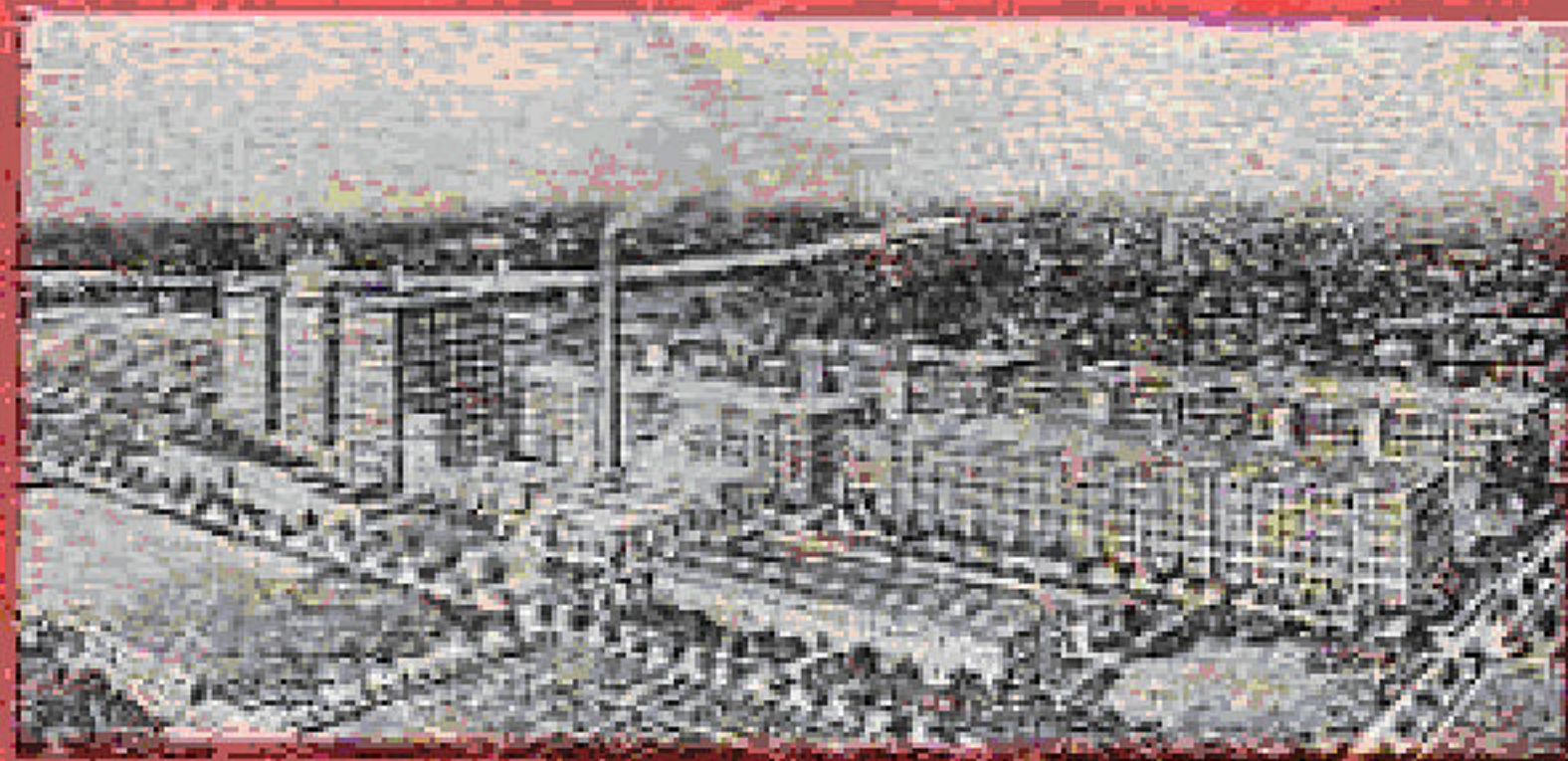


Information and Rules

For Our Factory and Office Employees



This book will encourage
you to put heart in
your work

The National Cash Register Company, Dayton, Ohio, U. S. A.

MAY 15, 1920

The Core Memory Project

Work together.

Once we realize that we are all one, working together for the good of all; that each of us finds his prosperity and salvation in the advancement of all, then the whole business, as well as each individual, takes a distinct step forward.
-Joseph H. Appel, in "My Own Story"

Information and Rules

For Our Factory and Office Employees
A Form 1391
The National Cash Register Company, Dayton, Ohio
Issued 1920

Your opportunity

In starting your employment with this Company, you are beginning new work with a clean slate.

Everything you do and say, every day, will make for your success or failure. We hope that you will take full advantage of your opportunities.

Make up your mind today to climb high.

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INTRODUCTION

The object of this book is to give helpful information and instruction to our employees. The Company earnestly hopes that all employees will cooperate by studying these instructions carefully.

The important part of any rule is the spirit of it. This is gained by understanding the wisdom and necessity of it, and not by mere obedience because it is a rule.

No rule seems hard when we see that it is wisely worked out from experience, made necessary by existing conditions.

The purpose of these rules is not to interfere with the rights of anyone, but to point out the path which we believe to be the best one to follow.

We wish all employees to see, back of these rules, our earnest desire to conduct this factory in the most harmonious manner; to give them the benefit of long experience; to save them the retracing of unguided steps; to enable them to grow in the knowledge of sound business principles, and thus become a credit to themselves and to the Company.

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KNOWLEDGE PAYS

The first requisite of success in any manufacturing plant is knowledge of its product.

A National Cash Register and an N, C. R. Credit File are business necessities.

If you expect to fill one of the higher positions in this organization, study and learn all that a complete N. C. R. System does for the merchants, customers, and clerks.

There are many opportunities for you to advance in this business. Study The N C R's which are published weekly; they show the many advantages and benefits of our cash registers and credit files to the world's merchants.

Ask for our catalogs, advertising, and instruction books.
Learn more and earn more.

Attend the Owl Classes conducted at the N C R City Club, corner First and Ludlow Streets, during the fall and winter months.

Many employees have been promoted because of the knowledge and training which they acquired in these classes.

Determination to succeed through self-education is the surest sign of success.

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NEW EMPLOYEES

Applications for employment

The growth of this business requires additional employees. Personal or written applications from reliable, capable persons are always welcome.

All applications must be made to the Employment Office the Personnel Division.

Applicants are required to have a personal interview with the head of the Employment Office before they can be accepted.

Special instructions

Study and thoroughly inform yourselves about the work of the department in which you are placed.

Ask for information about anything pertaining to the business which you do not understand.

Knowledge of our business and your ability to handle the work will determine your future promotions.

Promotions are made from the ranks, and through merit only.

All employees should become familiar with the different departments.

Daily trips through the factory are led by the guides from the Welfare Department. Arrange with your department head to take one of these trips and hear our factory lecture.

The lecture is entertaining and instructive; it teaches many things that cannot be shown or explained during the trip.

Say to yourself, "My place is at the top." -Andrew Carnegie.

Special Instruction Booklets

In addition to the general instructions in this book, there are leaflets and pamphlets containing special instructions for the following classes of employees:

Advance Men.
Carpenter and Paint Department Employees.
Composing Department Employees.
Electricians.
Elevator Employees.
Enameling Department Employees.
Foundry Men.
Guide for Executives.
Laundry Employees.
Lecturers.
Messengers
Outside and Landscape Employees.
Plant Inspection Employees.
Plating Department Employees.
Press Room Employees.
Punch Press Employees.
Railroad Employees.
Steam Fitters, Plumbers, Millwrights, and Employees of Power House.
Stereopticon Operators.
Stockkeepers.
Truckers.
Waiters.
Women Employees.
Woodworking Division Employees.

Each person entering upon any of the above employments is to be given the special instructions for his particular work.

*"Hard work is essential, but productive hard work is the thing that counts.
Be master of your job."*



Those who for any reason have not received them should apply at once to the Employment Department for same.

Confidence in employees

Every employee is in a position of more or less trust, and owes to himself and to his employers faithfulness to that trust.

To fail in that trust, and to be detected (and detection almost always follows), is to pay an awful price for a very small thing. One's good name and the confidence of friends and indorsers, one's feeling of strength in himself -all go when one proves faithless to that trust.

We mention this for the benefit of those who may be tempted to betray our trust.

Satisfied employees

It is the wish of the Company that every employee, no matter how unimportant his position, shall not be forgotten or lost sight of, but that every one whose name is on the pay-roll shall be recognized as a part of this great force, and that his individual efforts shall always be carefully considered.

We wish you to be intelligent, loyal, and progressive. We propose that this business shall always be a field for employment in which "merit shall win."

We desire that the possible overlooking of any employee shall never prevent that person from obtaining the recognition which has been earned.

Should you at any time feel that you have been forgotten or overlooked, do not hesitate to call the attention of your

There is no secret about success. Success simply calls for hard work. -Henry C. Frick.

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department head to the fact. You may be sure the matter will be carefully investigated,

Entrance

Employees must enter and leave the factory by the entrance of the building in which they work.



Punctuality

We must insist that all employees be punctual and regular in attendance.



