

Adequate Salaries

By THE EARL OF CAMPERDOWN

THE editor of The Survey has done me the honor to invite me to give my personal views and experiences on the subject of salaries for social workers. I do not pretend to have made a special study on the question for this occasion because life is always contributing new experiences, and sometime even while writing new ideas will arise. It happens not infrequently that practical experience is a better guide than theory because you are dealing with humanity and not with opinions.

I have concluded that as we do not know one another I had better begin by giving you some slight account of myself and my training, also of my experience. I was born in 1845, and when I was about to leave Eton College, my father asked me what I would like to do in life. I replied that I wished to be an engineer, for I had played with locomotives on the railways some while. My father applied for advice to Mr. Errington, a well known civil engineer whom he knew. Mr. Errington kindly took me into his office in Duke Street, Westminster, for about eight months, and then told my father that my bent really lay in mechanical engineering. He then was good enough to arrange with Maudslay Sons & Field to take me into their works in Lambeth, London, as a pupil-apprentice. The firm was one of the oldest and best known engineers and dealt with the heaviest and most varied engine work. I was there from 1863 until April, 1867, (just when steam was coming into vogue for the British Navy.) We had from thirteen hundred to fifteen hundred men and stood on three and a half acres in Lambeth, and had five acres down the Thames River for the boiler-shop.

As a pupil-apprentice I had the great advantage of working with the men in all their different trades. Thus I was daily and constantly in close conjunction with the men, receiving their criticisms or advice, and even their friendship in many instances, which I carried through life.

You cannot fail to perceive how valuable was such an education, not only for its professional advantages, but also for the way I was learning to live with men. Also of necessity I came into contact with salaries and wages.

I left Maudslay's in 1867, and while I was pondering the future I received an invitation to join the old firm as partner. Most of the old members had died off or retired meanwhile. Almost my first act in the firm was to obtain the engine contract from the White Star Line then starting in Liverpool. We engined the Oceanic, Baltic and Adriatic; also the Britannic and Germanic. I overworked for eighteen years in a successful endeavor to keep the firm from bankruptcy, and then I collapsed as a result of this prolonged strain and grave financial anxiety. This is enough of my background.

The chances of life brought me to Boston, and in 1910 I had lost my wife, so I began to think out life afresh. A dear friend asked me to accompany her to the Cooperative Workrooms in which she was interested. I was appalled at the condition of the rooms and I could see how it grieved my friend for there seemed to be no hope. Then, while I was in Germany in 1911, my friend was taken from us suddenly. On my return I went to the Cooperative Workrooms, which

latter was in worse condition than in 1910, and near to collapse. I thought I ought to tell Mrs. James T. Fields, as she had been the founder of the work. Mrs. Fields was confined to her sofa but she at once discussed the situation with me and there were many difficulties. Suddenly, she turned to me and said, "Will you not undertake the reorganization in memory of our friend?" I thought a while and then replied that I would undertake it *on condition* that I should have absolute and undisputed control; otherwise I could do nothing. Mrs. Fields saw the members of the board of managers who acceded to my terms. I took hold in the spring of 1912.

In a short time I foresaw many difficulties, and after planning it out I at once started on the idea of separating the Treasurer's General Fund of the Cooperative Workrooms from a new and separate fund to be called the Georgiana Goddard Eaton Memorial Fund. The Memorial Fund does not in any sense belong to the Cooperative Workrooms. It is a trust fund under control of a trustee. The duty of the trustee is to pay the staff salaries, so long as the Cooperative Workrooms endeavors to perfect its work. But if, unfortunately, the Cooperative Workrooms should not fulfill its best work the trustee of the Memorial Fund will warn the general manager of the Cooperative Workrooms that he will be compelled by the trust deed to exercise his refusal to continue payment of salaries.

THE purpose of all this is to ensure salaries generous enough to exclude financial anxieties from the staff. You will also perceive that this arrangement makes it the personal interest of every one on the staff to do his or her utmost to perfect all that comes into their hands.

Low salaries are thoroughly discouraging, and whether you like it or not you will not have the most efficient persons come to you. This is true of every trade or profession. You cannot hide it from yourself, however much you may try to disguise it.

I myself witnessed a most interesting example of the result of low wages. A benign gentleman, a great scientist, brought out a wonderful method for producing a most superior class of material. It was an entrancing opportunity for idealism—and many young chemists were trained up successfully by their chief. But, alas! the chief could not bring himself to give good salaries. The men were splendidly loyal but the chief proved obdurate, and year by year this wonderful business crumbled away. This is an absolutely true story and a lesson in high class economics.

Returning to the Cooperative Workrooms, we see daily the loyalty, perfect confidence and freedom which pervades the whole staff, and how truly they recognize the value they can contribute to our work and how closely it is bound up in helpfulness and affection. I must bear witness to the love and guidance of Miss Newton, the general manager, which has bound together all our staff as one united family.

