

II. EUROPEAN CONDITIONS

By KENT S. CLOW

To begin with, let me say that these are merely observations, and very superficial at that, and the conclusions drawn are personal and not worthy of great consideration, though I believe them to be interesting.

European conditions, commercial or financial, are very closely, in fact inseparably tied up with political conditions with which in a superficial way we are all familiar. Every country in Europe is also very closely dependent on every other country, far more so than in our own country, which, however, is far more closely dependent upon the European situation than most of us believe.

There are so many sore spots in Europe that it is difficult with my limited knowledge to enumerate them all. There are, however, four outstanding ones that seem to be fundamental and must be taken into careful consideration before endeavoring to deal with any local condition. In order of importance, I believe they should be placed as follows:

1. The reparations claims against Germany.
2. The Russian problem.
3. The exchange problem.
4. The loans of our country to Europe.

Let me briefly show how each of these problems affect everything in Europe and, to a certain extent, the whole world today.

According to the Versailles treaty, Germany must pay this year 2,500,000,000 gold marks, part of which can be paid in labor and materials, part in cash. I have not the details of the treaty before me so cannot give all the figures but they are unnecessary. The dominating fact is that she cannot possibly pay and live and she must live and prosper before the other big problems can be solved. Due to these payments and an unfavorable trade balance, which may perhaps be changed but never to any very great extent, Germany is going further into debt each day. With the mark selling at 1.1c, or about 90 marks to the dollar, with the German people taxed to the limit, with the common working man receiving about 30 marks a day and skilled workmen receiving 50 marks a day, underselling the world wherever the raw materials used come from Germany, she is still going further into debt—the mark, except for speculative purposes is worthless, and the bubble eventually must burst. Internal conditions are frightful, people are starving, and the workmen are demanding a living wage which they will get. Germany must import 45 per cent. of her grain, all of her copper and cotton and many other minor necessities. She has lost the coal of Lorraine, Silesia and the Saar Basin, as well as the iron of Lorraine. She cannot live and pay the reparation claims and Europe knows it. England appreciates this fact and being essentially traders, the English are willing to cancel these claims or fund them and do anything necessary to bring the German exchange up to normal once more. Italy also favors such a course, but France wants the last farthing and the left bank of the Rhine and the Ruhr Basin. No politician in France today dares suggest a cancellation. Briand appreciates the necessity of it but has not the strength to put it over. Some think that Poincare may succeed Briand and be able to swing the French into line with the rest of Europe. Until this problem is settled, there will be no normal conditions in Europe and some think

that we alone can force France to reasonable terms with Germany.

The Russian problem I have placed second in importance, simply because the German problem must first be solved so that Germany can be called upon to solve the Russian problem. Some feel that in years to come, the failure of the Russians to capture Warsaw will rank of greater historical importance than the great war. If this had been successful, the Communists would have overrun Germany, Italy and eventually Europe. As long as they exist in Russia, they will be a menace to our present order of government and life. Beside that, Europe can never be normal again while Russia is unproductive as it is today. Famine and pestilence are rampant and practically impossible to combat. Transportation and finance is demoralized and the present government is absolutely undependable and antagonistic. Germany needs room and it is to the German colonist that we must look to solve the Russian problem, supported and backed by foreign capital.

The exchange problem is too complicated for a novice to deal with but until foreign exchanges reach a more normal base, there can be no hope for good times in Europe or boom times in our own country. I have dealt briefly with the German exchange. The same fundamentals hold true in nearly every country, being based primarily on credit conditions in the various new and old countries—governed by their local resources, the balance of trade and their ability to pay off their local and external obligations in money or products. Exchange conditions are worse in Russia, Poland, Austria and Hungary than they are in Germany. They are bad everywhere in Europe and there can be no possible return to normal industrial, commercial and financial conditions until this problem is solved. It will take years before exchange will approach normal again universally. However, the solution of the reparation claims the settlement of the Russian problem, and finally the cancellation or funding of the loans made by our country will go a long way towards the solution of this, the greatest problem that today faces the world.

Just as Germany cannot pay the reparation claims, so England, France, Italy and the other countries that owe us money cannot pay those loans or if they can, would only further complicate the exchange problem by so doing and in no way benefit us, but rather make conditions worse than ever. Eventually they may be able to pay and it is certainly advisable to fund the interest for a long period at the present time rather than to cancel it at once. But to demand payment would be suicidal and would react upon our country many times over.

These are but four of the great problems facing Europe today. I have made no mention of the labor problem—its limited output and unemployment—the Irish problem—the Silesian question—the Turkish-Grecian fracas—the Indian uprising and numerous other troubles that normally would startle the world but now are considered trivial as compared with those through which Europe has passed.

Let me briefly give a few facts about the conditions existing in the two countries of Europe with which we are mostly concerned—Germany and England.

Taking Germany first, one might think, from a superficial study or investigation, that it was returning to normal more rapidly than any other

country. Its factories are busy, its men and women are employed, it is underbidding all competitors in the world markets, labor is working as hard or harder than before the war at starvation wages. Politically, Germany has undoubtedly rid herself of the Hohenzollern and has no desire to return to pre-war condition. A combination of Majority Socialists, Democratic Socialists and Centrum or Catholics, control the Government today and their aim is undoubtedly to fulfill their obligations to the very best of their ability. President Ebert, a Majority Socialist, formerly a cobbler, is firmly in the saddle, though as President he does not exert any great power except as a mediator. Premier Wirth, a Catholic, formerly a professor in a small college and for three years a private soldier, holds his place on the policy or paying to the utmost. Erzberger, who was just assassinated, was perhaps the most popular man in Germany and it was he who signed the peace treaty and demanded its enforcement. Rathenau, a Jew, the head of the General Electric and other big industrial concerns, is Minister of Reconstruction and is endeavoring to fulfill Germany's obligations to France and Belgium to the best of his ability. With all such conditions outwardly pointing to prosperity and an ultimate solution, the mark is continually depreciating, living conditions are very fast becoming unbearable and unless some help is given, Germany, despite its present good intentions and hard work must fail and perhaps through hunger and misery fall the easy prey of communism and the Bolshevik.

In England, conditions are much better but until the other sore spots are removed, there can be no revival of good business in England or the British Empire. The most troublesome problems of England are the following: Exchange—labor conditions (high wages, unemployment bonuses, low productivity due to union restrictions) high cost of coal—high freight rates—the Irish and Indian situation—governmental wastes—these are a few of the local problems with which Lloyd George and the British must deal before conditions can approach normal again.

Due to the exchange problems, Germany is today selling iron to England where every blast furnace I visited was closed and German iron was being used. This means that English coal pits are closing, iron mines are closed and blast furnaces blown out, resulting in vast numbers of unemployed. It is costing about 30 shillings to get a ton of coal out of the pit. It costs about 6 lbs. and 15 shillings to produce a ton of iron. At present exchange, the coal at pit head costs \$5.40 a ton—the iron \$24.30 a ton. German iron is being delivered at Sheffield for 5 lbs., 2 shillings and 6 pence, or \$18.45 a ton. It is difficult for England to sell to any of the countries whose exchange is further depreciated than her own and it is impossible for her to compete with Germany, Belgium and France. The Englishman is essentially a trader and his interests demand that this problem of exchange be settled and settled promptly. He realizes the importance of the cancellation or funding of the German reparation claims, the fair treatment of Germany regarding Silesia and the necessity of the cancellation or funding of the U. S. loans. France is bitterly opposed to anything that will help to rehabilitate Germany. England wants Germany on its feet again as soon

as possible. England is proud, is paying its way as it goes and would not ask for the cancellation of her debt to us and yet sees the consequences of its payment and realizes that if we demand such payment, trade will be still further demoralized.