Checkboards

Every employee is assigned a check number. Each employee must lift his check from the board at the main entrance of the building in which he works, and hang it on his departmental checkboard before commencing work in the morning and at noon.

He must be in his place, ready for work, when the whistle blows. An employee shall not lift a check for another. Departmental checkboards are opened 15 minutes before starting time in the morning and afternoon.

All checkboards are locked immediately after the last whistle in the morning and at noon.

Employees are not allowed to lift their checks during the noon hour, before 12:30.

Lates

Any employee not getting his check on the board in his

"There is no higher rank than that of worker. No title can ever make a loafer a nobleman."

department by the time the whistle blows will be counted late. All lates are counted in multiples of 15 minutes.

A factory employee arriving late will be admitted, through the main entrance of the building in which he works, by the watchman who will make a record of the time and employee's cheek number. The employee will then lift his cheek and present it at the office of his department.

Absence

Any employee who finds it necessary to be absent shall ask permission of his department head. If unexpectedly detained from his work, he shall send notice to his department head at once.

Absence without permission or notice will be considered indifference to the Company's interests.

Any employee, who is not on a straight-time salary basis, absent from work five consecutive days, will be paid in full and his name taken off the pay-roll, unless such person has been injured in the employ of the Company, in which case the superintendent will decide when his name shall be taken off the pay-roll.

Any employee who has been paid in full, and who wishes to be reinstated, must report to the Employment Department.

Waste of time

The waste of time where so many are employed becomes a very serious matter.

To waste five minutes may seem of little importance, but if you will stop to think that a hundred or more may be wasting the same five minutes you will see what it means to the Company.

There is a curious tendency shown by the very common habit of robbing employer's time by persons otherwise scrupulous of their integrity.

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Loyalty to the Company necessitates that as little time as possible be spent away from your work.

Reading, talking, etc.

During working hours employees must attend strictly to Company business. They shall not do work for themselves, talk unnecessarily, or pay undue attention to visitors.

Printed books and papers not relating to the business, must not be read during business hours.

Avoid gossiping. Don't allow your friends to waste your time by visiting with you. Whistling, singing, or humming be avoided.

Outside employment

Employees are not permitted to engage in any outside work or business that will affect their efficiency, with The National Cash Register Company during its working hours.

Washing

No employee shall wash or make any preparation whatever to stop work or leave the factory before the proper signal is given.

Do not wash in catch basins or at the drinking fountains.

All washing is to be done in the washroom.

Rushing into washrooms is strictly forbidden.

Do not use the washrooms or toilet rooms during the thirty minutes preceding the noon recess nor during the thirty minutes preceding closing time.

When necessary to do so, permission may be obtained from the department head.

Whatsoever ye would that men should do unto you, do ye even so unto them. - Bible.

Streetcar service



Better and quicker service will be had if all employees form in lines when boarding streetcars. We ask you to cooperate with us and better the service.

Elevator service



Cooperate with elevator operators for good service.

1. Elevator service is provided for everyone in advance of time of going to work. Employees form lines when getting on elevators and thus facilitate loading, and quicker service is rendered.
2. The passenger capacity of each elevator is shown on a card inside the car. The operator is forbidden to carry more.
3. In Building No. 10, the hall signals are white light coming up, green light going down. Watch the signal and step quickly to the car so there will be no delay.
4. Call your floor immediately upon entering the car.
5. Step to the rear of the car so that other passengers may easily enter.
6. Always have your overcoat or cloak on before entering the car.
7. Watch your umbrellas so they will not get caught.
8. Do not talk to operators.
9. Passengers should not hold conversation with parties remaining on the floor. This delays the service.

"Don't simply see how you can 'put in the day'; see how much you can put into the day."

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10. Always allow visitors to enter first, and conduct yourself very courteously otherwise.

11. When approaching elevators in the factory buildings, look for the "green light." These lights are located either directly in front or a few feet to either side of the elevator shaft. When on, this light means that the elevator is down for repairs.

12. Do not enter or leave an elevator until the door is completely open.

13. Gentlemen always remove their hats when on an elevator carrying ladies.

Personal passes

Don't leave the office or factory buildings during working hours without a pass, Form No. 645, signed by your department head. This pass must be presented to the watchman at the entrance of the building in which you work.

Don't leave your department to go to another department without permission from your department head.

An employee leaving his department during working hours for any reason, in addition to securing permission from his department head, should always tell the person working nearest him where he may be found.

Pass buttons should be worn by employees going from one department to another.

WORKING HOURS

OFFICE MEN Winter schedule-November 1 to April 1

8:00 a.m. to 12:00 m.; 1:00 p.m. to 5:15 p.m. Monday to Friday inclusive.

Attract attention by doing something new.-Joseph Green.

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8:00 a.m. to 12:00 m. Saturday.
Total 45 1/4 hours per week.

Summer schedule-April 1 to November 1
7:00 a.m. to 12:00 m.; 1:00 p.m. to 4:00 p.m. Monday to Friday inclusive.
7:00 a.m. to 12:00 m. Saturday.
Total, 45 hours per week.

OFFICE WOMEN

Winter schedule-November 1 to April 1

8:00 a.m. to 10:00 a.m.; 10:10 a.m. to 12:00 m.; 1:00 p.m. to 3:00 p.m.;
3:10 p.m. to 5:00 p.m. Monday to Friday inclusive.
8:00 a.m. to 10:00 a.m.; 10:10 a.m. to 11:30 a.m. Saturday.

Total 41 2-3 hours per week time worked.

One hour and fifty minutes time allowed per week for recesses.
Total 43 1/2 hours per week.

Summer schedule-April 1 to November 1
7:15 a. m. to 10:00 a. m., 10:10 a. m. to 12:00 m., 1:00 p, m. to 2:30 p. m.,
2:35 p. m. to 4:00 p. m., Monday to Friday inclusive.
7:15 a.m. to 10:00 a.m.; 10:10 a.m. to 11:30 a.m. Saturday.
Total, 41 hours and 35 minutes per week time worked;
one hour and 25 minutes allowed per week for recesses.
Total, 43 hours per week.

"The quality which you put into your work will determine the quality of your life. The habit of insisting upon the best of which you are capable will make all the difference to you between Failure and Success."

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In addition to the morning recess, the members of the Office Service Department are allowed a five-minute recess each afternoon during the summer schedule.

Men employees of factory departments

(Regular working hours)

6:30 a. m. to 12:00 m., 1:00 p. in. to 5:1.5 p. in., Monday to Friday inclusive.

6:30 a. in. to 11:45 a. in., Saturday.

Total, 54 hours per week, time and one-half to be paid after 48 hours have been worked.

Factory working hours-exceptions to the above
Foundry day employees (iron molders)



First shift (iron molders)

6:00 a. m. to 12:00 m., 12:30 p. in. to 3:30 pm. Monday to Friday inclusive.

6:00 a. m. to 12:30 p. m., Saturday and other days when the factory closes at noon.

Total, 51 1/2 hours per week, time and one-half to be paid after 48 hours have been worked.

Second shift (iron molders)

7:00 a. in. to 12:00 in., 1:00 p. m. to 5:00 p. m., Monday to Friday inclusive.

6:00 a. m. to 12:30 p. m., Saturday and other days when the factory closes at noon.

Total, 51% hours per week, time and one-half to be paid after 48 hours have been worked.

Foundry helpers (iron)

1:00 p. in. to 4:30 p. in., Monday to Friday inclusive.

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6 00 a. m. to 12:30 pm., Saturday and other days when the factory closes at noon.

Total 51 ½ hours per week, time and one-half to be paid have been worked, and the time allowed for each day an employee is absent will be pro-rated to a loss of 20 minutes overtime allowed for each day late or absent.

Foundry day employees (brass molders)

6:30 am to 12:00 m 1:00 p.m. to 4:30 pm to 4:30 pm Monday to Friday inclusive.

6:30 to 12:00 m Saturday.

Total 50 ½ hours per week. time and one-half to be paid after 48 hours have been worked, and the time allowed for each day an employee is absent will be pro-rated to a loss of 15 minutes overtime for each day late or absent.

Cutting-off room in foundry

Regular factory hours

Plant inspection

Foundry (night employees)

5:30 pm to 12 midnight 12:30 a.m. to 5:00 a.m. Monday to Friday inclusive.

12:00m to 8 :00 pm Saturday.

Total 63 hours per week; time and one-half after 48 hours have been worked.

Power house

A set -schedule of hours for each man cannot be adhered to for working this department. The work is divided into three shifts.

All employees working on the three shifts will be allowed their portion of the shift off once each month with pay.

There is never a moment without some duty. - Cicero.

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which will be figured on regular time. No overtime being allowed for this.

Landscape and Outside Department employees

6:30 a. m. to 12:00 m., 1:00 p. m. to 5:15 p. m., Monday to Friday inclusive.

6:30 a. m. to 11:45 a. m., Saturday.

Total, 54 hours per week, time and one-half after 48 hours have been worked.

Winter season hours

On account of shorter "daylight" hours during the winter season, the working hours for Lumber Yard, Landscape and Outside Department employees are as follows:

6:30 a. m. to 12:00 m., 12:30 p. m. to 4:45 p. m., Monday to Friday inclusive.

