

POOR DOCUMENT

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BUYING OF MEN'S INCENTIVE IS PROFITABLE

Thirteen Years Without
Strikes or Curtailments Re-
sult of Silk Mill's Scientific
Study.

(New York Evening Post)
"Scientific management"—so broad as
to measure the workman's incentive and
buy it along with his time and his skill,
shortening his hour, raising his wages,
gaining his co-operation, and at the
same making profits for the company
which keep its mills running long after
other manufacturers in the same indus-
try have had to shut down because of
a slump in the market—is the basis upon
which Cheney Brothers of South Man-
chester, Conn., have been able to run
their silk mills without a break for
thirteen years. This week the first cur-
tailment since 1907 takes place, when
the mills go on a four-day basis. In
connection with the unprecedented con-
dition in New England's textile indus-
try, where mills have been shutting
down entirely, reducing wages, and strug-
gling with difficult labor problems, the
record of the South Manchester com-
pany as to working conditions, wages,
cost of living, and the policy and con-
clusions of the management is signifi-
cant.

This plant reveals a stability of re-
lations between the 5,000 employees and
the management, and a steady parallel
between production costs, sales prices,
and wages. The mill has the advan-
tages and disadvantages of being isolat-
ed. South Manchester has no other indus-
try, is near no big railroad, and is
ten miles from its nearest industrial
rivals, the machine industries of Hart-
ford. On the other hand, it can handle
no boom demands because it cannot
house extra workers, and in slump times
it can hardly afford to lay off workers
and have them leave town.

Comparatively unhampered, therefore,
by outside influences other than the
cost of raw materials, sales prices, and
the cost of living, the "efficiency sched-
ule" of hours and wages was worked
out by the company without reference
to direct union demands, for there have
been no labor unions at Cheney's since
a big strike was lost there in 1907.

From 72 to 48 Hour Week.

From a seventy-two-hour work week
in 1848 with eighteen workmen at an
average hourly wage of about 7 cents,
the plant had advanced to a sixty-hour
week in 1907, with 8,500 employees av-
eraging 20 cents an hour for men and 18
cents for women. When America enter-
ed the war in 1917 a fifty-hour week
was in force. The number of employees
began to drop from 4,800 to 4,000, which
marked its lowest ebb, in 1918, and earn-
ings averaged 84 to 24 cents for men and
women respectively. There are now
nearly 5,000 working forty-eight hours
a week (except for the present curtail-
ment) at average earnings of 66 cents for
men and 48 cents for women.

A cost of living chart shows a steady
climb of 100 per cent. from 1914 to
October, 1920, as reported by the Na-
tional Industrial Conference Board; the
Cheney wage chart shows a climb over
the same period of 170 per cent. in men's
earnings and 140 per cent. in women's
earnings. A sales price chart shows a
rise of 185 per cent. to April, 1920, then
a drop to 160 per cent. in July, where
it stands now after an upward surge
in September.

Cost of raw materials, on the other
hand, went as high as 890 per cent. in
January, 1920, and has dropped now to
about 75 per cent.

The System.

The piece-work system has been used
exclusively. A time-study is made of
every operation and each worker is as-
signed each worker for his day. If he
completes this "task" at standard qual-
ity, he receives in addition to the piece-
work rate a 20 per cent. bonus; some
tasks of higher grade, requiring more
skill and effort, have been given a high-
er rating bonus by the foreman. There
are also extra pieces of work to be as-
signed as "bonus work." It has been
found by observation that while a 5 per
cent. bonus could be offered instead of
the 20 per cent. which is usual, the
worker will not exert himself to better
his production for the few cents extra
that the 5 per cent. bonus will give him.
In other words, the 20 per cent. bonus
on that grade of work is scientifically
exact. The treasurer of Cheney Bro-
thers reports that it costs the company
a good deal of money paid to specialists
to work out all these rates, but that they
gain, in dollars and cents, on the whole,
with the further advantage that the em-
ployee is working on his own incentive,
takes an individual pride in his work,
and is pretty well satisfied. Strict eco-
nomy of this very kind has carried the
firm so steadily through these unpre-
cedented trade conditions under which
so many other firms have curtailed pro-
duction and, in many cases, lowered the
quality of their output.