Regarding labor conditions, they are far better since the coal strike than they were, but are still such as to cause every Englishman and every thinking man serious worry. The unions are far better organized in England than in our country, though not as well organized as in Germany. In the latter country, however, the men and the union leaders are far more intelligent than in England and have welcomed new improvements and have insisted upon a fair day's work, while the reverse is true in England and the union men are now paying heavily for their bad leadership and have entirely lost the confidence of the public. Their funds are now exhausted, the men have lost confidence in their leaders and the unions are losing members and prestige rapidly. Wages are still too high in England to permit of competition. In the iron trade, wages went up 280 per cent. during the war and have now dropped only 130 per cent, leaving them 160 higher than before the war. As a result, all furnaces are closed and there is great hardship. Perhaps the worst feature of English labor conditions today is the unemployment bonus, for in some districts a man is paid by the Government almost as much when idle as he can earn when employed. The result of this policy is disastrous and all England is demanding its repeal. The Government is afraid to act and afraid not to do so and there is little question but that it will be overthrown in the near future and succeeded by an Anti-Waste or Conservative party, though Lloyd George will probably remain as Premier, adopting the new policy as his own.

Due to the coal strike, the union restrictions and the unproductivity of labor, coal is costing about \$5.40 at the mine. As a basic material, it is so expensive that it cannot be used profitably nor can the people afford to buy it. As a result, although the mines were shut down during the strike, the railroad sidings are crowded with loaded coal cars, the mines are shut down and industry is being paralyzed.

Another basic commodity, freight rates, is still so high that it affects all British commodities unfavorably and until wages on the railroads are materially reduced, there can be no real improvement in local or foreign conditions. The government control of railroads stopped in August and there has already been an improvement in this respect but there is still a long way to go, freight rates being over 70 per cent higher than before the war.

The Irish question and the Indian uprising are disturbing factors. The English have no confidence in De Valera. They feel that they have gone the limit in concessions and that the rest of the world will begin to realize that the fault for any future troubles rests with the Sinn Feiners and not with England. But this unrest and rebellion cannot help but be disturbing both at home and abroad. India is always a source of possible trouble and the present uprising of the Molpals is simply a sign of the general feeling existing in India which requires soldiers, additional Government expense and serious thought at all times.

During the war, the expenses of the Government were necessarily and abnormally increased. As in all governmental activities, there was great waste and unnecessary duplication and as yet this has not been eliminated. A new and independent party composed of business

men and the white collar union, which has become very nearly the dominating factor in England today, has adopted the title of Anti-Waste and is winning most of the bye-elections, defeating the coalition and labor candidates wherever they meet such opposition. The Government is trying to cut expenses—the excess profit tax has been withdrawn as of August 1st, but there is still a great opportunity to decrease the heavy burden of taxation by eliminating unnecessary governmental expenditures.

These are some of the local problems of England. Add to these the tremendous problems of the British Empire—the foreign complications which intimately affect England almost daily and one can appreciate slightly the colossal task still facing Lloyd George and the English people.

Before closing, a few facts regarding the reparation claims, the French demands, the Silesian problem, and some conclusions as to future prospects might prove of interest.

The Reparation Committee has full authority to determine what Germany shall, or rather can, pay annually. The total sum of the reparation claims amounts to one hundred and thirty-two billion gold marks, divided into three bond series. Series A totals twelve billion, 5 per cent, on which interest is due quarterly starting in October of this year. Series B totals thirty-eight billion, 5 per cent., on which interest is also due quarterly, starting January, 1922. Series C totals eighty-two billion, no interest due until in the opinion of the Reparation Committee Germany can pay this interest. To meet the interest payment and amortize the bonds, Germany must pay annually two billion gold marks plus 26 per cent. of its exports. This year the figure was arbitrarily placed at 2.5 billion gold marks—for 1922 at 3.3 billion gold marks. To meet these payments Germany has established and is proposing such staggering taxes that one wonders why any German stays at home. Beside stupendous inheritance, consumption and stamp taxes all incomes as low as 10,000 marks are subjected to a graduated tax from 10 per cent. to 35 per cent. On top of that there is a 60 per cent. capital tax spread over a period of fifteen years. If it cannot be paid in cash, the Government will take stock or a mortgage interest on which must be paid. An additional immediate capital tax of 20 per cent. is proposed on all real estate. The owner of real estate must pay this in cash or give the Government a first mortgage on the property. Life is certainly not worth the effort under such taxes, particularly as it is estimated today that a living wage for a family of four is 18,000 marks.

As I have before mentioned, the French are the only ones demanding the full payment of these staggering claims. There are two parties in France—both demanding payment in full but for opposite purposes. The commercial and financial party wants payment in money, being willing to make the terms such that Germany can pay. The other party is the real power in France today—the French peasant or poilu. He wants to see Germany forced to pay knowing that she will fail in which case France will step in, occupy the left bank of the Rhine and the Ruhr Valley and establish France definitely as the military power on the continent of Europe. At present, France wants one or the other of these courses and is willing even to break with England to obtain their way. They would not break with both England and the U. S., and some, therefore, feel that we alone can solve this problem by definitely alienating ourselves as favoring England's course.

The Silesian problem arose from

the decision of the League of Nations to divide Silesia according to a popular vote of the cantons between Germany and Poland. Western Silesia went solidly German. Southern Silesia bordering Poland and Czecho-Slovakia went solidly Pole and there is, therefore, no dispute over these two sections. The Poles have secured millions of tons of coal, undeveloped but very rich—beside large quantities of oil. The developed coal fields of Silesia are causing the dispute. The industrial centres here voted solidly German, the rural districts Pole. On the whole, the vote was in favor of Germany. France, however, wants Poland strengthened at the expense of Germany and has also undoubtedly been promised rich concessions if Poland gets this territory. England and Italy favor abiding by the decision of the League and giving this rich territory to Germany in accordance with the majority vote. All railroad connections naturally lead into Germany and eventually she will undoubtedly get it, as she should.

How does this European situation affect us and what particular lesson, as a Company, should we draw from it in planning our future policy? If France succeeds, crushes Germany and takes over the Fuhr and the left bank of the Rhine, strengthens Poland and establishes herself as the military dictator of the Continent, what then? In the first place, this will take several years during which there will be misery and unrest in central Europe—a continuation of the Russian fiasco and ultimately a military power created that has always believed in the creation of wealth by military force, a fallacy that can only result in another terrible conflict and a continuous disturbance. If England, backed by our country, forces her more sane program, it will still be years until Europe can possibly return to normal and until she does, until exchange ~~once more~~ becomes more nearly normal, Europe can only buy her necessities from us and will undersell us abroad and at home unless kept from so doing by a high and artificial tariff which will simply further complicate the situation. If there is indecision, if Germany is first favored and then kicked, the German workman may be forced by hunger and poverty to align himself with the Bolshevik, bringing chaos on all Europe and the rest of the world. At the best, there is no hope held out in Europe for prosperous business conditions for five to ten years.