6:30 a. m. to 11:45 a. m., Saturday.

Total, 54 hours per week, time and one-half after 48 hours have been worked.

The above employees are notified of this change in hours several days before the change becomes effective.

Plant inspection (watchmen)

All watchmen will work on shifts of 8 hours each.

First shift from 8:00 a.m. to 4:00 p.m.; second shift from 4:00 p.m. to 12:00 midnight; third shift from 12:00 midnight to 8:00 a.m.

Total 56 hours per week (7 days or 7 nights).

No extra time allowed 7-day or 7-night watchmen for holidays.

Sub-watchmen

Sub-watchmen will be paid a fixed rate per hour for all time so worked. In addition to this, they will be paid time and one-half after working eight hours per day on watchmen's duty should they be required to do so.

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Orderlies (night)

7:00 p.m. to 12:00 midnight; 12:30 a.m. to 5:15 a.m. Monday to Friday inclusive.

12:00 m. to 5:15 p.m. Saturday.

Total 54 hours per week, time and one-half after 48 hours have been worked.

No overtime will be allowed for regular working hours that run into a legal holiday.

Superintendent's office, rate department office, efficiency engineer's office, power and maintenance office, stock ordering department office, repair department office, test department office, model I making office, inventors, draughtsmen:

The schedule of working hours for office employees apply to the above mentioned departments.

Women employees of factory departments



Regular working hours

7:15 a. - to 10:00 am., 10:10 am to 12:00 m., 1:00 p. m. to 2.30 pm., 2:35 p. m. to 4:00 p. m., Monday to Friday inclusive.

7:15 a. m. to 10:00 a. m., 10:10 a. m. to 11:30 a. m. Saturday.

Total, 41 hours and 35 minutes per week time worked; one hour and 25 minutes allowed per week for recesses.

Total, 43 hours per week.

No woman employee is permitted to work longer than 9 hours per day or more than 50 hours per week.

Girls between the ages of 16 and 18 years will not be

The lazy man has always failed in every spot and in everything.-Herbert Kaufman.

permitted to work longer than 8 hours in any one day.

The schedule of working hours for girls between these ages in the factory departments will be as follows:

7:15 a. m. to 10:00 a. m., 10:10 a. m. to 12:00 -11., 1:00 p. in. to 3:00 p. m., 3:10 p. m. to 4:15 p. m., 5 days per week.

7:15 a. m. to 10:00 a. m., 10:10 a. m. to 11:30 a. m. Saturday.

Total, 40 1-6 hours per week.

OVERTIME

General

All male employees, with the exception of office men, watchmen night orderlies, Power House and Foundry employees on special schedule and those on a salary basis, will be paid time and one-half for all time worked outside of the regular factory working hours which are from 6:30 a.m. to 5:15 p.m., 5 days per week, and from 6:30 a.m. to 11:45 am Saturday.

The factory will work 54 hours a week, and overtime will be paid on the basis of 30 minutes overtime allowed for each day of the week that an employee works 9 3/4 hours, and 30 minutes on Saturday when an employee works 5 1/4 hours.

The schedule for loss of overtime allowed will be as follows:

Employees losing 15 min. lose 5 min. overtime allowed

30 min. lose 15

45 min. lose 25

1 hour lose 30

This schedule shall not apply in counting overtime on work outside of our regular working hours.

Factory employees beginning work regularly before starting time of their department will be paid time and one-half up to that department's specified starting time,

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Time and one-half will be paid for work done during the noon hour.

Time and one-half will be paid after 5:15 p. m. up to 12:00 midnight, double time thereafter up to 6:30 a. m. Double time will continue after 6:30 a. in., provided the employee has worked the day before, or part thereof, as well as all night.

Double time will be paid for work done on Sundays, Memorial Day, Fourth of July, Labor Day, Thanksgiving, and Christmas.

Evening lunch period, 5:15 to 5:50 p.m.

Midnight lunch period, 12:00 midnight to 12:30 a. m.

Power house (overtime)

All power house employees on the regular factory schedule will be paid for the regular factory overtime.

All other employees will be paid overtime as follows:

Time and one-half for work done in excess of 9 hours, and double time for work in excess of 18 hours.

For Sunday work, time and one-half will be paid for the first 12 hours and double time for time worked in excess of 2 hours.

Double time will be paid for work done on Memorial Day, fourth of July, Labor Day, Thanksgiving, and Christmas.

Plant inspection-overtime

Foundry (night employees)

Time and one-half in excess of 9 3/4 hours per night Monday to Friday inclusive.

It's the way a man sticks to a thing that marks him as a success or a failure. Many a fellow has won out at the eleventh hour just because he wouldn't let go. Don't be a quitter. -Farrington.

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Time and one-half in excess of 5 1/4 hours on Saturday.
No overtime will be allowed for regular working hours that run into a legal holiday.

Watchmen-overtime

Time and one-half will be paid for work done before and after regular watchmen's schedule of hours. No double time allowed.

Foundry-overtime

Employees in the Brass and Iron Foundry will be paid time and one-half for all time worked before and after regular working hours.
Overtime will not be allowed on Saturday until after 9 hours have been worked.

Regular night shifts (overtime)

(For departments not previously mentioned)

Time and one-half will be paid for time worked in excess of 48 hours per week. When regular shift runs into Memorial Day, Fourth of July, Thanksgiving, or Christmas, they will receive double time for all time worked on the holiday in question.

Women employees (overtime)

Women employees, when working overtime on Saturday, will work up to 11:30 a. in. and start work at 12:30 p. in.
Time and one-half will be allowed women employees for all time worked outside of the above specified working hours.

Piece-work overtime

In addition to their regular earnings, piece workers will be allowed one-half hour at their regular day rate for each hour worked in excess of 48 hours per week.

TABLE WAITING

All table waiters serving up to 6:00 p.m. will be paid straight through, and no deduction made for supper.

When called upon to serve after 6:00 p.m. 15 minutes for supper will be deducted from the actual time worked.

On Saturdays, all table waiters will be paid for actual time worked up to 1:00 p.m. Should they serve after 1:00 p.m., 15 minutes will be deducted from the actual time worked, for dinner and, when called upon to do waiter duty Saturday evening, the same deduction will be made for supper.

For all table waiting as mentioned above after the regular quitting time, a fixed rate per hour will be paid.

This does not apply to the serving of the regular noon luncheon in Buildings No. 10 and No. 18.

All employees called for table waiting duty leaving their departments before the regular quitting time, either at noon or in the evening, will be paid up to same at their regular rate, viz: day-workers at their day rate and pieceworkers at their piece rate.

All waiters are under the supervision of the Plant Inspection Department whose duty it is to record the starting and finishing time of all waiters and to report same to the Paymaster's Department.

PIECE-WORK



All piece-work prices are guaranteed for one year from date price is set, unless there are changes in the parts, tools, or special equipment, machinery, etc., used in doing the work, and under no other circumstances will the prices be lowered.

If there is a complaint, and there are reasons to believe that any of the prices are too low, they will be retried and raised if found to be too low.

Piecework - prices are set from actual try-outs by competent workmen of only average speed, who are known as tryout men.

The instructions to these men are that they must be absolutely fair, the Company expecting only a fair day's work for a fair day's pay.

Piece-work rates are established on different classes of work according to the skill and experience required, based on what the Company is willing to pay for a fair day's work.

Piecework prices are figured from these set piece-work rates. Under this method of setting piece-work prices, it is possible for the fast workmen to earn more than the set piece-work rates on jobs.

Every employee working piece-work should take advantages of this opportunity to make as much money as possible, consistent with good work, there being no limit on any job.

Day-work time tickets

All day-work time closes Saturday noon, except where employees are called upon to work Saturday afternoons or Sundays, and in either case the time tickets must be in the Paymaster's Department by 10 o'clock the next working day.

Piece-work time

Piece-work time closes Saturday noon, except when employees are called upon to work Saturday afternoons or Sundays. On work not completed by the end of the week, but on which three hours or more time has been spent, the time tickets should be turned in. These time tickets must be in the Paymaster's Department by 12 o'clock the next working day.

"A person may acquire all other necessary attributes, but unless he be loyal he is not an asset to his company; therefore, a failure to himself."

PAYING EMPLOYEES



Office employees are paid each Saturday for work done that week.

Factory employees are paid each Friday for work done the week preceding.

Employees who fail to receive their pay in the department at the regular pay time, or who may have quit without notice and not having their pay receipt card, should call at the Employment Office for identification ticket (Form 977).

In case the employee has his pay receipt card and does not receive his pay at the regular pay time, he can receive same by presenting his card at the Paymaster's Department.

Employees should not call for their regular pay on pay days at the Paymaster's Department until after three o'clock as their pay will be in the factory on the regular pay trip.

All orders on the Paymaster for employee's pay must first be OK'd by the Employment Office for verification of signature before presenting to the Paymaster and will be honored only where the employee is absent from the factory and it is impossible for him to call in person for his money.

Employees who are to be paid in full at the end of the week must call at the Paymaster's Office after 11:45 a.m. on Saturday. They will be expected to work up to their department's regular quitting time. Buying or selling time is prohibited.