Pressed For Money.

"Oh, Henry," exclaimed his wife, as
she threw her arms rapturously about
his neck, "I do love you so! Don't forget
to leave me a couple of pounds when
you go to town this morning, will you,
dear?"

"And this," muttered Henry, softly
disengaging himself from her fond em-
brace "this is what you might call being
pressed for money."—Edinburgh Scots-
man.

Cosmetics Not Needed— Peel the Skin Instead

One reason mercurized wax is so
strongly recommended is that it really
takes the place of several different cos-
metics, saving time, patience and expense.
It is better than any cleansing cream,
better than any massage cream, and bet-
ter than any rouge, for accomplishing the
results for which such articles are used.
As the wax actually absorbs an old,
faded or discolored cuticle, a little each
day, the underlying skin which gradually
appears, is clearer, softer, healthier-hued
and more youthful than any cosmetic-
made complexion. Spreading on a thin
coat of this wax at night, washing it off
mornings, in a week or so produces a
marvelous transformation. Just one
ounce of mercurized wax, obtainable at
any drug store, will do the work.
There's nothing better to remove freckles,
moth patches, liver spots, sallowness,
blotches, pimples, or blackheads.

For wrinkles and loose, saggy skin, a
face bath made by dissolving one ounce
of pure powdered saxolite in a half pint
of witch hazel, is the best thing that
can be recommended. This has remark-
able astringent and tonic properties.

ONE CENT SALE *The Rexall Stores* **ONE CENT SALE**
CANADA'S FAVORITE DRUG STORES

Rexall Drug Store **ONE CENT SALE** **Rexall Drug Store**

THE PLAN
You pay the regular price for One Article and then we give you another of the same article for **One Cent**

1 for \$1.00
2 for \$1.01

Thursday, Friday and Saturday
11th 12th 13th

EXAMPLE
Buy one bottle of Rex-
all Cherry Bark Cough
Syrup at the regular price
of 25c. and we will give
you another bottle for
One Cent
or 2 for 26c.




THIS ONE CENT SALE PLAN was originated by the United Drug Company for the Rexall Drug Stores. The United Drug Com-
pany are the largest manufacturers and buyers of Toilet Articles, Remedies, Chocolates, Perfumes, Rubber Goods, Stationery, and
Drug Sundries in the world, and this is an advertising plan pure and simple, of which they bear most of the expense. Instead of spend-
ing money in the regular way, such as free samples, etc., it is their desire that we place full sized packages, or articles, in your hands, giving
you an opportunity to judge the real value of these goods, the cost of which they charge to advertising.

We are only permitted to run this sale occasionally.

Beware of imitations in other stores, and take advantage of this exceptional opportunity.

We cannot afford to charge or deliver goods during this sale.

Don't Forget the Dates: Thursday, Friday and Saturday
November 11th, 12th and 13th.