Can we be truly prosperous with Europe sitting on a powder magazine, with credit endangered in this vast and important section of the world? Personally, I doubt it. As a nation, I feel that we must be generous and at least we must look at this European situation with a more business-like understanding, realizing that our prosperity and our future is very really involved. We must cancel or fund our loans and we must back England in its efforts to bring the world back to normal as quickly as possible, remembering always that England got what it wanted three months after the Peace Treaty was signed—that France has a very legitimate and just claim against Germany which must be fulfilled to the best of Germany's ability but that she must not be broken up, that she must be permitted to exist and that with our help she must be called upon to bring Russia back to its rightful position as the granary of Europe and a land of wonderful undeveloped resources. England alone cannot accomplish these results. Backed by us, she can do so. And until some such steps are taken our business policy should be one of continuous conservation.

KENT S. CLOW.

A Review of Clow Developments

(Editor's Note)—The article here printed should have been incorporated in the original paper as it was written to accompany the pictures, but by an oversight was not included, hence the reason for this insert.

In starting on the new year it is sometimes interesting to look over the past to review the developments and to learn from the experience which has been gained. James B. Clow and Sons is an old concern, comparatively speaking. It was founded in 1878—forty-two years ago. Its growth has been rapid and its extension great. Its activities are now so varied that we think it is interesting to show how all departments of the organization are really linked together in a common interest and to give the members of the organization a realization of the fact that their work is but a link in the chain which makes up the complete activities of the Company.

Originally there were no stockholders in the Company as it was merely a partnership. As the extent of its operations grew larger and financial support was needed it was decided to incorporate the Company and to issue Preferred as well as Common stock so that the stockholders are really the first ones to be mentioned as they are the ones who supplied the necessary capital which made the organization possible.

Directly responsible to these stockholders are the directors of the Company and these men have problems to consider which determine the success or failure of an industrial concern. The present market situation represents one of the problems which must be determined by the officers and directors and upon their decision rests the success of the entire organization to a very large extent. It is difficult, in fact impossible, for a manufacturing unit to make any money if the stocks of materials, from which their finished product is made, are purchased for them at high prices and yet it is sometimes necessary to contract for a year's supply of raw material and it requires considerable thought to determine whether it is more advantageous to do so or simply to buy from month to month.

In every manufacturing organization opportunities arise which show, on the face of them, possibilities of great savings by the investment of large sums of money. The directors and officers must determine whether it is more advantageous to avail themselves of such savings or whether they should preserve their credit and more companies have failed due to wrong decisions along these lines than from any other single cause.

There are numerous sales problems, the proper decision of which is vital for the success of the Company. It is sometimes advisable to sell material at a loss rather than to hold it in stock. Questions of credit to permit sales are problems which must be rightly decided for the proper success of the business. These are simply some of the big problems. The countless smaller problems are always present and it is the constant duty of your officers to see that the policies out-

lined by the directors are carried out to the best of their ability and also to see that a prompt and correct decision is given to all of the minor problems which are daily occurrences.

Roughly, the Companies activities are divided into three branches: Sales, General Office and Manufacturing. Each is closely related to the other and of equal importance to the success of the whole. The Sales Department can not sell product that is not produced at a cost that will permit it to meet competition or of a quality that will command a market. It would do the Manufacturing Organization no good to produce material which it could not sell and it would do neither the Sales nor Manufacturing Departments any good to sell material to customers who would not pay their bills.

Taking the Sales Department of this Company: First, it is interesting to know that Clow products are sold from New York to San Francisco and from New Orleans to St. Paul and Minneapolis. They are sold by a large force of men who have grown up in the organization and have been carefully trained and who are in every respect loyal and indispensable members of the complete organization. The majority of the salesmen specialize in selling plumbing and heating materials though they are always interested and endeavoring to push the sale of foundry products. There is another group of men selling pipe, steam goods and water supplies to the big corporations. They also, whenever the opportunity presents itself, endeavor to push the sale of Clow foundry products, but there is one department which devotes its entire efforts to this particular branch of the Company's activities and the large majority of the Clow foundry products are sold by the Cast Iron Pipe & Foundry Division of which Mr. Walter O'Day is Sales Manager and Mr. John McPartland its most active field representative.

Another large organization is maintained to dispose of the product of our Gasteam Department. One of our agents alone employs fifteen salesmen in his particular territory covering six or seven states, stretching from St. Louis to New Orleans. We have an active agent on the Pacific Coast with several salesmen and are well represented in practically every large city of the country. There is still another sales organization whose sole efforts are given to the sale of RUV Sterilizers.

The direction and decisions relating to the policies of the Sales Organization are centered in the Vice President of the Company, Mr. W. E. Clow, Jr., though each of the divisions has its own sales manager who is held responsible for the successful distribution of its products.

The next division of the work of the Company is included under the head of General Office. Probably the most important single department under this head is the Accounting & Finance at the head of which is the Treasurer of the Company, Mr. Orlando Ware. He must determine whether a customer who orders goods is going to be able to pay his bill and must be willing to help customers whenever conditions permit. The financial problems of a company of the size of this one

are many and vital and a wrong decision in regard to their execution would be as vital as the inability of the sales organization to dispose of material or the inability of the production department to produce it.

The Purchasing Department is, of course, an important factor for no sales organization can sell material that is purchased at an exorbitant price. The Purchasing Department must be responsible for the quality of all materials purchased.

An interesting department of which I think our organization knows very little about is our Advertising Department and yet it is of the utmost importance in the successful conduct of our business. For national magazine and circular advertising alone the Company spent approximately Fifty Thousand dollars last year to help its salesmen dispose of its varied products. In addition to this it issued catalogs at a cost of at least an additional Fifty Thousand dollars and the Advertising Department is the one responsible for this work. In the year 1921 we contemplate spending for the advertising of Gasteam radiators alone, over Fifty Thousand dollars and this expenditure is made because it is the cheapest and best method of selling our products and yet it is a fact which is known to but few in the organization.

There are many other vital divisions of the work under the heading of General Office. There is the Traffic Department which directs the routing of all our products, checks over bills and traces materials to their destination. There is the Order Writing Department which receives our customers' orders and writes them up and sends them through for execution. There is the Operating Department in the Chicago Office consisting of some eighty or ninety men who fill orders for jobbing material only. There is the Estimating Department upon whom we must rely for proper figures that will permit us to get orders and at the same time make a reasonable profit. There is the important department whose interest is solely in the maintenance of a proper cost system. Any one of these departments may be the cause of making or breaking a big concern. Each one is an indispensable link in the chain and each member of every department has a heavy responsibility towards the success of the whole.

As this article is written for THE EMPLOYEES NEWS published at our works, we have left to the last the consideration of the manufacturing department, not because it is of the least importance, but because its operations are better known, and yet we believe that few men in the Manufacturing Department realize the extent of its operations or the manifold problems which its proper operation presents daily. The men at the foundries are perhaps familiar with the operations at Coshoc-ton and Newcomerstown yet at each of these plants there are many departments closely related and absolutely dependent upon one another for the success of the whole. The Management must determine the policies which shall govern the operations of the several plants, being guided by policies laid down by the directors and officers of the Company. The Superintendents, work-

ing directly under the management, are responsible for all operating conditions and they in turn hold the foremen in the various departments responsible to them, and the men who are the backbone of every successful business are responsible to their foremen for the success of their own work. There are Planning and Shipping Departments at both plants which must route the work through the plant in such a way as to give satisfactory delivery to our customers at the same time assuring economical production. Should they fail to give service we would have no business for service is at the back of all successful manufacturing concerns. There is the important Purchasing and Cost Departments at both plants; the Office Force which prepared pay rolls, reports, etc.; the Employment Department; the Drafting Department—each and every one of which is essential to the ultimate success of the organization.

