

and men, or about three times as many as the Dominion Government employs at headquarters here in Ottawa. Of course, there must be a widespread distributing force besides, just as there is a great outside service in the employ of the Dominion.

Ford's ideas are not necessarily right; but, in view of his tremendous success thus far, they are well worth considering.

That feature of Ford's system which has made the most stir is the payment of a minimum wage. It is alleged that no man in the factory receives less than five dollars a day. It does not concern us to establish or to disprove the literal truth of this statement, for there is no magic in exactly five dollars a day. The real point is that at least the men in the lower ranks of labour—using the words in no invidious sense—are paid more by Ford than they could earn elsewhere.

Another point is that the Ford establishment has a so-called "sociological department". The purpose of this organization is to keep track of the people employed and to help them in any way possible. Many ignorant men, people accustomed to poor surroundings and with no ambition for better, enter the Ford service. The sociological department opens the way for these people to develop and improve. It also helps to grade the men in the works, so that the good men steadily rise in the service and those that are less good steadily descend, but always keeping the way open for a man to climb when he decides that climbing up is better than slipping down. It is alleged that the sociological department costs \$9,000 a month; it is alleged also that the treasurer of the Ford concern would not take \$50,000 a month and run the risks of financial loss that the absence of this new-fangled idea would involve.

Again, promotion in the Ford

works is for everybody. If a man cannot be promoted in the department in which he is first employed he is transferred to another. He makes the rounds of the factory, if necessary, until the work for which he is best fitted is found, and in that work he advances. Nobody is discharged, but should men show by their conduct that they do not appreciate the Ford employment, they are not given the desirable places, and if they think their interests or tastes would be better met elsewhere their right to choose is not questioned.

But the sociological department is there to keep the man on the pay-roll if there is any way to do it, and to make sure that he is kept at the work that he likes and that he can do well.

Now, anybody will be able to tell us that this man Ford is "not so much", for every big concern does what he does—the Canadian Pacific Railway, for instance, and the United States Steel Corporation, and the Metropolitan Life Assurance, and scores of others. This is very true. Ford seems to be only an extreme instance of his kind. And it is possible that either by good luck or by good management, he has secured for himself advertising, a part of which should go to others.

If we take that view of it, we make Ford himself seem smaller, but we increase immensely the size of the ideas for which Ford stands. And Ford doesn't matter at all, except as he embodies or exemplifies an idea. What is that idea?

It is so simple that the wonder is that every employer of labour has not seen it always. The idea is that an organization is more than a mere aggregation of units. If we get that idea straight in our heads, it is easy to follow Ford and these other people in all that they do. As to the minimum wage, for instance: The lone, unattached and undirected labourer