No one, no matter how much he may try, can possibly do his best work when his life is overshadowed by anxiety, especially of a financial nature.'



SOCIAL PRACTICE

Cooperative Cops

CHICAGO'S police department has recently celebrated the second birthday of its bureau for unemployed boys. During these two years just short of 25,000 applications for jobs have been made to its chief, Lieutenant J. J. Scully, and 21,759 of these have been successfully filled. The bureau is founded on the old belief in Satan's ability to use idle hands, and that if boys are regularly employed when they leave school there will be less chance of their getting into mischief, and later, crime. Although operated by the police department, the bureau is in no sense an agency merely for delinquent boys; ninety-nine per cent of the applicants, Lieutenant Scully reports, have never been inside a police station till they come in search of a job.

New York is to try a somewhat similar experiment through a bureau of crime prevention for which the Board of Estimate has just appropriated \$99,000. This bureau, operating under the police department with civil service investigators, will work with social agencies to find and help boys and girls who need work, recreation, advice as to schooling and the like. Captains in the precincts will be asked to keep an eye out for boys who are unemployed, or hanging around poolrooms, speakeasies and other questionable places, with the hope that wise help in adolescence may prevent serious trouble later.

Specializing Foster Homes

IF normal children need a family home, why is there not an even greater need for the comfort and help that such a home can provide for children who are sick or crippled or otherwise in need of special care? Believing that there is, the Children's Mission to Children started in 1912, at the suggestion of Dr. Richard C. Cabot, to offer to hospitals a special service in placing children who could be discharged from the wards if only they had suitable homes where the hospital's treatment could be continued. To meet this particular need special foster homes have been selected in which the foster mother has been a graduate or practical nurse, or perhaps just a person with good "horse sense" and proven ability to carry out doctors' orders. Many of these "hospital children" are orthopedic cases; some are still confined in plaster casts or strapped to frames, while others, further advanced toward recovery, need only a skilled masseuse. Others need special diets, or hours of rest in bed each day as they convalesce from heart disease or St. Vitus' dance. Most of the foster homes can care for only one, two, or three children, but there is one, the home of an experienced masseuse, where five children with orthopedic defects are cared for; and there are two homes, both under the direction of experienced nurses with an assistant, which can accommodate ten children each, though their full capacity is seldom utilized.

The children in foster homes are supervised by visitors from the society's Boston office, who accompany them to the hospital clinics as their treatment goes forward, carry back the doctors' instructions to the foster mothers, and make sure that the subsequent care is correctly administered. For taking children to the clinics there is a seven-passenger closed automobile, with sufficient room for a child strapped to a frame. One worker is able to supervise about twenty-five of these sick or convalescent children adequately, whereas the standard for well children is considered to be about forty for a worker. The board paid in the foster homes is from seven to ten dollars a week, of which the parents pay what they can afford; and of course during the care of these children, as of well children,

every effort is made to fit both the child and the parents for an eventual reunion of the family. The service has proved successful from the point of view of the hospital because it makes it possible for the physician to carry his work through to completion and at the same time frees hospital beds for more urgent cases, while it is a boon to families and children in homes where the parents are too much occupied or too ignorant to carry out the clinic's instructions until a child has recovered completely.

Charting the Course of Crime

ON January 1 a national system of crime statistics will be installed following two years work by the committee on uniform records of the International Association of Police Chiefs. Luther Gulick, chairman of the Governmental Research Association, has designated their study as "the most important single piece of work for the advance of public administration during the year." It is expected that Congress will authorize the Department of Justice to take over the compilation of crime statistics from the police chiefs as five years ago it took over the clearing house of identification records which they started.

The system starting on January 1 has reconciled the penal laws of the states so as to make possible a common basis of statistics on twenty-one varieties of crime. It will include reports from practically all the large cities, from many middle-sized and smaller ones, and from the whole state of California, which requires crime reports from all communities, rural as well as urban. Monthly reports will make available facts as to the current course of crime and two annual returns will be given to deal with different phases of the situation. It is believed that the registration area already arranged for is sufficiently distributed and broad enough to show at last, and for the first time, some definite knowledge as to whether crime in the United States is on the rise or wane.

What Prohibition Prevents

WHILE the general net effect of national prohibition continues a matter for anxious debate, the Massachusetts Society for the Prevention of Cruelty to Children comes forward with its apparent results in a state generally regarded as "wet" and in a type of social work which deals with "the very worst types of family problems." In the last pre-war year, 1916, intemperance so serious as to figure as a cause of child abuse accounted for 47.7 per cent of the factors in cases handled by the society. In 1921, under post-war prohibition, that percentage became 16.8. The high-point in this period was 1923, when the percentage of intemperance among the "factors and elements in neglect of children," as measured against the society's yearly average of 5,000 families from all