Our Ohio plants manufacture only cast iron pipe, fittings, man-holes and other miscellaneous iron castings. In Chicago there is a large Brass Shop which manufactures the brass specialties and the organization in the Brass Shop is along the same order, though slightly smaller, as that at the foundries. The Company also operates a Marble Mill in Chicago, manufacturing all marble necessary for the sale of its plumbing materials and at the same time devotes a large part of its capacity to the production of marble for the interior of bank buildings and for many other miscellaneous purposes.

Briefly we have outlined the activities of the Company and believe we have shown that each is closely related to the other. No Company can be a success unless every member in the organization appreciates the fact that he personally is responsible for the success of the Company and it is an absolute fact that more companies fail due to the fact that their officials do not recognize this fact and stress the importance of one branch as opposed to the other to such a point that they have either sold more product than they could produce or produced more product than they could sell, or worse yet, have sold their products to customers that could not pay or made bad investments in poor equipment or other fixed capital which would not return a fair investment on the capital.

In closing, it is again interesting to picture the Clow dollar which shows the expenditure of every dollar paid out by this Company and the percentage which goes to the various uses. No comment is necessary but we believe a careful study of the distribution of the Clow dollar will be of value to every member of the organization and will impress them with the fact that the money earned by the Company is either paid out in wages or reinvested in the business and that it is the intention of the directors and stockholders to, at all times, endeavor to furnish the members of this organization with steady work at the best prevailing wage, in return for which they ask from all of us a realization of the importance of the proper performance of each individual's work for the success of the whole.

The Clow Employees News

Dedicated to the Welfare of the Men and Management

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NEWCOMERSTOWN FOUNDRY NOTES

Production is still going very strong in the radiator shop and the boys down there have reduced their losses to the minimum and some days the cast report shows that they are below the minimum loss. This only shows what can be done where men really apply themselves to the job in hand, and besides cutting their losses, the production has been increased which is very gratifying to all concerned.

The assembly and shipping of Gas-team continues at a rapid rate and Tyler and his gang are going strong. It is a real satisfaction to see a department such as this, so well balanced, where each man has a place to fill and so well fills it that no one is waiting for material to do his work, but where each works for the benefit of the other and hustles to see that his part of the job is not lagging. You're certainly doing nice work down there boys and keep it up for in that way you can make some extra dollars.

It is pleasing to note the effect of the talk given us the latter part of August by our President Mr. W. E. Clow. Almost immediately we noted a change in conditions in the pipe shop and from that time on production was very materially improved. Our recent percent of loss has not been so bad and yet there is still room for improvement and the loss can be reduced. As we are coming into the cooler period of the year we can expect to see better work in this department and it is possible to add a few more pipe to each pit and thus help the men make more money. You can note another thing also, you do not see so many new faces in the shop, men have come to value a job and they are not running away from it on the slightest provocation. This gives us men familiar with the work to do and naturally it is being better done than with a lot of new men such as we have had to contend with for the past few years.

Outside construction work is being rapidly brought to a close, all preparation being made for the winter season and if there is still repairs and work to be done before the cold weather hits us, each foreman should make his wants known so that the work can be completed in good time.

We are all glad to see the smiling face of front gateman Geo. Booth. Geo. isn't sick often but when he is he says he's sick as a hoss. He was compelled to be off duty the most of Sept. but is back on the job and feeling fine.

Charles R. Crater of the Electrical Department was operated at the Grant Hospital Columbus, Ohio, Sunday Sept. 3rd, having an infection in his right leg as the result of being spiked in a game of base ball early last May. Latest reports have it that his full recovery will be rapid and complete and that we will soon have him with us again.

Vice President Kent S. Clow was a visitor at the foundries Monday Sept. 12th having just returned from a trip to Europe. He certainly was looking and feeling fine and we are glad to have him back with us again.

"Sticktoitiveness"

The man who quits has a brain and hand
As good as the next, but he lacks the sand
That makes him stick with a courage stout,
To whatever he tackles, and fight it out.

He starts with a rush and a solemn vow
That he'll soon be showing the others how,
Then something new strikes his roving eye;
And his task is left for the by and by.

The man who sticks has his lesson learned;
Success doesn't come by chance---it's earned
By pounding away; for good hard knocks
Make stepping stones of stumbling blocks.

For the man who sticks has the sense to see
He can make himself what he wants to be.
Why the man who sticks can't help but win?
If he'll off with his coat and pitch right in.

---Selected

It May Prove to Be a Cure All

For one, I am plumb sick of all this talk about "Capital and Labor," "The Great Unwashed Proletariat," "Is the Binet Test a Cure for Falling Hair?" "Does the Eight-Hour Day Unfit a Man for Toddling?" and "Knee Skirts as a Stimulant in Place of Alcohol."

It strikes me that what this world needs right now is a damzite fewer reformers and a damzite more performers.

We are so busy talking efficiencies that we only have time left to produce deficiencies; we discuss industrial relations so much that we fail to practice industry.

We need less advice about how to do things—and a heluva lot less device for not doing them.

We need less argument and more action, less "welfare" and more work, less give and more get.

I knew a man who had rheumatism and moved around entirely on his knees for four years, during which time he cleared thick beech and maple timber from forty acres of heavy land, besides carrying on the work of a pioneer farm.

He was aided and abetted in this crime against the four-hour day by an energetic and thrifty wife and numerous growing children.

He lived to eat a dozen simon-pure buckwheat flapjacks as trim-

mings for a breakfast of solid food every morning until he was well past eighty. His average working day was around seventeen hours.

He wasn't particularly remarkable in his generation.

It was a generation that never got fogged on the fundamentals. It knew that to eat bread, a man had to raise wheat. If he failed to raise wheat and the neighbors couldn't help him (generally they couldn't in those days), he stood an excellent chance of acquiring starvation title to a 6 x 2 plot of ground.

The men of that day didn't give much of a tinkersdam about the relations of owner and worker or whether employers kept a chiropodist for every ten employees.

Those men, as do all of us, lived and loved and smiled and suffered and, when their time came, died—but through it all until the end, they worked. And they made America the greatest producing country in the world.

The most elemental proposition in Nature is that man must work to live—"in the sweat of his face shall he eat bread." The trouble today is that most of us want to eat only cake and three-inch porterhouse, without sweating—beg pardon, perspiring one single, little perspire.

(Continued on last page)

THE COSHOCTON FOUNDRY NOTES

Inspector M. C. Smotzer was a recent visitor in New Philadelphia, Ohio.

"Pete" Huff and Gus Kratz were visitors in Newark Ohio on Sept. 18th.

Chief engineer F. H. Blanding was in Chicago several days in Sept. on company business.

W. R. Todd of the employment office spent his vacation in Kentucky visiting his parents.

Core maker Jas. Ross was absent from work several days recently on account of illness.

Cashier C. O. Randles took his vacation during the Middle of Sept. and put in several days hunting.

"Pete" Huff and Joe H. Spring were in attendance at the State Fair at Columbus Ohio during Fair week.

Vice President Kent S. Clow stopped over for a visit to the Ohio foundries on his return visit from Europe.

Gus Kratz has returned from his vacation and reports having a gay time visiting Cleveland, Buffalo and Toronto.

A good many from the foundry went hunting the first day the squirrel season opened and all report having squirrel for dinner the following day.

