, pool, and billiard rooms; tennis courts; gun club - Membership in club costs \$2/year 	<ul style="list-style-type: none"> - Reading room in club house 	<ul style="list-style-type: none"> - Garden plots for employees
<p><u>United States Playing Card Company</u> Cincinnati, OH</p> <p>Company reported complying with all labor laws and employing only people of good character</p> <p>John Omwake, President</p> <p>(3)</p>	<ul style="list-style-type: none"> - Built factory with 'best sanitary conditions' - Ventilated and heated workroom - Large dressing rooms with separate lockers - Large lunchroom with music provided during lunch hour - 9-hour working day - Provide car service for employees 				
<p><u>United States Printing</u> Cincinnati, OH</p> <p>(1)</p>	<ul style="list-style-type: none"> - Beautiful factory exterior 				

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<p><u>Walker & Pratt Manufacturing Company</u> Waterford, MA</p> <p>Manufacturer of machine shop products</p> <p>(1, 2)</p>	<ul style="list-style-type: none"> - Landscaped grounds - Light and sanitary shop - Washing facilities - Shower baths for foundrymen and molders - Individual lockers (men) - Fresh soap and towels provided for \$.05/week - Hot coffee in shop 	<ul style="list-style-type: none"> - Walker and Pratt Mutual Benefit Association for sick and disability and death benefits 			<ul style="list-style-type: none"> - Company cottages rented to employees
<p><u>John Wanamaker Store</u> Philadelphia, PA</p> <p>Retailer</p> <p>(2, 3)</p>	<ul style="list-style-type: none"> - New store equipped for comfort and betterment of employees - Lunch room 		<ul style="list-style-type: none"> - Women's League 	<ul style="list-style-type: none"> - Educational classes for boys and girls 	
<p><u>Warner Brothers</u> Bridgeport, CN</p> <p>One of the earliest club house efforts – erected club house in 1887</p> <p>(1)</p>	<ul style="list-style-type: none"> - Club house had lunch room, toilet and bath rooms 		<ul style="list-style-type: none"> - Social facilities in club house include parlors, music and reception rooms, and amusement rooms 	<ul style="list-style-type: none"> - Educational features in club house include reading room and library, 'concern room' seating 500 people, 	<ul style="list-style-type: none"> - Lodging rooms in club house - Sewing machines for use of employees
<p><u>Wells Fargo & Co.</u> Atlantic Department</p> <p>Transportation</p> <p>E. A. Stedman, Manager</p> <p>(2, 3)</p>		<ul style="list-style-type: none"> - Pension system with retirement benefits - Local benefit associations 	<ul style="list-style-type: none"> - Company provides hall for annual ball - Annual vacation 	<ul style="list-style-type: none"> - Libraries - Company pays half of Y.M.C.A. fee for employees 	<ul style="list-style-type: none"> - Turkeys at Thanksgiving

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<p><u>Western Electric Company</u> Chicago, IL</p> <p>One of the largest plants in the country in 1900 -- 3000 employees of which 900 were girls</p> <p>(1)</p>	<ul style="list-style-type: none"> - Jane Addams suggested lunchroom (winter of 1993-94) where soup and coffee could be served to girls and sold to men; suggestion was adopted 	<ul style="list-style-type: none"> - Relief fund with foremen in different departments constituting relief department 	<ul style="list-style-type: none"> - Occident Club made up of girls from factory was purportedly first club ever started in any factory in United States (1993-1994). - Entertainments at noon and on special occasions - Summer outings 	<ul style="list-style-type: none"> - Company built addition to factory and presented floor to Occident Club for classes in sewing, dressmaking, travel, calisthenics, music, embroidery, etc. 	
<p><u>Westinghouse Air Brake</u> Wilmerding, PA</p> <p>Manufacturer</p> <p>Social Betterment began approximately 1898</p> <p>(2, 3)</p>	<ul style="list-style-type: none"> - Proper ventilation - Sanitary washrooms - Cool drinking water - Properly guarded machinery - Shops sprayed twice a week with germicide - Toilet rooms with soap and towels - Shower baths in foundry - Dining room for women in shop with cook and coffee furnished free 	<ul style="list-style-type: none"> - Voluntary Benefit Association provides relief for sickness and death - Pension system (1908) 	<ul style="list-style-type: none"> - Programs through Y.M.C.A. 	<ul style="list-style-type: none"> - Programs through Y.M.C.A. - Apprenticeship program - Educational department for foreigners – evening classes in English with small fee charged 	<ul style="list-style-type: none"> - Company built homes sold to employees on easy terms - Cottage flats rented to employees - Award program for well-kept premises
<p><u>Westinghouse Electric & Manufacturing Co.</u> East Pittsburgh, PA</p> <p>Manufacturer of electrical Supplies</p> <p>14,000 employees</p> <p>(3)</p>	<ul style="list-style-type: none"> - Proper lighting and ventilation - Matron in charge of women’s dressing room in shop - No dining room but hot coffee taken to workers - Dining room for women office workers - Rest rooms for women - Food club for office employees 	<ul style="list-style-type: none"> - Company organized relief department for sick and accident benefits 	<ul style="list-style-type: none"> - Westinghouse Club started by company for young engineers with both recreational and educational features - Casino Club for men employees has pool tables and bowling alleys 	<ul style="list-style-type: none"> - Casino Technical Night School with classes in fundamental principles of engineering and shopwork - Graduates of above classes eligible for 2 yr apprenticeship course - Preparatory courses in reading, writing, spelling, and English for foreigners - Electric Journal published monthly in which technical employees contribute 	

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<p><u>Western Electric and Manufacturing Company</u> Pittsburg, PA</p> <p>Employment Department ensures grade of men and Women far above average from standpoint of morality as well as efficiency</p> <p>(3)</p>	<ul style="list-style-type: none"> - Modern office building - Elevators - Heated by steam - Well lighted and ventilated - Kitchen and dining - Sky lights and side windows - Fifty lavatories - Matron for womens' lavatories - Tea and coffee - Clean drinking water - Janitor service - Restaurant 	<ul style="list-style-type: none"> - Company maintained fire hall with reading room, smoking room, gymnasium, and bathrooms and showers 	<ul style="list-style-type: none"> - Assembly hall - Pool and billiard tables in restaurant 	<ul style="list-style-type: none"> - Corp of instructors from regular draughting force teach mechanical drawing to any interested employee (began 1901) - Casino building provided with blackboards, desks, etc. - Library - Electric Club organized for social, engineering, and physical improvement - Complete lecture course during winter months - Monthly journal for employees - Rooms used for young college graduates to meet older engineers to answer questions that arise with their apprenticeship service 	
<p>J. W. Williams Brooklyn, NY</p> <p>Drop Forgers</p> <p>(1)</p>	<ul style="list-style-type: none"> - Spray baths - Wash trough - Wringer for clothes - Drying closet 				