Employees' Clearance Office

Before any employee is paid off, it is necessary that the department head of that employee send him to the Employees' Clearance Office of the Personnel Division in order that

a personal interview may be had as regards the reasons for pay-off, thus making it possible that every consideration be given the employee, and, if practical, to arrange for a further trial or a transfer of the employee when the employee is deserving of such.

Women employees will be interviewed by the Women's Personnel Office.

Promotions and transfers

Employees desiring to be changed to other work, or transferred to another department, are encouraged to consult with the head of the Promotion Office of the Personnel Division.

However, before leaving their department they should get permission of the department head, who has instructions at all times to allow employees to visit the Personnel Office for any reason whatever.

The reason for this is that the Company is interested in its employees to the extent that it wants to give them every advantage in improving themselves.

Women employees desiring change of work or transfers will go to the Women's Personnel Office.

RULES (GENERAL)

Courtesy



Courtesy is the mainspring of all successful business. Courtesy has manifested itself in our business just in so far as the employees have lived it each day.

Courtesy is not an ornament; not something that can be put on or removed at will. If it is not from within, it is not courtesy.

The courteous life is the unselfish life, the life that sees the good in everyone and everything.

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We have over 50,000 Visitors each year, and the impression, which is made upon them by our employees remains in their minds. If employees are courteous and polite, the impression is good.

You will use dignity, respect, and care in addressing fellow-employees and officers. A careless word or act of familiarity on your part may cause a reflection to the discredit of yourself and of those associated with you.

Whenever you can do so consistently, you will use the prefix "Mrs.... Miss," or "Mr."

Older employees are expected to set a proper example of courtesy, energy, cheerfulness, and enthusiasm to those around them. They will be especially courteous to new employees, assisting them in any way they can, cheerfully answering questions and making them feel at home.

We desire that a spirit of cheerfulness shall pervade the offices and factory. All respond readily to cheerfulness, and this makes each day's transactions pass more easily and pleasantly.

Many of our employees are well known throughout the city because of their pleasant manners, special ability, and other qualities. Careful work, cheerfully done, pays.



It reflects in your character, and the good opinion the public has of The National Cash any and its employees is thereby increased.

Manner of dress

Be cleanly and neat in appearance, avoiding extravagance and display.

Every man or woman who ever won anything knew how to dig.-Adams.

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Outside associates

Respectable and moral associates outside of business are expected.

It is not our wish to interfere with the personal liberties of our employees, but they owe it to the Company, as well as to themselves, to so use their time outside of working hours as at least not to unfit themselves for their work the next day.

Any dissipation at night is bound to affect the employee's efficiency the following day and therefore interfere with his success.

The visiting of gambling houses, whether through curiosity or with the intention of playing, must be avoided.

Passes for parcels



To take parcels from the factory, hand the watchman at the exit of your building a pass, Form No. 916, signed by your department head

In ladies' departments, assistant heads are allowed to sign passes.

Telephones and telephoning

When called to the telephone, respond quickly. Give the name of your department, followed by your name. Do not say "hello." Be courteous.

Be thoughtful and considerate in talking over the telephone.

In calling the various departments, refer to the NCR. Telephone Directory. Call by number, rather than by the name of the individual or department wanted.

If it is not right, do not do it; if it is not true, do not say it. -Longfellow.

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Smoking

Smoking is strictly forbidden during working hours, except in the Foundry. Notices are posted in departments in which there is to be no smoking at any time.

Don't light a lantern, cigar, cigarette, or pipe inside a building when leaving the factory at quitting time, thus avoiding all danger of fire starting after the buildings are emptied.

Smoking is forbidden at all times on the eleventh floor of the office building and in the projection room.

Change of address

The first of each month all employees who have changed their residence should fill in Form No. 1183 (Employee's Change in Address Ticket and give, it to their department clerk.

The department clerk will then correct his record and send these reports to the Employment Department.

Gambling, betting, etc.

Employees inclined to bet on horse races, ball games, buy stocks on margin, or engage in any other form of stock dealing aside from the legitimate purchase of securities for investment are warned against these practices.

Neither is buying nor selling of chances of any kind permitted.

Such small offenses will subject an employee to immediate dismissal.

Card Playing, etc.

Card playing, crap shooting, matching or tossing of coins or games of like nature are positively forbidden at all times in or about any of the Company buildings or grounds.

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No games of any nature are to be played during working hours.

Flowers, presents, etc.

The spirit which prompts the starting of a subscription for the benefit of an employee is commendable in every way, but we must be mindful of the fact that there are those who will give under such circumstances when not financially able to do so.

If, for any reason, a subscription seems desirable, employees will first consult their department head.

Gifts to a department head or any other officer of the* Company are absolutely forbidden.

Correspondence



All correspondence sent out in the interests of the Company should conform to the best standards of commercial usage. Any carelessness as to writing, margins, signature, address, or other essentials of a good letter is inexcusable.

Every employee who handles correspondence should have before him a copy of the N. C. R. Correspondence Manual. This manual describes in detail our standards and correspondence policies which should be used at all times.

Letters not pertaining to Company business must not be written, during working hours. Have your personal mail sent to your home address.

The Company's letterhead is not to be used by any individual for correspondence regarding material for personal use.

"If you have half an hour to spare, don't spend it with someone who hasn't."

All correspondence should be answered promptly, fully, and courteously.

It should be answered promptly, because many times an agent asks for information of vital importance in closing a deal or in handling the Company's business. Full and

It should be answered courteously, because our salesmen are perhaps more sensitive than any other class of people regarding matters of this kind. The nature of their work makes them so.

Men working in offices get together and can usually agree about most matters without much difficulty. Practically every merchant that the salesmen call upon assumes an attitude of indifference, and possibly antagonism, so that with the salesmen it becomes generally a battle of wits, or perhaps an argument.

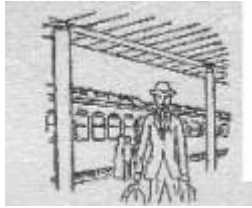
All our correspondence should be clear and courteous. Under no circumstances argue with anyone over some subject that he contends was not made clear in a letter. Make such replies courteously explain the point or points in question.

Make no promises to our agents which cannot be absolutely fulfilled. While our selling force sometimes presses us for definite information, we must not allow that fact to lead us into agreeing to do something which will not be done. It is far better to lose a sale than to secure it on any

Do not make a promise which affects any employee other yourself, except with an understanding with the other employee that such a promise is made.

Good luck follows good sense, good judgment, good health, a gritty determination, a lofty ambition, and downright hard work. -Marden.

Employees who travel



Expense statements must be rendered at the end of each week. Vouchers should be attached for items of expense covering hotel bills, Pullman fares, and all unusual expenditures.

Extra fare trains are to be used only when necessary. Drawing rooms and compartments will not be allowed.

All expenditures not covered by the classification on the expense statement must be itemized, as expenses listed as "Sundries" will not be approved.

The auditor will allow any necessary expenses when properly incurred.

Upon return to Dayton, the balance of money advanced to employees to cover traveling expenses should be remitted immediately to the cashier and an expense statement rendered for the amount expended and not previously accounted for.

The Company reserves the right to withhold from the salary of an employee any advances for traveling expenses which he does not properly account for within one week after his return.

Entertaining

When Company employees or others are entertained at the Company's expenses, a memorandum giving their names and a brief explanation why they were entertained should accompany the expense account.

This is necessary to enable the Comptroller's Department to keep a proper financial record.

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Bulletin boards

The bulletin boards in the office and factory buildings are the official means of communication with employees. Thereon are posted, from time to time, notices which concern every member of the organization. It is therefore highly important that you read each notice soon after it is posted.

Bulletin boards are not to be used for other than Company business.



Press representatives

You are cautioned against granting interviews to representatives of the press, or answering questions regarding the methods, systems, plans, policies, intentions, and personnel of the business. Those seeking information about the business must be politely referred to the executive office.

Keys to factory

Master keys for any lock in the factory are not to be in the possession of anyone except those authorized to have master keys.

Lost and found articles

All articles found, except tools, should be turned over to the Welfare Department. Tools should be turned over to the Tool Supply Department.

Orders for work in factory

There are five departments only authorized to place orders in the factory for work to be done:

1. Orders for cash register parts, regular and special, as well as printed matter, other than special printed customers' and agents' supplies and advertising, must be placed through the Stock Ordering Department.

*The books which help you most are those which make you think the most.
-Theodore Parker.*

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2. Orders for tools to be made at our factory, also purchase requisitions for tools (Form No. 550) are issued by the Tool Supply Department.

3. Orders for the assembling of registers and for special register supplies also special printed customers' and agents' supplies are placed by the Order Department.

4. Orders for maintenance work must be placed through Power and Maintenance Division. Use Form No. 432.

5. Orders for advertising matter, booklets, etc., also photographs and cuts are placed by the Advertising Department.

No orders for maintenance, amounting to \$500 or more can be placed until after special appropriation has been properly made.

Requisitions for material from stock

No stock will be give out except on requisition signed by the head of the department or authorized representative.

The department head's name with some one's initials will not be accepted on requisitions. The party authorized must sign his me in full.

Requisitions signed with a rubber stamp will not be honored.



Only a limited supply of material should be requisitioned for at one time. The main supply should be allowed to remain in the stock room from which the needs of all departments may be supplied.