Foreman Willis Tschudy of the pattern shop went hunting near Newcomerstown on the 15th. He reports there were not many squirrels where he hunted.

Geo. Nelson of the pipe inspection department underwent an operation for appendicitis at the City Hospital Sept. 21. His many friends are anxious for his speedy recovery.

Night watchman Geo. Farmer has a new coon hound he recently purchased and is very anxious for the hunting season to open as he expects to catch many fur bearing animals.

Virgel Spring was store keeper while his father was attending the State Fair. Virgel seems to have been well instructed by his father for he kept things moving along nicely while he was in the store room.

Among those who killed only the laws limit and no more of squirrels were Draftman E. D. Patterson, machinist John Criswell and John Laird. Sidney Grant went so far away from home to hunt, he could not bring as many as five squirrels home with him so he did not kill so many.

John McNary of the machine shop went squirrel hunting on Sept. 15. It had been many years since John had been hunting, in fact it had been so long he had almost forgotten what a squirrel looked like and the first and only thing he killed. He thought he had killed a large and fat squirrel, but on returning home and showing his game to his son Paul it developed he had killed a young groundhog.

Your Teeth

INLAYS IN TEETH

By Rea Proctor McGee, M.D., D.D.S.
Editor Oral Hygiene.

An inlay is a filling that is made outside of the mouth and when finished is fastened in the tooth cavity with a dental cement. The making of inlays is a very ancient process that was a lost art for many centuries. The Aztecs of old Mexico used a green stone inlay in their teeth. The green stone was not used to stop cavities in the teeth as we use inlays, but was purely decorative. The Aztec nobility had fanciful designs cut in their front teeth, probably tribal marks on the order of our coat-of-arms, then the green stone was cleverly cut to fit the cavity and cemented with a very durable transparent cement. The durability of these prehistoric inlays is proved by the fact that there are in existence a number of Aztec skulls with the green stone still firmly in place.

Inlays of porcelain were the first to be made in modern times. Porcelain was used because it can be made to closely approximate the color and characteristics of the natural teeth. The process of making a porcelain inlay is very difficult but the result is so satisfactory that many are made for fillings where gold would be objectionable.

The gold inlay is now very widely used. There are many ways to make them but the object is the same; that is, to perfectly fill the cavity, to restore the original contour, and to be durable. All of these things a gold inlay does. The miniature casting that is required to make a gold inlay is an art of modern times. Gold inlays are made with remarkable accuracy, and as they are made outside of the mouth, they are much less painful than gold fillings that must be malleted into the tooth. Whether a good gold inlay is better for the tooth than a gold filling that is also good is not yet decided. I would say that either one is all right.

MY AUTO, 'TIS OF THEE

My auto, 'tis of thee, short road to poverty, of thee I chant. I blew a pile of dough on you three years ago; now you refuse to go, or won't or can't. Through town and country side you were my joy and pride, a happy day. I loved the gaudy hue, the nice white tires new, but you're down and out for true, in every way. To thee, old rattlebox, came many bumps and knocks, for thee I grieve. Badly thy top is torn, frayed are thy seats and worn; the whooping cough affects thy horn, I do believe. Thy perfume swells the breeze, while good folks choke and wheeze as we pass by. I paid for thee a price, 'twould buy a mansion twice; now, everybody's yelling "ice"—I wonder why? Thy motor has the grip, thy spark plug has the pip and woe is thine. I, too, have suffered chills, fatigue and kindred ills, endeavoring to pay my bills, since thou wert mine. Gone is my bank roll now, no more 'twould choke the cow! as once before. Yet if I had the mon, so help me John—amen, I'd buy a car again, and speed some more.—L. S. Smith & Bros. Co.

Let us study facts as they are today, plan our work on the basis of today, and prepare to do business on today's conditions. What we need is more of the fighting spirit in business and less talk of getting back to the old days.—Von Duprin.

THE MAIN POINT

"Miss Tiddles, will you marry me? I would gladly die for you," offered the wealthy but aged suitor. "How soon?" queried that practical twentieth-century maid."

Henry Ward Beecher Sends Advice to His Son

(Many years ago Henry Ward Beecher wrote the following letter to his son, who had gone west to make his fortune.—Editor.)

"My Dear Herbert: You are now for the first time really launched into life for yourself. You go from your father's house and from all family connections to make your own way in the world. It is a good time to make a new start, to cast out faults of whose evil you have had an experience, and to take on habits the want of which you have found to be so damaging.

"1. You must not get into debt. Make it a fundamental rule: No debt—cash or nothing.

"2. Make few promises. Religiously observe even the smallest promise. A man who means to keep his promise cannot afford to make many.

"3. Be scrupulously careful in all statements. Accuracy and perfect frankness, no guesswork. Either nothing or accurate truth.

"4. When working for others sink yourself out of sight, seek their interest. Make yourself necessary to those who employ you by industry, fidelity and scrupulous integrity.

"5. Hold yourself responsible for a higher standard than anybody else expects of you. Demand more of yourself than anybody else expects of you. Keep your personal standard high. Never excuse yourself to yourself. Never pity yourself. Be a hard master to yourself; be lenient

to everybody else. Selfishness is fatal.

"6. Concentrate your forces on your proper business; do not turn off. Be constant, steadfast, persevering.

"7. The art of making one's fortune is to spend nothing. In this country any intelligent and industrious young man may become rich if he stops all leaks and is not in a hurry. Do not make haste; be patient.

"8. Do not speculate or gamble. You go to a land where everybody is excited and strive to make money suddenly, largely and without working for it. They blow soap bubbles. Steady, patient industry is both the surest and safest way. Greediness and haste are two devils that destroy thousands every year.

"9. I beseech you to correct one fault—severe speech of others. Never speak evil of any man, no matter what the facts may be. Hasty fault-finding and severe speech of absent people is not honorable, is apt to be unjust and cruel, makes enemies to yourself, and is wicked.

"10. If by integrity, industry and well-earned success you deserve well of your fellow citizens, they may in years to come ask you to accept honors. Do not seek them, do not receive them while you are young—wait; but when you are established you may make your father's name known with honors in all halls of legislation."

Wonderful Experience of Editor When No. 34 Wrecks at Tyndal

Most people believe that an editor doesn't have to know very much nor to have much experience to control shears and a paste pot, but the Newcomerstown Editor got all the experience that was coming to the whole works on Friday night Sept. 2nd when he was a passenger on Panhandle train 34 bound from Newark to Newcomerstown when 11 of the 13 cars comprising the train were derailed 3 miles west of Coshocton Ohio. We had crossed Tyndal bridge at a terrific speed, the train being late out of Newark, and as the train rounded the curve on the straight-away to Coshocton the tender of the second engine jumped the track and caused all the trouble. First was the severe shock of the air being applied to the brakes, then the cars began to jump around then the train toppled over and drug quite a ways on its side. Many of the windows on the lower side were open and those not open soon had the glass broken out and the cars dragging in the dirt sent up a cloud of dust in the cars that made objects invisible. The feeling that comes over one in a moment of this kind is indescribable and it must be experienced to get an idea of what it is, not that we are advising anyone to pass through a wreck of this kind, but words fail at description.