 10c Williams Shaving Soap 2 for .11 25c Medicated Skin Soap 2 for .26 25c Tar Sham-poo 2 for .26 25c Shaving Sticks 2 for .26 15c Toilet Soap 2 for .16 15c Harmony Bath Soap 2 for .16 50c Boquet Ramee Soap 2 for .51 20c Hand Scrubs 2 for .21	 \$1.25 Celery and Iron Tonic 2 for \$1.26 35c Cherry Bark Cough Syrup 2 for .36 60c Cherry Bark Cough Syrup 2 for .61 25c Cold Tablets 2 for .26 25c Corn Solvent 2 for .26 \$1.00 Rexall Blood Purifier 2 for \$1.01 35c Rikers Anti-septic 2 for .36 25c Rexall Liver Pills 2 for .26	 \$2.50 Hot Water Bottle 2 for \$2.51 25c Face Chamois 2 for .26 15c Emery Boards 2 for .16 40c Pocket Purse 2 for .41 25c Aluminum Soap Boxes 2 for .26 50c Pocket Purse 2 for .51 75c Pocket Purse 2 for .76 25c Vanity Cases 2 for .26	 \$1.00 Rexall Hair Tonic 2 for \$1.01 50c Emulsified Coconut Oil 2 for .51 50c Cloth Brushes 2 for .51 10c Box Tooth Picks 2 for .11 10c Styptic Pencils 2 for .11 15c Hand Cleaner 2 for .16 15c Hand Scrubs 2 for .16 10c Hand Scrubs 2 for .11	 25c Pearl Tooth Powder 2 for .26 25c Foot Powder 2 for .26 10c Shampoo Powder 2 for .11 15c Perfume 2 for .16 60c Cold Cream 2 for .61 60c Almond Bloom Cream 2 for .61 \$1.00 Bouquet Ramee Face Powder 2 for \$1.01 75c Alma Zada Face Powder 2 for .76	 35c Tooth Brushes 2 for .36 25c Hand Scrubs 2 for .26 10c Adhesive Plaster 2 for .11 15c Adhesive Plaster 2 for .16 15c Gauze Bandages 2 for .16 25c Gause, one yard 2 for .26 50c Furniture Polish 2 for .51 35c Bikers Anti-septic 2 for .36
 25c Bot. Hydrogen Peroxide 2 for .26 40c Bot. Hydrogen Peroxide 2 for .41 50c Comp. Mustard Ointment 2 for .51 50c Rexall Or-dies 2 for .51 \$1.00 Rexall Or-dies for \$1.01 \$1.00 Peptonized Iron Tonic for \$1.01 \$1.00 Petrofol for \$1.01 25c Stomach and Liver Pills 2 for .26	 20c Bottle Creoline 2 for .21 50c Tube Rexall Catarrh Jelly 2 for .51 35c White Lini-ment 2 for .36 75c White Lini-ment 2 for .76 25c Charcoal Tablets 2 for .26 50c Blaud's Laxative Tablets 2 for .51 50c Bot. Cascara Tablets, 5 gr. 2 for .51 A. B. S. & C. Tab-lets 2 for 41	 25c Dressing Combs 2 for .26 25c Powder Puffs 2 for .26 15c Powder Puffs 2 for .16 10c Bottle of Ink 2 for .11 15c Bottle of Ink 2 for .16 10c Bottle of Ink 2 for .11 15c Pkg. Glenwood Envelopes 2 for .16 10c Writing Tablets 2 for .11	 10c Nipples 2 for .11 35c Box Writing Paper 2 for .36 75c Box Tanagra Writing Paper 2 for .76 60c Rosedale Linen 2 for .61 25c Aspirin Tablets 2 for .26 25c Blaud's Pills 2 for .26 15c Camphorated Chalk 2 for .16 35c Almond Bloom Cream 2 for .36	 20c Face Cloth 2 for .21 25c Rexall Violet Talcum 2 for .26 35c Ipomea Talcum 2 for .36 25c Harmony Rose Talcum 2 for .26 35c Yucca Talcum 2 for .36 35c Fascinette Talcum 2 for .36 25c Baby Talcum 2 for .26 35c Corylopsis Talcum 2 for .36	 35c Pearl Tooth Paste 2 for .36 60c Syta Talcum 2 for .61 60c Paradis Mas-sage Cream 2 for .61 60c Paradis Cold Cream 2 for .61 60c Paradis Dry Cream 2 for .61 50c Rikers Disap-pearing Cream 2 for .51 35c Rose Witch Talcum 2 for .36 35c Rikers Peroxide Cream 2 for .36

SALE LASTS FOR THREE DAYS

Thursday
11th

Friday
12th

Saturday
13th

The Ross Drug Co., Ltd.
100 King Street **100 King Street**

WE ARE HERE TO SERVE YOU