No man in this world ever rightfully gets more than he gives. -Adams.

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Stock orders

All new register parts or changes in parts must be approved by the Engineering Division and ordered through the Tool Supply Department.

When the usage of any stock item is increased because of a new usage, or if, on the other hand, a usage is discontinued for any reason, the Stock Ordering Department should be at once.

All stock not in condition to use must be returned to the Department.

No stock to be taken from the factory without a sent ahead requisition Form No. 310, and then only on the last operation. All sent-ahead requisitions must bear the O. K. of the inspection Department.

Empty containers, such as carboys, sacks, etc., should be returned -o Stock "U" to be returned to the shippers for credit.

Purchases



No purchases are to be made and no correspondence or interviews are to be had before or after purchases or receipt of material or regarding purchases or propositions which may later involve purchases, except through or with knowledge of the Purchasing Department.

The receiving Department will not deliver any material Department nor will the Comptroller pass the bills, by a purchase order.

No purchase will be made except on requisitions duly approved by the proper officials. See Form No. 550.

It will be a good day for this world when men learn that "Character" spells "Success."-Hodges.

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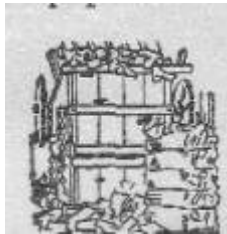
If the amount of a special purchase will exceed \$100, Request for Quotation, Form No. 770, must be sent through and all necessary data entered thereon and properly approved.

Requests for quotations and other correspondence containing prices, when sent through the factory mail, should be under seal. All information thereon is to be considered strictly confidential.

Do not put in the body of a special purchase requisition any firm names, brands, catalog numbers, etc., which will suggest to the seller that his goods are being specified. Use the remark column if it is advisable to limit the Purchasing Department in this regard.

Anticipate needs. Give specific due-dates on requisitions. Give the Purchasing Department an opportunity to buy economically.

Waste and scrap material and abandoned equipment



The sale of scrap and waste materials and abandoned equipment is handled by the Purchasing Department, and no sale, or negotiations regarding sale are to be conducted except through or with the knowledge of the Purchasing Department.

No sale will be made except on written instructions duly approved by the proper officials. See Form No. 135.

Outgoing shipments



All materials or equipment to be shipped out, on which there is a credit or charge to be made, must be delivered to the Receiving Department with the proper instructions, copy to the Purchasing Department.

All other miscellaneous Company shipments should be delivered to the Stock Department Supply Section, on Form No. 773.

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Use of correct forms



Much delay is occasioned by the use of wrong or out-of-date forms of requisitions and other office blanks. Scrap all out-of-date forms and be sure that the correct ones are used.

Rush work

In order to facilitate the dispatch of business, early notice be given the Office Service Department, the Advertising Department, and the Mailing Department, of work will come to them from all departments.

It often happens that only slight notice has been given, when extended notice might have been given, with the result that these departments are unnecessarily pressed.

Company property

Except as otherwise provided by law, the Company may retain from any wages due an employee, at any time, the value of tools, fixtures, gauges, badges, or other property of the Company which may have been broken, destroyed, or lost by the negligence or carelessness of the employee, value of same to be fixed by the Company.

With the exception of stereopticon slides, no Company property shall be loaned or given away without the written approval of the Executive Office.

Company property leaving the factory must be sent through or checked by the Receiving Department



Tools or material sent out for Company maintenance work is the only exception to this rule.

Automobiles

The Company has a limited number of passenger automobiles. These are for the use of officers of the Company when engaged on important errands, and only when the use of the street cars is inadvisable.

The automobiles are also to be used in entertaining prominent visitors and guests of the Company.

EMPLOYEES' ADVISORY BOARD

The Employees' Advisory Board was planned to fill a longfelt need of advice and suggestions from the employees.

The management needed to know more of their troubles. It needed the counsel and co-operation of the employees, and they needed the experience of the management.

The Employees' Advisory Board was recently elected by the employees at Dayton. In order that the board should truly represent the employees, the factory was divided into 25 voting divisions, averaging 250 employees.

No person occupying an executive position, or having any authority over other employees, was either entitled to a vote or eligible for election as a member of the Employees' Advisory Board.

It is hoped that this board will be the means of bringing the management and the employees closer together.

The management now has an opportunity to meet with the people who represent the employees and discuss questions of mutual interest, thereby helping to better the conditions of both the employees and the Company.

"The reason that most men don't accomplish more is because they don't attempt more."

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The regular meetings of the Advisory Board will be held each Tuesday morning at 10:00 o'clock.

Special meetings are held upon the approval of the Executive Office. If a special meeting is to be called, the Executive Office will notify the foremen of the departments in which the employees' representatives are employed.

The members of the Employees' Advisory Board are to be excused from their departments each Thursday to permit them to visit their constituents at their work or attend to any other special matters pertaining to the board.

The representatives will remain in their departments the remainder of the time, and any employee may call on his representative to present any matter he may desire. The employee in such a case, will first obtain permission from his foreman to leave his department.

The representatives will submit to the board only such matters, which cannot be adjusted in the departments concerned.

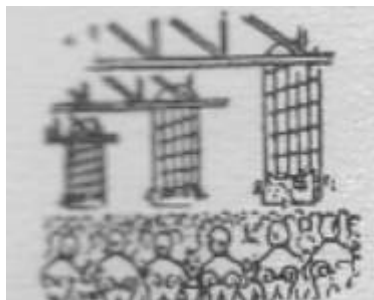
WELFARE-ACCOMMODATIONS

Reception room for visitors

The reception room on the first floor of the office building is for the use of visitors.

Men employees' dining room

This is located in Building No. 18, one and one-half squares south of the Office Building No. 10, and is open to all men employees.



The meals are prepared in a modern and sanitary kitchen adjoining the dining room.

Dinners are served from Monday to Friday inclusive.

"He most lives who lives most for others."

Women employees' dining room

This dining room occupies the north and south middle wings on the tenth floor, Building No. 10, and is open to all women employees.

Dinners are served from Monday to Friday inclusive.

Officers' Club dining room

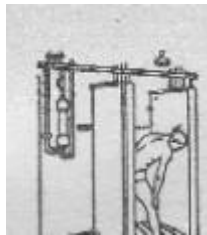
Officers of the Company, supervisors, department heads, and their assistants are eligible to dine in this dining room on the tenth floor of Building No. 10.

Dinners are served from Monday to Friday inclusive.

The Commissary Department should be notified when a member of the Officers' Club invites a guest for lunch in order that necessary arrangements may be made.

If a guest is to dine at the Company's expense or personal expense, a Guest's Dinner Ticket must be procured from the Welfare Department.

Baths



Employees are entitled to one bath each week in winter and two baths each week in summer.

Twenty minutes are allowed for bathing. Towel and soap are furnished.

The time for taking baths should be arranged with the clerk of the department in which you are employed.

Women employees are allowed twenty-five minutes for baths.

Piece workers will be paid their day rate for the allowed time consumed in taking baths.

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Bicycle sheds

Bicycle sheds are located on Stewart Street. Employees may keep their bicycles and motorcycles in these sheds during working hours. Tickets for space may be secured by applying to the Welfare Department, and must be renewed yearly.

Compressed air for inflating tires may be had at the corner of Rubicon and Stewart Streets.

Umbrellas

For the comfort and convenience of employees, umbrellas are supplied free of charge during stormy weather. They may be obtained in each department upon presentation of a receipt, Form No. 1565, properly signed by the department head, to the person in charge.

Umbrellas must be returned not later than the following work day.

Employees have sometimes left their work in order to get umbrellas. Hereafter requisitions for umbrellas will not be honored until after the closing hour.

Overshoes



Women employees may obtain overshoes in the department during stormy weather upon presentation of a receipt, Form No. 1565, properly signed by the department head to the person in charge,

Overshoes must be returned not later than the following work day.

Employees have sometimes left their work in order to get overshoes. Hereafter requisitions for overshoes will not be honored until after the closing hour.

Aprons and Sleevelets

Women employees are supplied with clean aprons and sleevelets gratis.

WELFARE-RECREATION

Hills and Dales Park



The N C R Country Club was organized in April, 1911, for the benefit of N. C. R. employees and their immediate families.

The club was conducted by a Governing Board elected by the members and the Company provided the grounds, buildings, and equipment.

During the summer season of 1917 it was operated by the city of Dayton, and known as the Community Country Club.

In March, 1918, the entire tract of land, together with the buildings and equipment, was presented to the city of Dayton, and it will be operated under the management of the Welfare Department of the city. Our employees are especially urged to take advantage of the many opportunities offered at this club.

The club grounds are in Hills and Dales, three miles south of the city on the Cincinnati & Dayton City Railway Line.

Camps

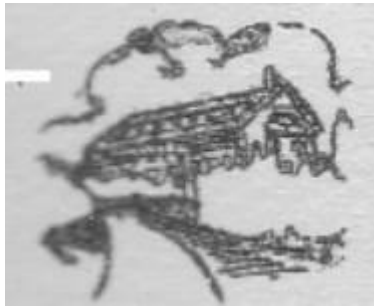
Employees, their families, and friends may use any of the nine camps in Hills and Dales, or Far Hills camp, by making reservation. A nominal charge per day is made. Cooking utensils, firewood, and pure drinking water are provided in each camp.