When the cars finally stopped we made a survey of those in the car to determine if any were seriously injured and then began a slide out of the windows and down the side of the car alighting where the track had been—the rails had been thrown from the track and broken ties and dug up ballast was all that was left where the track had been but a moment before. The remarkable thing about it all was the few injured compared to the number of people on the train and the perfect calm and control of the passengers after the train finally stopped. There was not an outcry from man, woman or child and perfect order prevailed. Ambu-

lances and autos quickly arrived from Coshocton and rushed the injured to the Hospital where they were given proper medical attention. The Railway Company must be commended for the almost indestructible cars they furnish for the use of the traveling public and to this equipment, many passengers on that train owe their lives.

LOST HIS ENTHUSIASM

The worried countenance of the bridegroom disturbed the best man. Tiptoeing up the aisle, he whispered:

"What's the matter, Jack? Hae ye lost the ring?"

"No," blurted out the unhappy Jack, "the ring's safe eno'. But, mon, I've lost ma enthusiasm."

HELPING THE LOCOMOTIVE

Workers in business organizations who kick, growl and make trouble for the management during the reconstruction days when managers of business everywhere have problems confronting them that require every bit of energy they possess, remind me of the green brakeman who was making his first trip up the Sierras.

The train was going up a very steep grade, and with unusual difficulty the engineer succeeded in reaching the top. At the station, looking out of his cab, the engineer saw the new brakeman and said with a sigh of relief: "I tell you what, my lad, we had a job to get up there, didn't we?"

"We certainly did," said the brakeman, "and if I hadn't put on the brakes, we'd have slipped back."

NOTHING TO IT

There goes Mrs. Finale. They say every cent her husband makes she puts on her back."

"Poor fellow! He must have been out of work when that gown was made."—Houston Post.

Local Personals; and Other Items

Supt. J. W. Mugford spent the first of September visiting friends and relatives in Canada and reports a good time.

General Manager W. C. Clow was in Milwaukee, Tuesday, Sept. 20th, having his eyes treated and was there given assurance that his eyes were clearing up. We sincerely hope that he will soon regain his normal vision.

The 15th of September was given over to the sport of squirrel hunting by about 30 of our employees and most of them had some fine tails to show for the day's hunt.

Mr. Robert Wills, core maker and Mrs. Louise Talley were very quietly married in New Phila Tuesday Sept. 6th. They are "at home" to their many friends at 450 Clow Ave.

Will some enlightened soul kindly explain to Harry Tyler why the Production Bonus is not always what it looks like it ought to be.

Chas. Harrison has been off duty 3 weeks with a bruised shin, sustained while working on the loading gang.

Ralph Rogers has been off this month with a badly burned ankle which he received while working on the pipe shop cupolas.

Asst. General Manager F. W. Schwab was a visitor at the Chicago Office Thursday the 22nd.

Elmer Marling is enjoying a vacation autoing over the country and in his absence Mellie Shurtz has charge of the night work in the pipe shop.

W. S. Lyons and family motored to Cleveland and return Saturday Sept. 24th. Bill says the driving was fine and he got along in good shape.

Joe Nickles and family have moved into one of the Company houses corner College and Walnut sts.

Miss Alice Wimmer returned Monday Sept. 26th after a two weeks visit with her brother Frank in New York City. She reports having a good time and thoroughly enjoyed the big city.

PRODUCTION BONUS

The increased amount of the last general bonus shows that better work is being done in the plant and this particularly applies to the pipe shop. We are now coming to the time of year when men can spend a little longer time, if necessary, to make their work good, and any time spent in doing this is immediately reflected in the size of the bonus the next day period. Good work is profitable both to the employees and to the Company and each and every one of us should see that no part of the work we do towards the making of our product should be slighted in the least, but rather that it should be done the very best that we know how, and even then if we are at all in doubt that we don't know all that we should know about the work we have to do, inquire of your foreman and he will gladly tell you or show you how to do it. Now is the opportunity of the employees who have to do with production to make their pay checks larger in amounts than they have been, and in doing your work right you are sure of the satisfaction that you have done your full duty and that you will be paid in proportion to the successful way in which your work has been done.

The Clow Employees News

W. R. Todd
W. A. Beers Editors

EDITORIAL STAFF

Newcomerstown—Ass't Manager F. W. Schwab, Robt. W. Tempest, Harry Tyler, Oscar Sheets, O. C. Moore.

Coshocton—Guy P. Clow, Edw. Rohr, Laura Cooper, Paul McNary, Gus Kratz.

EDITORIAL

Common is the expression "Don't cross a bridge 'till you come to it," but how few of us really apply the expression to every-day life? Crossing bridges before you come to them is an expression that implies worry. We know of nothing so wearing on the human system as to worry over things beyond our control. To study how to meet a coming situation or a difficult problem is fine for the individual, it broadens the mind and is a real builder of mental capacity, but to go further than that and just simply worry, gets you worse than nothing, it is destructive, tears down good tissue and starts you on the road to be a physical wreck. Be as fair with yourself as you would demand that others be with you. When you get in a rut, you begin to worry, this World is large enough for all of us, don't get in a rut, keep your head up and you will always see a way out, plan and think and keep going, work your brain, whenever you worry your mentality is standing still, don't let your mind dwell constantly on the same thing. As you start to really think and study a problem, different ways and things will bob into your mind, some will not be worth considering but finally you will fall onto the plan that will best suit your needs, then go to it and put your plan to execution. If this is successfully done, the next problem will not be so hard, for you have created a confidence within yourself. If a person has a reasonable amount of good sense and confidence in himself to do things, there isn't much of a limit to what an average individual can accomplish. Coupled with all this must be an in-born desire to do things, too many of us get into the habit of taking things just as they are, if they don't suit us we worry about them. Wake up, face about, and if things don't suit you, bring about a different condition. Don't cross the bridge before you come to it, it may not be there.

PAID WITH INTEREST

"He called me a rhinoceros two years ago, Your Honor," said the prisoner.

"Well," said His Honor, "why did you wait two years before resenting it?"

"I never saw wan of them things 'till yesterday, Your Honor."

DEVELOPING

"I understand that your boy Josh is interested in perpetual motion."

"Yes," replied Farmer Hawbuck, "and I'm kinder encouraged about it. I thought for a while that the only thing Josh was interested in was perpetual rest."—Boston Transcript.

In order that you may have fresh milk on the table at seven o'clock somebody had to get up at two o'clock.

Women's Department

White Cake

One pint sifted granulated sugar.
One pint butter.
One pint water.
Two pints flour sifted five times, adding three level teaspoonfuls of baking powder the last time.
Unbeaten whites of four eggs.
One teaspoonful vanilla.

Nut Bread

One cup sugar.
One egg.
One cup of sweet milk.
One cup of nut meats.
Three cups of flour.
Three teaspoonfuls baking powder.
Let raise one-half hour, put in oven and bake forty-five minutes.

Brown Bread

Two cups of sour milk.
One cup of brown sugar.
Four cups whole wheat or graham flour.
One teaspoonful soda.
One teaspoonful salt.
One-half teaspoonful cinnamon.
One-half teaspoonful cloves.
One-half box of raisins.
Bake forty-five minutes.

Biscuits

Two cups flour.
Four teaspoonfuls baking powder.
One-half teaspoonful salt.
Two tablespoonfuls shortening.
Three-fourths cup of milk or half milk and half water.

Two War Heroes Buried

On Monday the 19th of September, the remains of the last of our employees who gave their all in the great World War were returned from France and laid to rest in our local cemetery, Privates Darrell O. Beiter and Walter Daugherty. On the morning of October 4th 1918, during a drive in the Argonne Woods, Darrell O. Beiter was struck by a piece of shell and instantly killed. Among his effects now in the hands of his mother is a blood-stained letter, which he had been unable to mail, telling of his frightful experiences.