Reservations may be made or further information can be procured by calling at the Department of Welfare, city of Dayton.

"When a man is in earnest, and knows what he is about, his work is half done."

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Old Barn Club



In the summer of 1912, the Company established the N C R Girl's Club House in Hills and Dales for the benefit of the women employees.

The building, which had been the Dayton automobile Club's Country House, was refurnished and a matron placed in charge.

Formerly the club was for the exclusive use of NCR girls.

In May 1914, the privileges of the Club House were extended to the citizens of Dayton.

At that time the Hills and Dales Club was organized and took over the house affairs.

The club is now known as the Old Barn Club and is under the management of a Board of Governors composed of representatives citizens of Dayton.

The Club House is on Dorothy Lane, about four miles south of the city. Cincinnati & Dayton City cars run to the club.

The membership dues are nominal.

Application for membership should be made direct to the Old Barn Club.

NCR City Club and Community Hall

The NCR City Club is located at the northeast corner of First and Ludlow Streets.

It is a clubhouse and meeting place for all of the Company's employees.

Educational classes are conducted during the winter months.

Tuition in all classes is free.

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The Community Hall adjoins the N C R City Club on the north. It will accommodate 500 people, and it can be used as a gymnasium or for banquets, dancing, and other entertainments.

Dayton N C R Women's Club

The wives, mothers, and sisters of all N. C. R employees are invited to become members of this club. No dues.

Meetings are held in the N C R Schoolhouse the third Wednesday of every month at 2:30 p.m. Interesting talks are given on civic subjects, the N. C. R. business, health, home economics, etc.

The club has charge of the dances held each Saturday night from October 1 to May 1.

Woman's Century Club

This club is composed of women employees from the N. C. R. factory and office departments.

Questions relating to civics, education, household economics, health, industrial and social conditions are discussed.

Meetings are held on the second and fourth Wednesday of each month, from October to June inclusive, from 12:45 P. in. to 1:30 P. M.

Vacations

It is the Company's policy, when possible, to give all employees an opportunity to take an annual vacation. For this reason the factory is closed for two weeks each year.

This policy has been carried out for several years.

Bulletins announcing the vacation period and the regulations governing vacations are posted in all departments in ample time for all employees to make their arrangements.

The world is filled with good brains which have missed the opportunity of training. -Herbert Kaufman.

Vacations are allowed for the purpose of giving employees an opportunity to indulge in those outdoor pastimes which will best fit them for the heavy business of the months that follow.

A portion of a vacation cannot be held over and taken the following year.

WELFARE-EDUCATIONAL



Education Department

The Education Department has charge of the educational work carried on among the apprentices of the Company.

The apprentice system includes a regular course in the Dayton cooperative high school, and a special course at the University of Cincinnati, for young men who may desire to become engineers.

The entire plan provides for cooperative work, half time at the factory and half time in school.

Apprentices regular and special

The Company encourages apprentices in all the trades that are represented in the organization.

In the metal and printing trades apprentices are put through a cooperative course of training. They attend school one week and work one week alternately. This course extends over a period of two years, after which two years of continuous school work are provided.

It is expected that the cooperative plan will gradually be extended to other trades.

Two years of high-school training are necessary to enter the cooperative course.

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Special apprentices or cooperative students are those who are selected to attend one of the engineering courses at the University of Cincinnati. These young men are selected by the Educational Committee, and their high-school education must have been completed.

The plan provides for two weeks at the University and two weeks at the factory, alternately.

Lectures

The families and friends of employees are invited to attend our factory lecture and noon-hour entertainments.

The factory lecture is an illustrated talk given at 10:00 a. m and 2:00 p. m. daily, except Saturday afternoons, Sundays, and holidays. It describes the early history of the Company, the welfare and community work. The lessons it teaches can be applied by all who attend.

An illustrated health and safety lecture is given in the Health and Safety Office to all new employees during their first half hour in the Company's employ.

All employees who have not attended our factory lecture should do so. Application should be made to the department head.

Illustrated lectures on health and educational subjects are given from time to time in Community Hall adjoining the N C R City Club for the benefit of employees and their families.

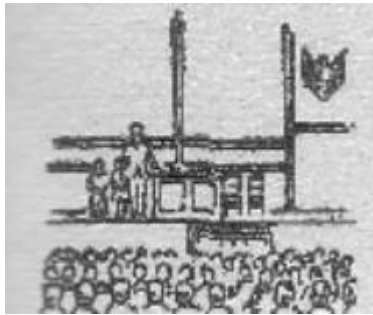
Departmental entertainments for employees and families are held at the N C R City Club.

I will study and get ready, and maybe my chance will come. -Abraham Lincoln.

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Noonday meetings for employees



Interesting and instructive meetings are held in the N C R Schoolhouse from Monday to Friday inclusive, beginning at 12:10 o'clock.

Educational films, stereopticon talks, talks by prominent visitors and Dayton men are provided. These meetings are arranged by a committee of employees, who have complete supervision.

All employees are welcome to eat their lunches in the hall. Suitable receptacles are provided for the empty lunch boxes.

Library

A library is maintained for the benefit of all employees. Books are loaned, free of charge, to any employee.

Further information maybe obtained upon inquiring at the desk of the librarian, first floor of Building No. 10, north middle wing.

Educational classes



From October 1 to April 1

The following educational classes are conducted at the NCR City Club each evening of the week except Saturday and Sunday:

Spanish

Printing

Accounting

Advertising

Salesmanship

Public Speaking

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Home Economics
Shop Mathematics
Free Hand Drawing
Agency Office Practice

These classes are in charge of competent instructors. Any employee is privileged to join the classes and there is no charge for membership.

SUGGESTIONS

Believing that many minds were better than one, the Suggestion Department was organized in 1894.

All employees are invited to make suggestions and complaints along all lines of the Company's business.

Those having suggestions adopted are substantially rewarded, as shown by the suggestion pyramid.

Special honor is shown the prize winners by usually giving them, together with a number of invited guests, a banquet on the night of the prize distribution.

From time to time special contests are held when suggestions are desired along certain lines.

Suggestions made direct to department head are forwarded to the Suggestion Department and the suggestor credited with them, if adopted.

Suggestors are given assistance in working out their suggestions, when desired.

Suggestions received through the Health and Safety Department are considered with other adopted suggestions for prizes.

A silk banner is awarded to the department making the best record in each contest, and held by that department until another department wins it.

Everywhere in life the true question is not what we gain, but what we do.
-Thomas Carlyle.

HEALTH AND SAFETY

The Health and Safety Lecture is given to all new employees Tuesday and Friday of each week in the N C R Schoolhouse-to men from 6:30 to 7:00 a. m., and to the women from 7:15 to 7:45 a. m.

The Company is extremely anxious that the health of its employees should be safeguarded in every practical way.

Spitting and washing in the bowls of sanitary drinking fountains are absolutely prohibited.

Do not spit on the floors, walks, stairways, etc.

Suggestions along the lines of health, hygiene, and sanitation are welcomed.

Contagious diseases

Any employee having a contagious disease or having a contagious disease in his family, or living or boarding where there is such disease, must remain away from work until the Company's physician is satisfied that there is no danger of infecting other employees.

Report to the head of your department, or to the Hygiene department any cases of suspicious eruption or contagion.

By doing this your health and the health of other employ--S Will be safeguarded.

Call the attention of your foreman to any fellow employee who appears to be run down physically and who apparently needs medical attention.

This is necessary, not only in order to detect any case of tuberculosis and thereby protect yourself and others, but may be the means of assisting your fellow employees to obtain the medical assistance of which they are in need.

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Hygiene Department



The Hygiene Department is located on the first floor of Building No. 10, east end. Sick or injured employees receive the services of a nurse, and, if necessary, those of the doctor. A visiting nurse visits employees at their homes when they are reported sick, giving advice and submitting reports to the heads of departments regarding the condition of the employee. Medical aid, given at the factory, is gratis.

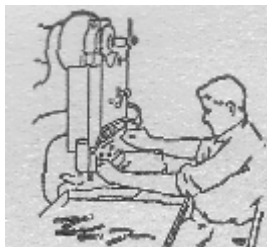
Treatment room

A well-equipped treatment room is maintained in connection with the emergency hospital, both of which are under the direct supervision of the Company's physician. All employees recommended by the physician receive treatment gratis.

Rest rooms

Rest rooms adjoin all women's departments. These rooms are under the supervision of trained nurses.

Accident prevention



Cultivating habits of caution will do more than anything else to prevent accidents.

If any of the following instructions are not perfectly clear to you, ask your department head to explain them. Cooperate with the Company in the prevention of accidents.

Here is the best recipe for a good life: "Do your work as well as you can, and be kind." -Hodges.

An employee working on appliances or machines of any kind should carefully inspect same before using and report any defect to his department head.

Don't operate a machine without using all of the safety devices which are provided.

Don't clean, repair, or adjust a machine while it is in motion or when the power is applied.

Don't wear gloves while working about machinery.

Don't wear loose fitting clothes, poor shoes, or flowing when working about machinery.