On October 12th, in the Argonne Forests Walter Daugherty was struck by a shell injuring his right leg, arm and side, he was immediately removed to a field Hospital and there died two days later.

Funeral services were conducted under the auspices of The American Legion and many of the employees attended. We understand that these are the last to be returned here of the Newcomerstown boys who gave their precious young lives that this World should be freed from Kaiserism. What a debt of gratitude we owe them. Peace to their souls and Glory in the Highest.

STATISTICS ARE STATISTICS

"As I have about completed your course on Business Statistics," writes a local student, "I naturally am observant of articles which appear in the publications that come to my desk. That's how I happened on the following:

"What are the chances on my recovering, Doctor?"

"One hundred per cent. Medical records show that nine out of every ten die of the disease you have. Yours is the tenth case I have treated. Others all died. You're bound to get well. Statistics are statistics."

KING LIAR

"I say, Stalker," he said, "you remember you told me you hunted tigers in West Africa? Well, Captain Smith tells we there are no tigers there."

"Quite right, quite right," said Stalker, blandly, "I killed them all."—London Opinion.

Facts is Facts

A rose by any other name
Would be as sweet. And that is
The reason hash is much the same
As croquettes or as patties.

Sign of Nothing Left

(A short story—3 figures—8 words)
Crazy man—2 Chinamen.

Fliver.

Smashup!

Lost—1 nut and 2 washers.

He wonders what is the matter
with his clothes when people look
at him.

She wonders what is wrong with
her clothes when people don't look
at her.

Don't try to live tomorrow and
today at the same time.

A few pieces of camphor gum in
the silver chest will prevent tarnish-
ing.

Mother

M—is for the "million" things she
gave me.

O—means "only" that she's grow-
ing old.

T—for the "tears" that were shed
to save me.

H—for the "heart" of purest gold.
E—is for "eyes" with lovelight shin-
ing.

R—means "right" and right she'll
always be.

A Sad Death

Death visited the home of Mr. and Mrs. Fred Widder Monday evening and took from them their infant three year old son Max Hayes. The cause of death was scarlet fever from which the child had been suffering for 10 days. The sympathy of the entire organization goes out to the parents in their time of loss and suffering.

THE HANDS

It's nice to have a clean, white hand,
A hand unsoiled by labor.
But still the white and unsoiled
hand
is not by far my favor.

A Dirty Hand is one that counts—
The one that built the railroad.
As that is good for any mount,
The hand that makes the wheel go.

But what about the clean, white
hand

That never knows no labor.
Experience you hardly find
Be due in white hands favor.

So give the credit to the Labor,
That earned it with his hands;
And do not give it as a favor
To the white and unsoiled hand.

Who built the ships and aeroplanes?
Who built the electric motor?
Who built the most powerful crane?
Who floats the ship on water?

The Dirty Hand does all this here,
And thousand other things.
The Dirty Hand is everywhere,
And always success brings.

The Dirty Hand that made this land,
The greatest of all others.
This Dirty Hand be blessed again,
And blessed be your Mother.
—A Clow Employee.

TOO SUDDEN

Little Mary came into the house
bedraggled and weeping.

"My goodness," cried her mother;
"what a sight you are! How did it
happen?"

"I am s-sorry, mamma, but I fell
into a mud-puddle."

"What! with your best new dress
on?"

"Y-y-ess, I didn't have time to
change it."—Central Wesleyan Star.

Some Coshocton Items

Engineer Jas. Sees met with a very painful accident on Sept. 15th. While cranking his Ford it back-fired striking him and breaking his wrist.

Pipe maker Guy Lapp was away from work several days recently on account of illness.

Supt. G. P. Clow was at the office in Chicago two days recently.

Truckman Dwight Richards went hunting one day recently, accompanied by several of his young lady friends and he says he had a great time even if he did get wet and did not get any squirrels.

A Buda truck will soon be placed on the industrial track to haul sand from the sand bank on the hill near the office to the foundry. When this is done the sand will be moved much easier than by pushing the cars by hand.

The Flange Machine Shop is now devoting itself to the making of much-needed equipment and necessary repairs during the present lull in flange pipe. Almost all of the employees of that department that had no work to do have been given work in other departments and this is good for them and also places them where they can be called for their particular kind of work if the occasion demands.

BIRTHS

Born, to the wife of Pipe Maker Monroe Young, a daughter, on Sept. 13th, who has been named Ola Young. Mother and daughter doing well and Monroe is all smiles.

MARRIAGE

On Sept. 2nd Core Maker Robert Hosfelt and Miss Hazel Stockum, of Coshocton, were happily married at the brides' home. Immediately after the ceremony the happy couple left for Columbus, Ohio, where they visited the State Fair, and after several days spent on their honeymoon they returned to Coshocton and for a short time are staying at the home of "Bob's" father, J. P. Hosfelt on South Lawn Ave.

SCHOOL DAYS COLUMN

Teacher: "Willie, when did Columbus discover America?"

Willie: "I don't know."

Teacher: "Why here it is right in front of you, Columbus 1492."

Willie: "Gee, I thought that was his telephone number."

Teacher: "Tommie, who was it that led the charge up San Juan Hill?"

Tommie: "Twasn't me, teacher, I only came from Kansas, last week."

"Well, Johnny, how did you like school?"

"I didn't like it a bit. The teacher put me on a chair and told me to sit there for the present. And she never gave me the present."

MODERN MARY

Mary had a little lamb,
Some lobster and some prunes,
A glass of milk, a piece of pie,
And then some macaroons.
It made the naughty waiters grin
To see her order so,
And when they carried Mary out
Her face was white as snow.—Ex.

NECKS ARE NOT LEGS

Follow the Arrow and you
Follow the style;
Its all right for linen
But not silk or lisle.—Froth.

Newspaper item says, "Telephone communication across the Atlantic Ocean possible in six months. Only about a month longer than it takes to get a connection on this continent.—New York Evening Mail.

It May Prove to Be a Cure All

(Continued from page one)

Everyone has the "gimmes."

Two colored boys, one tall and one short, were standing down at the St. Louis Union Station the other day. The tall one produced from his pocket paper, tobacco and match, rolled a cigarette and lit it.

The short boy watched him and finally said, "Say, boy, gimme a slip."

The smoking negro fished in his pocket and handed over the paper. "C'mon, boy, gimme some tobacco," begged the little fellow.

He got it, along with a corner-eyed look, and proceeded to make a cigarette. That finished and in his mouth, he looked again at the taller negro.

"Now, gimme a match, won't yuh?" he asked finally.

The tall negro slowly produced the match and passed it. As he did so, he spoke for the first time—"Say, boy, where at you git that moufful o' gimmes, anyhow?" he queried.

The universal is "gimme an easy job and gimme more money and gimme everything the other fellow has—and then gimme butter on it!"

It is sickening! The only things any of us should ask for are a little less government and a lot more grit—and health. We can hustle for all else we are entitled to.

The only persons whose positions are secure are the dead ones—and most folks don't want security at the price of death.

Here is what ails us—we are plain, shiftless, good-for-nothing lazy. We try to get wages without work—ease without expenditure of energy. We attempt to dictate the value of our efforts, rather than accept the market price of the products of those efforts.

And it can't be done.