Don't use a defective tool or machine.

Don't wear finger rings while working on machinery, especially drill presses.

Don't remove guards or other safety devices from machines Ee consent of the department head or job.

Don't start a machine until all the guards are in place.

-perate a machine or appliance, unless it is nec

a pan of your duties, or unless temporarily in -D so by the department head or job foreman.

Don't operate all emery wheel without wearing goggles.

operate all emery wheel unless the guards are in
the rests are properly adjusted.

mount an emery wheel unless it has been thoroughly tested for defects.

material in halls or passageways.

Don't pile material carelessly. If you do, the pile is in danger of tipping or parts might slide off.

Don't drop material when working over others without first warning those working below. If it is necessary to work above or below other employees, they should be notified.

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Don't start down stairways while putting on overcoats etc.

Don't ride on the switch engines about the buildings.

Don't coast on trucks through the tunnels.

Don't operate the motor trucks unless employed for that purpose.

Don't operate a truck, if that is your duty, until it is inspected to see that the brakes and signal bells are in first class working order.

Don't use a split handle on any tool whatsoever.

Don't use hammers, chisels, or any tools which are "burred" or "mushroomed."

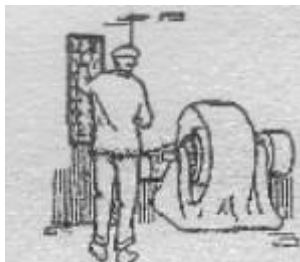
Don't hold small articles in bare hand while drilling, reaming, or broaching on the drill presses.

Don't wash your hands in benzine. If you have a slight injury on your hands there is a danger of your becoming infected from its use.

Don't throw articles out of the windows. This practice is dangerous.

Don't work on electrical apparatus pertaining to maintenance work unless authorized to do so by the Electrical Department.

Motors



Any employee in charge of a motor should see that the starting switch is in the "OFF" position when the current drops off the line.

It endangers the switchboard operator when the motor switch is left in the running position.

It also makes it possible to damage the motor when the main circuit breaker at the Power House is thrown in again.

"Carelessness and failure are twins."

When the circuit breaker at the Power House opens it will be left out for three minutes in order to give ample time for all motor switches to be thrown into the "OFF" position.

The starting rheostat lever should also be in "OFF" position before closing the main line switch to start motor again.

Machinery

All machine operators must see that their machines are oiled and kept in good condition.

What to do in case of accident

1. Report all accidents, however slight, to your department head or his assistant immediately. They will see that prompt attention, and will send you to the Hygiene Department for proper treatment.

First-aid boxes are only to be used for temporary treatment until injured employee can be brought to the Hygiene Department.

2. See that all injuries are kept properly bandaged until thoroughly healed. To prevent infection, it is important that the slightest cut or bruise be properly cared for,

3. When an employee is entitled to compensation for injury, he will receive same without making application for it.

Fire prevention

Where matches are required, the Company furnishes safety matches. We request that all employees use safety matches for personal use in the factory.

Oily rags must be deposited in receptacles provided for them. Under no circumstances should they be thrown into waste paper baskets or left lying around promiscuously.

Don't light matches or carry fire near benzine tanks.

"Never feel that you have done well enough while you know that you can still do better."

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Don't handle benzine within 25 feet of a furnace.

Don't pile stock boxes or material of any kind around fire stations.

Cans of sawdust have been placed in conspicuous places in each department, the contents to be used in case of small fires on the floor or benches caused by benzine, oils, etc.

The sawdust should be thrown with a sweeping motion over the blazing material as quickly as possible. This forms a blanket over the surface, thus shutting off the air.

Don't use sawdust for extinguishing fires in closed receptacles of benzine, oils, etc.

Electric light cords should not come in contact with steam or water pipes or machinery. Fire protection

Fire Protection



Don't get excited. Notify the telephone exchange and the Superintendent's Office immediately, giving location of the fire.

The members of fire crews should be acquainted with the proper use of all fire apparatus.

Under no circumstances is fire apparatus to be used for other than fire purposes.

Fire drills are held the first Monday in each month, at which time the whistle is blown.

All members of the various fire crews must take part in the fire drills each month.

If a sprinkler head opens, notify telephone exchange at once.

N. C. R. Safety Organization



A Central Safety Committee acts upon all recommendations pertaining to safety from accident or fire.

Any suggestion approved by the committee becomes an order to do the necessary work.

It is the duty of the Central Safety Committee to maintain interest in the prevention of accidents, to do educational work, and to design, build, and, install safety appliances.

Each department has a Departmental Safety Committee of employees who devote part of their time to meetings and inspections.

New committees are appointed each month, so that in time each employee is given an opportunity to serve.

All suggestions are submitted to the department head, who acts as chairman of the committee in his department.

A report is sent to the Central Safety Committee each month.

Recommendations and suggestions pertaining to health of employees are referred to a Health Committee for decision.

This committee cooperates with the Hygiene Department in taking steps necessary to promote the good health of employees.

N. C. R. RELIEF ASSOCIATION

The N. C. R. Relief Association is an independent organization of the employees of The N. C. R. Company.

Those desiring membership may present an application to the Secretary-Treasurer, accompanied by fifty cents (50c) as an admission fee and one month's dues.

All applications are subject to the approval of the board of directors.

The dues are payable monthly to the Secretary-Treasurer in advance.

Membership ceases upon leaving the employ of the Company.

The memberships are divided into classes, as follows:

Class A, monthly dues, one dollar (\$1.00), and limited to employees earning over twenty-five dollars (\$25.00) a week.

Class B, monthly dues, fifty cents (\$0.50), open to all employees.

Benefits for accident, sickness, or quarantine for members are as follows:

Class A, one dollar (\$ 1. 0 0) per day for the first seven (7) days, and two dollars (\$2.00) per day thereafter for a period of twelve (12) weeks. Death benefit, two hundred and fifty dollars (\$250.00).

Class B, fifty cents (\$0.5 0) per day for the first seven (7) days and one dollar (\$1.00) per day thereafter for a period of twelve (12) weeks. Death benefit, one hundred and twenty-five dollars (\$125.00).

The association furnishes the services of a physician to its members, free.

For further information see the head of the department in which you are employed.

WORKMEN'S COMPENSATION

The National Cash Register Company has complied with Section 22 of the Ohio State Workmen's Compensation Act and all of the rules and regulations of the Industrial Commission of Ohio made in pursuance thereof, and has been authorized by said commission to compensate directly such injured employees or their dependents.

Effective January 1, 1914, the following is a schedule which will be used in compensating all injured employees:

Section No. 1. No compensation shall be allowed for the first week after the injury is received, except the disbursements thereafter authorized for medical, nurse, and hospital services and medicines, and for funeral expenses.

Section No. 2. In case of temporary disability, the employee shall receive 66 2-3% of his average weekly wages so long as such disability is total, not to exceed a maximum of fifteen dollars (\$15.00) per week, and not less than a minimum of five dollars (\$5.00) per week; but in no case continue for more than six years from the date of the injury or to exceed three thousand seven hundred and fifty (\$3,750.00).

Section No. 3. In case of injury resulting in partial disability- the employee shall receive 66 2-3% of the impairment his earning capacity during the continuance thereof, not exceed a maximum of twelve dollars (\$12.00) per week, or a greater sum in the aggregate than thirty-seven hundred and fifty dollars (\$3,750.00), and such compensation shall be in addition to the compensation allowed to the claimant for the period of temporary total disability resulting from such injury.

In cases included in the following schedule, the disability in each case shall be deemed to continue for the period specified and the compensation so paid for such injury shall be as specified herein, and shall be in addition to the compensation allowed to the claimant for the period of temporary total disability resulting from such injury, to wit:

For the loss of a thumb, 66 2-3% of the average weekly wages during sixty weeks.

Be honest. -Andrew Carnegie.



For the loss of a first finger, commonly called index finger, 66 2-3% of the average weekly wages during thirty-five weeks.

For the loss of a second finger, 66 2-3% of the average weekly wages during thirty weeks.

For the loss of a third finger, 66 2-3% of the average weekly wages during twenty weeks.

For the loss of a fourth finger, commonly known as the little finger, 66 2-3% of the average weekly wages during fifteen weeks.

The loss of a second, or distal, phalange of the thumb shall be considered to be equal to the loss of one-half of such thumb; the loss of more than one-half of such thumb shall be considered to be equal to the loss of the whole thumb.

The loss of a third, or distal, phalange of any finger shall be considered to be equal to the loss of one-third of such finger.

The loss of a middle, or second, phalange of any finger shall be considered to be equal to the loss of two-thirds of such finger.

The loss of more than the middle and distal phalanges of any finger shall be considered to be equal to the loss of the whole finger; provided, however, that in no case will the amount received for more than one finger exceed the amount provided in this schedule for the loss of a hand.

For the loss of the metacarpal bone (bones of the palm) for the corresponding thumb, finger, or fingers, as above, add ten weeks to the number of weeks as above.

There is no task, not even digging a ditch, but has interest and romance in it-if you dig the right way. -Amos Wells.

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For ankylosis (total stiffness of) or contractures (due to scars or injuries) which makes any of the fingers, thumbs, or parts of either more than useless, the same number of weeks apply to such members or parts thereof as given above.

For the loss of a hand, 66 2-3% of the average weekly wages during one hundred and fifty weeks.

For the loss of an arm, 66 2-3% of the average weekly ,.wages during two hundred weeks.

For the loss of a great toe, 66 2-3% of the average weekly wages during thirty weeks.

For the loss of one of the toes, other than the great toe, 66 2-3% of the average weekly wages during ten weeks.

The loss of more than two-thirds of any toe shall be considered to be equal to the loss of the whole toe.

The loss of less than two-thirds of any toe shall be considered to be no loss.

For the loss of a foot, 66 2-3% of the average weekly wages during one hundred and twenty-five weeks.

For the loss of a leg, 66 2-3% of the average weekly wages during one hundred and seventy-five weeks.

For the loss of an eye, 66 2-3% of the average weekly wages during one hundred weeks.

The amounts specified in this clause are all subject to the limitation as to the maximum weekly amount payable as hereinbefore specified in this section.

Section No. 4. In cases of permanent total disability, the award shall be 66 2-3% of the average weekly wages, and shall continue until the death of such person so totally disabled, but not to exceed a maximum of twelve dollars (\$12.00) per week and not less



than a minimum of five dollars (\$5.00) per week, unless the employee's average weekly wages are less than five dollars (\$5.00) per week at the time of the injury, in which event he shall receive compensation in an amount equal to his average weekly wages.

The loss of both hands, or both arms, or both feet, or both legs, or both eyes, or of any two, thereof, shall prima facie constitute total and permanent disability to be compensated according to the provisions of this section.

Section No. 5. In case the injury causes death within the period of two years, the benefits shall be in the amount-, and to the persons following:

1. If there be no dependents, the disbursements from The National Cash Register Company shall be limited to the expenses provided for in Section No. 10.

2. If there are -wholly dependent persons at the time of the death, the payment shall be 66 2-3% of the average weekly wages, not to exceed fifteen dollars (\$15.00) per week in any case, and to continue for the remainder of the period between the date of the death and eight years after the date of the injury, and not to amount to more than a maximum of five thousand (\$5,000.00), nor less than a minimum of two thousand dollars (\$2,000.00).

3. If there are partly dependent persons at the time of the death, the payment shall be 66 2-3% of the average weekly wages, not to exceed fifteen dollars (\$15.00) per week in any case, and to continue for all or such portion of the period of eight years after the date of the injury as may be determined in each case, and not to amount to more than a maximum of five thousand dollars (\$5,000.00).

"A man is not old until he refuses to open the doors of his mind."

4. The following persons shall be presumed to be wholly dependent for support upon a deceased employee.

(a) A wife upon a husband with whom she lives at the time of his death.

(b) A child or children under the age of sixteen years (or over said age if physically or mentally incapacitated from earning) upon the parent with whom he is living at the time of the death of such parent.



In all other cases, question of dependency, in whole or in part, shall be determined in accordance with the facts in each particular case existing at the time of the injury resulting in the death of such employee, but no person shall be considered as dependent unless a member of the family of the deceased employee, or bears to him the relation of husband or widow, lineal descendant, ancestor, or brother or sister. The word "child" as used in this act shall include a posthumous child, and a child legally adopted prior to the injury.

Section No. 6. The benefits in case of death shall be paid to such one or more of the dependents of the decedent, for the benefits of all the dependents as may be determined by the Industrial Commission, which may apportion the benefits among the dependents in such a manner as it may deem just and equitable. Payment to a dependent subsequent in right may be made if the Commission deems it sequent per, and shall operate to discharge all other claims there for. The dependents or persons to whom benefits are paid shall apply the same to the use of the several beneficiaries thereof according to their respective claims upon the decedent for support, in compliance with the finding and direction of the Commission.

*If you cannot do it in one way, do it in another. Get it done.-Lieutenant
-Colonel Charles F. Martin.*

Section No. 7. The average weekly wage of the injured person, at the time of the injury, shall be taken as a basis upon which to compute the benefits.

Section No. 8. The National Cash Register Company, under special circumstances, and when same is deemed advisable, may commute periodical benefits to one or more lump sum payments.



Section No. 9. Compensation before payment shall be exempt from all claims or creditors and from any attachment or execution, and shall be paid only to such employees or their dependents.

Section No. 10. In addition to the compensation provided for herein, The National Cash Register Company shall disburse and pay for medical nurse, and hospital services and medicines as it may deem proper, not, however, in any instances to exceed the sum of two hundred dollars (\$200.00) ; and in case death ensues from the injury, reasonable funeral expenses shall be disbursed and paid from the fund in an amount not to exceed the sum of one hundred and fifty dollars (\$150.00), and The National Cash Register Company shall have full power to furnish medical, nurse, and hospital services and medicine to injured employees entitled thereto, and for the payment thereof,

Success depends on the man

“No man becomes great by accident. A man gets what he pays for it, in character, in work and in energy.

“There are few really fine things which he cannot get if he is willing to pay the price. Men fail, as a rule because they are not willing to pay the price of the things they want. They are willing to work hard enough to prepare thoroughly enough to put themselves heartily into what they are doing.

“The only road to advancement is to do your work so well that you are ahead of the demands of your position. Keep ahead of your work and your work will push your fortunes for you.”

“Our employers do not decide whether we shall stay where we are or go on and up. We decide that matter our selves.” Hamilton D. Mabie

The Core Memory Project

Suggestion Program

\$3000 for 320 employees.

In Addition to the above one dollar will be given for each adopted suggestion to the suggesters who do not win one of the larger prizes listed above.
Regular Six-Months Suggestion Contest ending June 30, 1919.

Rules

All employees, except pyramid heads, supervisors, department heads, foremen, job foremen, section heads, and sales agents, may compete.

Address suggestions to Suggestion Department, Building No. 10.

When two or more employees submit similar suggestions, the one from whom the idea was first received will get the credit.

Suggestions pertaining to maintenance repairs, such as carpenter and paint, electrical, millwright, and plumbing work, will not be considered as suggestions unless accompanied by an improved method of doing the work. For example, replacing window glass, repairing light wires, or fixing leaky steam pipes, etc.

Suggestions made by an employee affecting his or her work and where it is within their own province to make the change or improvement and is their duty to improve, will not be considered for the dollar prize. However, if the suggested change has to be authorized by a superior, it will be considered as a suggestion and the suggester entitled to the one-dollar prize, if adopted.

Write clearly and describe the idea so that it can be readily understood.

Date and sign all suggestions.

Sketches should be on separate sheets, attached to suggestions.

Any employee who desires further information or help in writing up his ideas may obtain same by writing or calling the Suggestion Department,

Credit will be given for a suggestion which has value but which cannot be adopted because it cannot be used at the present time.

Nature of Suggestions

1. Suggestions are desired on all subjects pertaining to the business, namely:

- (a) Increasing co-operation.
- (b) Improving the quality of our work.

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- (c) Decreasing the cost without decreasing the daily wage and lowering the quality
- (d) Eliminating unnecessary and duplicating work.
- (e) Better plans for shop work.
- (f) Increasing the sales of our product.
- (g) Improving blank forms.
- (h) Improving the health of our employees.
- (i) Additional safety precautions to make the work less dangerous.
- (j) Using cheaper tools and operations to accomplish the same results.

2. Complaints are also desired.

(a) A complaint that leads to an improvement receives the same credit as an adopted suggestion.

How Handled

1. Each suggestion is read and classified according to the subject with which it deals.

(a) Acknowledge upon the employees record card, and copied without signature.

(b) Sent to proper pyramid head for investigation.

2. After investigation a received as to the suggestion.

(a) If a suggestion is not adopted reasons are given.

(b) If adopted, the suggestion is put into effect as soon as practicable.

3. In each case the employee is notified whether his suggestion is adopted or not, and if no, why.

4. Sometimes employees ask that a reinvestigation of their ideas be made. We are always glad to do this.

5. Complaints are handled by some member of the Suggestion Department personally.

Prizes

The employee submitting the best adopted suggestion, or suggestions, will receive \$150.

The employee having the next best adopted suggestions will receive \$100.

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The employee having the next best adopted suggestions will receive \$75.

The two employees having the next best adopted suggestions will receive \$50 each.

The four employees having the next best adopted suggestions will receive \$30 each.

The ten employees having the next best adopted suggestions will receive \$25 each.

The twenty employees having the next best adopted suggestions will receive \$20 each.

The eighty employees having the next best adopted suggestions will receive \$10 each.

The 201 employees having the next best adopted suggestions will receive \$5 each.

In addition to the above, \$1 will be given for each adopted suggestion to those who do not win one of the larger prizes.

The total number of special prizes to be awarded is 320.

Prize List is Made Up

All the adopted suggestions submitted by an employee are considered together in awarding prizes, so that one might submit a number of minor suggestions and still win a big prize.

The following comprise the committee which awards prizes:

Wm. Hartman,

S. C. Allyn,

D. R. Hall,

A. A. Keiser,

H. T. Guion,

J. W. Dozier,

R. O. Bloom.

The committee studies the adopted suggestions very carefully, and places a valuation on each one. Then the suggestions are classified and the prizes are awarded accordingly.