The law of compensation has never been repealed—and perpetual motion is still a chimera. We can't get something for nothing or lift ourselves by our boot-straps. And if we all turn preachers where will the congregations come from?

It is time for us to quit living in tomorrow and begin living in TODAY. Today is the only day in which we ever will accomplish anything.

We should quit dreaming about what we will do when success strikes us or the millennium overtakes us—and start planning how to give more real service and better value for every dollar we receive today.

The world is facing some big problems, we are told.

Most of those problems depend upon readjustment from war conditions and the mental attitude of the last few years.

Readjustment will be here when all of us know that we are getting a dollar's worth for every dollar that we spend. And that, again, is predicated upon each of us giving a dollar's worth for every dollar that we get.

This means greater output at lower cost—more economical production, which will permit more equitable prices and restores normal demand.

In other words, it means honest work and useful service.

By way of solution of the problem of economical production, let every individual in this country—every individual in your business and our business—let you and I—try this:

Get right down in harness on the particular job that is ours or the first job that comes to hand, be it sweeping a floor or directing a bank, and do it in the very best and the very quickest way that we can discover—and let the other fellow go and do similarly.

If we do that I'm thinking it will be a mighty short time until we will have no need to worry about

Lem and His Mule

Lem has a mule—you know Lem, the old dusky chap with the long coat, down at the station, who stands by in a devil-may-care manner, with one hand resting on the tailboard of his little old express wagon and the other gesturing excitedly to punctuate and emphasize his "Baggage, Gents, Baggage?"

That mule of Lem's is a regular-down-in-the-forelegs, hard working animal, and although he is old and decrepit, he's wonderful. I know, for Lem told me so.

One Saturday night, as I pulled into town with two heavily laden grips, tired out from a long journey, Lem greeted me with his hackneyed "Baggage, Gents, Baggage?" and it really sounded sweet that blessed evening. It was late, the local taxis were put up for the night and my home is about a mile from the station.

We put the grips aboard, and then Lem and I climbed up on the driver's seat and with a loud "Whoa—" "Back!"—"geeap January!" we proceeded to risk the rigors and dangers of the country roads after dark.

Lem is sensible, he didn't talk much. Just drove along, without a whip, too! even though he travelled impotent mule power. As we rode the mule gradually slowed down, slower, slower, all time time, until we came to a clearing in the road, where the mule stopped? Here are a few road houses, miscellaneous shops and a general store. Lem excused himself, slid from the seat, sauntered over to the store, searched into a barrel of nice big red apples, pulled out two of the best, put one in his pocket, polished up the other on his coat sleeve and fed it—to his mule, his poor old mule.

No sooner had Lem mounted the seats again than Mr. Longears tugged at the traces and stepped out in a fashion you'd hardly expect of an ordinary jackass drilled in the hauling of plows and express wagons.

We soon reached our destination and alighted. Lem helped me up the walk with one of the grips. I gave him the usual fee, plus the cost of the two apples he purchased, for surely the service one of the apples rendered me was well worth the price of a whole peck.

When Lem returned to the road, I was watching him, for the antics of the mule impressed me. By ginger! if Lem didn't run his hand into the pocket of his long coat, dig out the other apple carefully polish it up and feed it to his mule!

This done he jumped on his seat and electra! Mister mule swayed into a trot, and I daresay made the distance back to the station in one-half of the time of the outgoing trip.

I wondered what kind of a mule Lem had—but shucks, I concluded he wasn't a whit better than many two-legged mules I've met in my travels.

Lem, in his long coat and old slouch hat, doesn't look much like an efficiency engineer. No sir, far be it from Lem. Still he knows how to get the most out of his equipment.

As I retired that evening I reflected how grateful I am to Lem and his faithful old mule for the lesson they impressed on me. The lesson of co-operation and the goodness of mutual participation in its returns.

What a blessing it would be if I could, by some magic power, have a dozen or more fellows I know come down with me some evening and pile into Lem's rig behind the mule, just to take that trip once more, out into the dark, over the country roads. We would reach the general store, and Lem would buy some more apples and go through the same tactics all over again. And then, after we all arrived home safely, we would notice how Lem fed his mule the second apple, and how the grateful animal galloped away, perhaps back to meet the next train from the city.

Lem's system is so simple. He just shares a little of his profits, a little of his good will.

Oh! how I wish I could retire Lem on full pay and turn out his old mule to a clover field for the rest of his life, as a small compensation for the lesson of co-operation that Lem and his mule drove home to me out there in the dark on a country road.

—Exchange.

You Get Back What You Give

(By Melville Sloan)

Stand up before a large mirror. Look at the face and figure which you see reflected there.

Now scowl and shake your fist!

See how much the figure in the mirror scowls back and shakes its fist at you.

Now smile!

Ah, immediately the corners of the mouth in the mirror turn up, the eyes twinkle, and the whole face fairly beams with the sunshine and radiance of good nature.

Now, friend, exactly as your expression is given back by the mirror, so in life are your expressions reflected on the faces of those with whom you come in contact.

This is because the self-same feelings which are pictured on your face are actually created in the other fellow's mind by your looks.

That is why the following facts are so true that it is almost unnecessary to state them:

The best way in the world to start a fight is to show fight. If you doubt this, try it somewhere, but don't blame me for the result.

A worried, fretful look is sure to make anyone who sees it "down in the mouth."

Sadness on a face is simply bound to create depression.

Frown is responded to by frown.

Scowl answers scowl.

And smile begets smile.

You see, you get back just what you give!

The wise men of all ages have taught us to guard our tongues.

But it is not alone the tongue which talks.

A face, though it speaks not may express, clearer than words, happiness, cheerfulness, courage, fear, worry, or any one of a hundred varying emotions which humans are capable of feeling.

Therefore I would say, "guard not only thy tongue, but thy face as well."

Cultivate a pleasant expression as a certain way into people's hearts.

Build up a smile that will close the gate forever to the wrinkles of anger, worry and fear which are all too apt to line and crease your face and mar your looks.

It is true that we all have our troubles, some of them very real, but most of them trifling and not worth a moment's fear-thought.

In any case, a dismal countenance will only drive away the very help we need.

Isn't it a fact that the fellow we instinctively dislike is the gloomy and morose individual who continually wears a frown or has a "whine" written all over his face?

And isn't it equally true that the one we all admire is the brave, pleasant-faced chap who never stops smiling even when troubles come thick and fast?

We may know that he is smiling just to hold his courage up, like the boy who whistles in the dark—but we love him for it just the same.

Remember this, Mister Salesman, Mister Clerk, Mister Shopworker and Mister, Missus and Miss Anybody, Everywhere:

—if you want a fight, scowl!

—if you want to create worry, look worried!

—if you want to cause any unpleasant feeling in your fellow men, look unpleasant!

—but if you want to inspire happiness, confidence, trust and love in others, look pleasant please!

You get back just what you give!

launder fig leaves, join the Utopia being operated by Messrs. Lenine, Trotsky et al, or become prohibition enforcement agents.

But for prosperity's sake and all our sakes, let's give honest work a trial first.

—The Dart.

prices or profiteers, leagues of nations or fool notions, unions or uniforms.

If all of us will try to be satisfied with our job and our joys, our food and our Ford, our faith and our friends—and will work likell and smile, quite probably most of the

world's problems will solve themselves, without special legislation by congress or the appointment of additional government commissions.

And should conditions not be m'easing after we have given that a fair test, there is still time for us to go to the Fiji Islands and